

  
**TERMS OF REFERENCE FOR INSTITUTIONAL CONTRACT**

PART I		
Title of Assignment	Evaluation of the Child Grant Programme in Lesotho	
Project / Programme	Child Grant Programme	
Section	Social Policy	
Location	Maseru, Lesotho	
Duration	110 working days (estimated)	
Start & End dates	13/12/2021	31/08/2022

PART III: Signatures			
Function	Name	Signature	Date
Prepared by	Celine Sieu, Research & Evaluation Specialist		10/11/2021
Reviewed by	Marisa Foraci – Chief of Social Policy		10/11/2021
Reviewed by	Mpewi Semoli - Senior Supply Associate		10/11/2021
Reviewed by	Makatlheho Rantso – Operations Manager		10/11/2021
Approved by	Kimanzi Muthengi - Deputy Representative		10/11/2021

### Summary

<b>Type of Contract</b>	Institutional Contract
<b>Title of the Evaluation</b>	Evaluation of the Child Grant Programme in Lesotho
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Test the validity of the Theory of Change and the current relevance and effectiveness of the programme modalities and interventions, and identify key lessons to enable for adaptation and inform the continuation of the CGP in Lesotho</li> <li>• Document effects (positive and negative) of the CGP on targeted beneficiaries and communities between 2014 (last evaluation) and now</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To assess the relevance, effectiveness, efficiency, coherence, and sustainability of the CGP from 2014 to present, with particular focus on equity, gender equality, and disability.</li> <li>• To identify and document key lessons learned, good practices and positive effects in the implementation of the CGP between 2014 and 2021, which will be used to inform and support advocacy efforts for scale-up of Child Grants in Lesotho.</li> </ul>

	<ul style="list-style-type: none"> <li>To provide a set of forward-looking and actionable recommendations to strengthen programmatic strategies and activities in the continuation of the CGP, taking into consideration national development priorities, such as the Lesotho NSDP II, Agenda 2063 for Africa, the Lesotho National Social Protection Strategy of 2021 – 2025, and the 2030 Agenda for Sustainable Development in the country.</li> </ul>
<b>Location</b>	Maseru, Lesotho, with travel to selected districts if possible
<b>Duration</b>	110 working days
<b>Start Date</b>	13 December 2021
<b>Reporting to</b>	Research & Evaluation Specialist at UNICEF Lesotho

## Background and Justification

The social protection framework in Lesotho contributes to a multitude of SDGs, including ending poverty in all its forms everywhere (SDG1) and reducing inequality within and among communities (SDG10). About 65% of all children in Lesotho are simultaneously deprived of at least three basic social services. The Lesotho Vulnerability Assessment Committee (LVAC) rapid assessment in March 2020 projected a third consecutive of poor harvest and estimated that from April to September 2020, the food-insecure population in Lesotho would have risen to 899,287 people. The National Information System for Social Assistance (NISSA) reported that there are 101,820 chronic poor families (equivalent of 468,372 people). Reflecting on these numbers, the persistent challenge of low coverage of social assistance programmes is visible, even though 2020/21 saw a boost in increase in coverage, partly driven by the COVID-19 response.

The Lesotho Child Grants Programme (CGP), which started in 2009, is an unconditional social cash transfer targeted to poor and vulnerable households. It provides a regular transfer of between M360 and M750 every quarter to poor households with children who are selected through a combination of Proxy Means Testing (PMT) and community validation, and who are registered in the National Information System for Social Assistance (NISSA). The programme is run by the Ministry of Social Development (MoSD) of the Government of Lesotho (GoL), with financial support from the European Commission and technical support from UNICEF Lesotho.

The primary objective of the CGP “is to improve the living standards of Orphans and other Vulnerable Children (OVC) so as to reduce malnutrition, improve health status, and increase school enrolment among OVCs”. The rationale behind the CGP is to foster the greater well-being of poor and vulnerable children living in the poorest households in Lesotho. By supplementing household income, the transfer aims to promote greater levels of education, health and nutrition – especially for children. While the transfer is unconditional, the CGP features strong messaging conveying the programmes intended purpose and desired outcomes. To the extent possible beneficiaries are urged to spend the cash for the betterment of their children. While supporting household spending on children is the primary call of the CGP there are good reasons to believe additional impacts on productive and economic livelihoods can be achieved. Since the programme targets rural areas, the majority of beneficiaries depend heavily on subsistence agriculture and live in places where markets for financial services (such as credit and insurance), labour, goods and inputs are likely to be lacking or inadequate.

The CGP has steadily increased its coverage from 38,738 household in 2018 to approximately 50,000 households, or 110,625 children, in 2020. To respond to the COVID-19 pandemic and effects of the lockdown, the EU committed additional funds (5.5 million EUROS) to support vulnerable and affected households towards the end of 2020. UNICEF supported the Ministry of Social Development to implement activities in accordance

with the Government's COVID-19 Social Protection Sectors Response Plan. More specifically, with the additional financial support, the CGP has been used in a shock-responsive manner, through a:

- Vertical expansion (rolled out from end of February 2021 until end of mid-May 2021): 50,000 households who already benefit from the Child Grant also received a "top up" cash transfer. This means households who currently receive LSL 360.00 (equivalent of \$25, if they have 1-2 children), LSL 600.00 (equivalent of \$41 if they have 3-4 children) and LSL 750.00 (equivalent of \$52 if they have 5 and more children), all received an additional LSL 1,500.00 (equivalent of \$103) for one quarter (3 months in early 2021).
- Horizontal expansion (rolled out in April and May of 2021): An additional 6,944 extremely poor households who don't yet benefit from the Child Grant have received a cash transfer for the first time (LSL 2,268.00, equivalent of \$134, for one quarter in early 2021), and these households will be absorbed into the Child Grant Programme.

In 2011, a baseline and targeting assessment was completed and included around 3,000 households. Two years later, in 2013 (with the report being finalized in 2014) a follow-up evaluation took place, with the purpose of establishing impact, effectiveness, efficiency and sustainability of the CGP<sup>1</sup>. In subsequent years, a Cash+ programme, named SPRINGS, linked to the CGP was implemented, which prompted an impact evaluation being conducted by FAO's evaluation experts with the aim to assess the complementary support between the Cash+ programme and CGP. Since its beginning, the nature of the CGP has substantially changed over time, which was documented and evaluated up until 2014 only. Since then, there has been no other studies conducted on the CGP, and with the current grant from the EU phasing out in mid-2022, there is a need to implement a follow-up evaluation of the CGP to take stock of its progress in the past 7-8 years.

## Scope of Work

### 1) Goal and objectives for the evaluation

The overall **goal** of this evaluation is to assess the implementation and delivery of the cash transfer interventions in target communities and households, and document programme results and status between 2014 (when the last impact evaluation was completed) and 2021 (as the latest and current phase of the CGP); therefore covering all OECD DAC Criteria.

The **objectives** of this assessment through this consultancy are:

- To assess the relevance, effectiveness, efficiency, coherence and sustainability of the Child Grants Programme from 2014 to present, with a particular focus on equity/inclusion, gender equality, disability, as well as UNICEF's strategic positioning in relation to its child rights mandate.
- To identify and document key lessons learned, good practices and positive effects in the implementation of the CGP between 2014 and 2021, which will be used to inform and support advocacy efforts for scale-up of Child Grants in Lesotho.
- To provide a set of forward-looking and actionable recommendations to strengthen programmatic strategies and activities in the continuation of the CGP, taking into consideration national development priorities, such as the Lesotho NSDP II, Agenda 2063 for Africa, the Lesotho National Social Protection Strategy of 2021 – 2030 and the 2030 Agenda for Sustainable Development in the country.

### 2) Linkages to SDGs, UNICEF goal area, and Country Program results

This evaluation aligns with UNICEF Lesotho's rolling joint workplan signed between the Ministry of Social Development of Lesotho and UNICEF, under the outcome of Social Policy and the output 3.3 of Research & Evaluation. This workplan falls under UNICEF Lesotho's Country Programme of 2019-2023, especially under

<sup>1</sup> The 2014 CGP evaluation report is available here:

[https://transfer.cpc.unc.edu/wp-content/uploads/2015/09/Lesotho-Child-Grants-Programme\\_Follow-up\\_April-2014.pdf](https://transfer.cpc.unc.edu/wp-content/uploads/2015/09/Lesotho-Child-Grants-Programme_Follow-up_April-2014.pdf)

the pillar of 'Reducing child poverty and enhancing equity and social protection', whereby young children, particularly the most vulnerable, benefit from gender-responsive equitable social programmes by 2023. Two of the specific priorities of this country programme component are: (1) supporting the establishment of an integrated child-sensitive and gender- and shock-responsive social protection system; and (2) supporting robust evidence generation to inform social and economic policies and programmes for children.

The evaluation of the CGP also contributes to multiple SDGs, especially goals 1 to 6; and to UNICEF goal area 5: every child has an equitable chance in life. It is also linked to the Convention on the Rights of the Child (CRC) Article 4 & 26 and to the Lesotho UNDAF outcome 2. In line with UNICEF Lesotho's Country Programme, the CGP evaluation will generate evidence that will inform its Social Protection and Inclusion component, which aims to reach every child in Lesotho, everywhere and every time, with opportunities to survive, develop and reach her/his full potential. This study therefore falls under our Country Programme's Social Policy outcome, stating that by 2023, all children, particularly the most vulnerable, benefit from gender-responsive social policies and programmes for the sustainable and equitable realization of their rights; and more specifically under output 3.3 of the outcome on Research & Evaluation.

### 3) About the Child Grant Programme (CGP)

#### CGP Background and objectives

Lesotho's Child Grant Programme is an unconditional cash transfer targeting poor and vulnerable households with children, which started in 2009. Its primary objective is to improve the living standards of orphans and other vulnerable children (OVC) to reduce malnutrition, improve health status and increase school enrolment. The CGP focuses on children's wellbeing, with the objective of improving health and reduce economic inequalities in the community. Unlike other CTs in the region (e.g. Tanzania, Zambia), the CGP does not explicitly include a gendered approach. Initially, it aimed to provide LSL120 per month per household, but the transfer was then indexed to the size of the households (number of children) in April 2013, with transfers from LSL360 to LSL750.

Initially, households were selected through Proxy Means Testing (ultra-poor and very poor), based on a community census run by the National Information System for Social Assistance (NISSA) and community validation, to be included in the CGP. While no strict conditionality was applied, beneficiaries were instructed that the transfer was to be used for their children. Following the NISSA review of 2014, the targeting approach of the cash transfer beneficiaries has shifted, and a different methodology involving six different steps was used (more details to be provided as part of the background documents during the inception phase).

Due to poor harvests in 2012, CGP beneficiaries received 2 to 4 Food Emergency transfer on top of the CGP payments in 2012-2013. Due to financial constraints affecting the program's size, 60% of poor households with children were not eligible to receive the CGP, leading to tensions in the treatment communities. In 2020, due to the global pandemic of COVID-19, the CGP was used in a shock-responsive manner: 50,000 households who already benefitted from the Child Grant also received a "top up" cash transfer. The CGP further had a horizontal expansion in the same year, where an additional 6,944 extremely poor households who didn't yet benefit from the Child Grant received a cash transfer for the first time for one quarter, and these households will be absorbed into the Child Grant Programme.

#### CGP Theory of Change

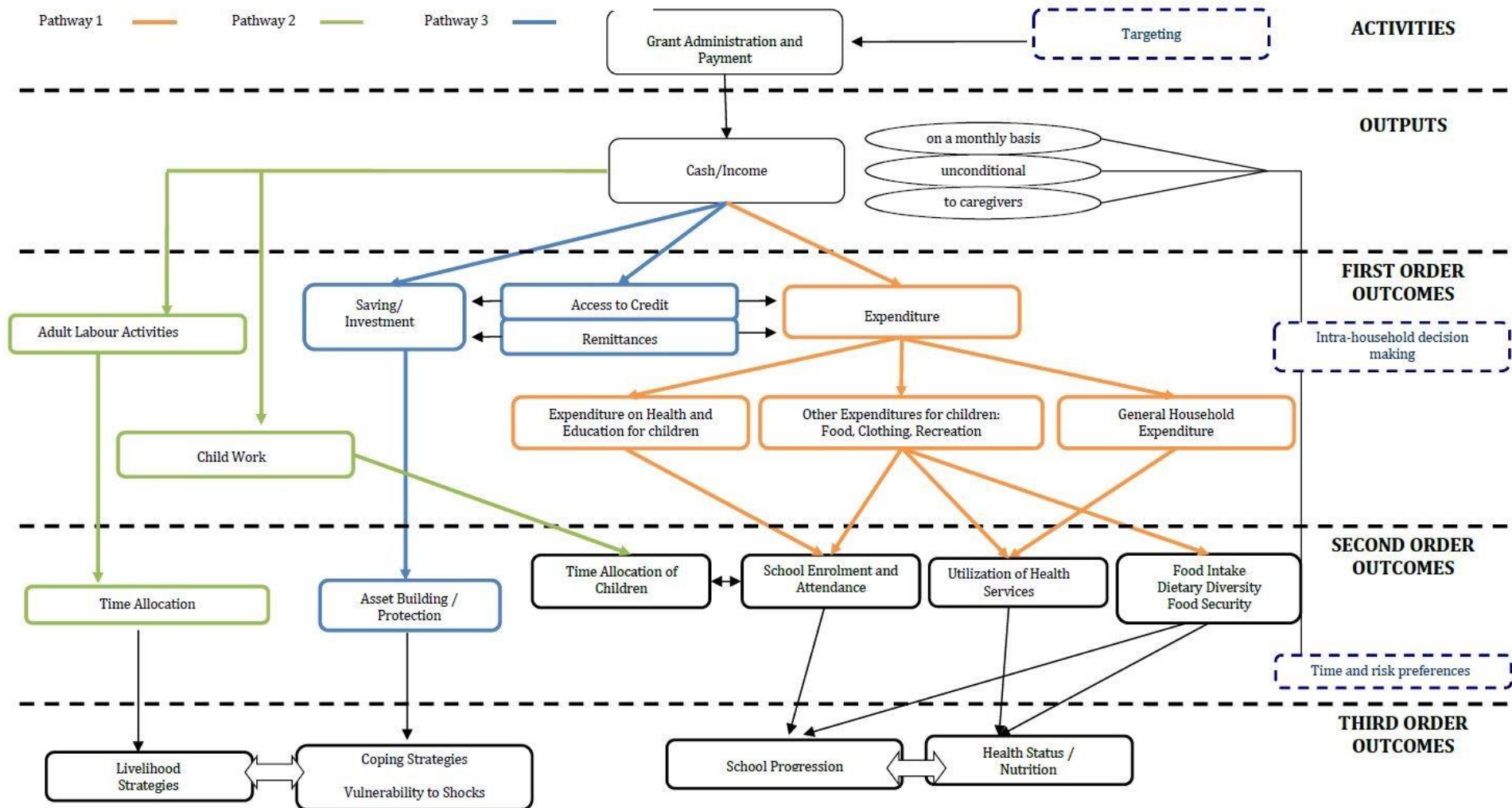
In 2013/2014, the CGP commissioned a first impact evaluation, conducted by an external evaluator. During the evaluation, the CGP's theory of change was developed, which disentangles different pathways along which the intervention could tackle poverty and vulnerability for children, while promoting broader developmental impacts. The evaluators articulated the theoretical model for understanding the possible impacts of the CGP along three main pathways of change:

1. by providing an injection of resources into the household economy, the CGP is expected to boost consumption expenditure of goods and services that correspond to core household needs, and contribute in this way to improving the overall wellbeing of household member and children in particular. Through increased expenditure, the transfer may lead to consumption of different goods and services by the household members, especially for children.
2. A second pathway of change of the CGP is through time use and substitution of income sources. By representing an additional source of income into the household, the transfer could lead to an adjustment of livelihood strategies, including work habits for both adults and children, reliance on informal community support and other income generating activities. Indirectly, the income effect linked to the grant may trigger secondary effects including the time allocation of household members and their participation in the labour market, household reliance on remittances and informal safety nets and their access to credit.
3. A third pathway of change of the CGP is through investment in productive assets. Parts of the funds made available by the programme may be used to increase households' productivity and build assets, also as a way to increase resilience to shocks. By expanding the saving and investment capacity of the households, the transfer may promote asset building in a variety of ways (precautionary savings, livestock, micro-business, etc.) and strengthen in the long run the risk coping strategies of the household.

Figure 1 below illustrates such theory of change. It represents a tree of effects of the programme by separating the different levels of its influencing strategy according to a Log-Frame hierarchy (activities, outputs and outcomes).

To note that the quality of the CGP implementation matters significantly for its overall effectiveness. In Figure 1, the activity and output levels refer to the operation, implementation and administration of the CGP. Poor design (inefficient or ineffective targeting mechanisms, for example) and weak administration (for example irregular or unpredictable cash disbursement) could represent implementation bottlenecks that undermine the programme effects. Particular attention should be devoted to the transaction costs associated with beneficiaries', as these may reduce the overall net effectiveness of the interventions.

Figure 1 – CGP’s Theory of Change (as of 2013/2014)



## CGP's stakeholders

The CGP is **first and foremost a governmental programme**, which has been implemented and led by the Ministry of Social Development (MoSD) of Lesotho. UNICEF has been providing the Ministry with technical support, while the European Union (EU) in Lesotho has been financially contributing to the programme operations.

As part of this assignment, the evaluation is commissioned by UNICEF Lesotho, specifically the Social Policy section, on behalf of the MoSD, with funding from the EU delegation of Lesotho. The evaluators will report to UNICEF directly, but **the MoSD will play a key role in reviewing and providing feedback on all major deliverables** (as cited below).

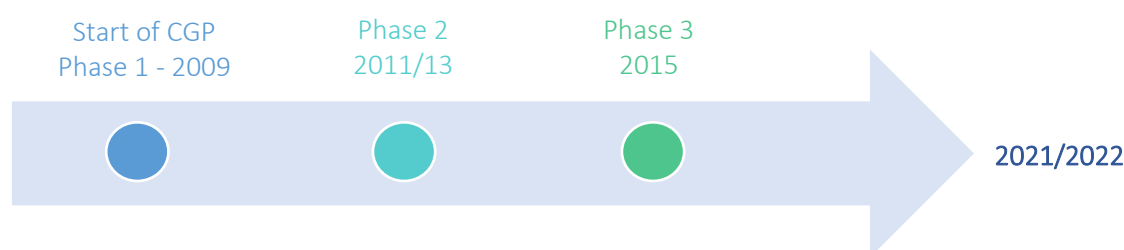
## CGP's implementation phase

The CGP first started operating in 2009 and has a national reach. The programme came out of a European Commission's project (2005-2009) responding to the HIV/AIDS epidemic in the country and the resulting rising number of OVC.

From 3 Community Councils (about 1,250 households) in 2009, the programme reached 10 Community Councils (2,300 households) in 2013 at the time of its first impact evaluation.

In subsequent years, a cash+ programme (SPRINGS) linked to the CGP was also implemented in Lesotho, with an impact evaluation (on SPRINGS) being conducted by FAO in 2017/2018, with the objective of assessing the complementary support between the cash+ of SPRINGS and the CGP.

The CGP is a governmental programme that still operates under the MoSD's leadership. Due to COVID-19 pandemic, the CGP has completed a vertical expansion (top-up cash to existing beneficiaries of the CGP) and a horizontal expansion (adding new households as beneficiaries of the CGP). Both expansions were completed by the end of Q2 2021.



## 4. Evaluation scope

### Description of the scope

UNICEF evaluation standards refer to the OECD - DAC criteria. The standard OECD DAC Criteria include: Relevance; Coherence; Effectiveness; Efficiency; Sustainability; Impact. For this evaluation, the additional criterion of Partnership will be added. The evaluators will also have to consider the **mainstreaming of gender, equity, and human rights** aspects.

It is expected that the evaluation will assess the **CGP's implementation modalities, interventions and progress/effects between 2014 and 2021** (i.e. between the last evaluation and the latest and current phase of the CGP) against the six OECD DAC Criteria. It is also expected that the evaluators will both review and use secondary data (datasets from previous evaluations/studies are available) to identify key areas (or indicators) of some of the DAC Criteria to follow up on in this evaluation, while also collect primary data to fill any identified existing gaps and to add evidence to newly identified aspects/indicators.

As the CGP is implemented throughout the country, the evaluation will collect quantitative data from a **representative sample** of the programme’s current beneficiaries in all **10 districts across Lesotho**. The CGP includes 50,000 households in total, who were all drawn from NISSA. However, UNICEF acknowledges the current pandemic and its constraints on fieldwork; therefore, the final scope of this evaluation, especially geographically speaking, will be discussed, and agreed upon during the inception phase.

UNICEF has a mandate to safeguard the rights of all children, everywhere, with a focus on children who are overlooked and left behind by economic and social progress. Based on our Leave No-one Behind principle, our promise to **promote gender equality** in everything we do, as well as the UN Disability Inclusion Strategy, we expect the evaluators to pay **particular attention to equity/inclusion, gender, disability and child rights** in the evaluation design and methodology, and throughout the whole evaluation process.

### Evaluation criteria and research questions

Table 1: evaluation criteria and key evaluation questions

The evaluation will seek to answer the following, but not limited to, key questions:

Evaluation criteria	Key evaluation questions
Relevance	<ul style="list-style-type: none"> <li>To what extent are the programme’s objectives and design, including the underlying theory of change, valid and respond to the needs of intended beneficiaries and to the priorities and policies of the Lesotho government?</li> </ul> <p><u>Sub-questions:</u></p> <ul style="list-style-type: none"> <li>Are the CGP’s interventions appropriate in the current context, pre- and during COVID-19, to meet the needs of the beneficiaries and the priorities of the government of Lesotho?</li> <li>Are the programme’s current implementation modalities (e.g. targeting, enrolment process, case management, payments, cash amount and grievances) appropriate to deliver and achieve its targets and objectives?</li> <li>Are the interventions and outputs of the programme consistent with the intended outcomes/impact of the CGP? Are the programme’s objectives still valid?</li> </ul>
Coherence	<ul style="list-style-type: none"> <li>To what extent has the CGP been consistent with and complementary to other interventions and policies? Where relevant, to what extent has the programmed adapted to changes in the policy environment?</li> </ul> <p><u>Sub-questions:</u></p> <ul style="list-style-type: none"> <li>Has the CGP been complementary with other interventions carried out by the MoSD? If yes, how and to what extent has the CGP been aligned to their strategy and priorities on social assistance and protection?</li> <li>How has the programme been complementary and aligned with interventions by other external actors’ (e.g. CSO, NGOs, etc.) in the same context?</li> <li>How has the programme added value while avoiding duplication with other similar interventions in the country?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>To what extent were the objectives and intended results of the CGP been achieved so far?</li> <li>What were the major factors influencing the achievement on non-achievement of the objectives and intended results?</li> </ul> <p><u>Sub-questions:</u></p> <ul style="list-style-type: none"> <li>To what extent has the programme contributed to improve levels of education, health and nutrition among beneficiaries, especially for children and female-headed households?</li> </ul>

	<ul style="list-style-type: none"> <li>• How successfully has the CGP supported vulnerable households, including those with children with disabilities, children living with HIV, and adolescent mothers; during the Covid-19 response?</li> <li>• How effectively has the programme learned/responded to the last Impact Evaluation findings? To what extent did CGP adapt its programme interventions / design?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>• Are there areas in the CGP where operational efficiency and improvements can be achieved? If so, what are they and how can they be implemented?</li> </ul> <p><u>Sub-questions:</u></p> <ul style="list-style-type: none"> <li>• Based on other similar interventions in the country or in the region, to what extent are the CGP interventions cost-effective? What areas can be made more cost-effective and how?</li> <li>• Are CGP interventions or processes time efficient? What processes can be more time efficient and how?</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• Is the programme designed in a sustainable way in the long term?</li> </ul> <p><u>Sub-questions:</u></p> <ul style="list-style-type: none"> <li>• Will the Government of Lesotho be able to maintain the programme operational and well-functioning after the end of the EU funding support?</li> <li>• Would the Government of Lesotho and Ministry of Social Development be able to manage a Direct Budget support from the EU or any other donor?</li> <li>• What key interventions can enable beneficiaries to improve levels of education, health and nutrition of their children on a long-term basis?</li> <li>• Given the current context and upcoming potential shocks, how shock-responsive is the current CGP? And how can the programme be adapted to become more shock-responsive and flexible as a social assistance programme?</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• To what extent has the CGP generated or contributed to the achievement of significant higher-level effects (social, environmental and economic), whether positive or negative, intended or unintended?</li> </ul> <p><u>Sub-questions:</u></p> <ul style="list-style-type: none"> <li>• To what extent has the CGP resulted in improved outcomes around education, labour, health and nutrition for its beneficiaries, especially among children (including children with disability and children living with HIV) and female-headed households (including adolescents and mothers living with HIV)?</li> <li>• Were there unintended positive and/or negative consequences resulting from the CGP? If so, what are they?</li> <li>• To what extent has the CGP had an indirect and additional impacts on productivity and economic livelihoods of its beneficiaries or among target communities?</li> </ul>
Partnership	<ul style="list-style-type: none"> <li>• To what extent is the partnership between UNICEF and MoSD effective and coordinated? How can the current collaboration be enhanced?</li> </ul>

### Primary intended users and intended uses

This evaluation is aimed primarily at the Lesotho Ministry of Social Development to ensure accountability and learning for the ongoing and future implementation of the CGP. This evaluation is also aimed at the Social Policy team within the Lesotho Country Office (LCO) of UNICEF, who are expected to use the results to continue its support to their government counterparts and support the Social Policy team's advocacy efforts for adapting CGP's key activities to ensure they remain relevant and appropriate to the current context, and for scale-up of Child Grants in Lesotho. The evaluation will also be useful to the EU, both for accountability and learning

purposes, while supporting them to improve their expertise and future investment in the sphere of social protection and assistance. In addition, UNICEF evaluation specialists and social protection specialists, both nationally and internationally, will have great use of this evaluation as findings will contribute to the global evidence on social protection and assistance and to UNICEF’s evidence base in this thematic area. Finally, the evaluation will add to existing knowledge on social protection broadly and also be a source of additional evidence to aid policy debates and conversation. Researchers, practitioners and policymakers in the social protection sector will have access to the evaluation data and trends and use these in their work to influence policy and practice.

Table 2: Summary of evaluation users and usage

Primary Users	Evaluation use
Lesotho Ministry of Social Development	<ul style="list-style-type: none"> <li>• Inform programming</li> <li>• Ensure accountability and learning</li> <li>• Inform government’s work around social protection practices and social assistance policy</li> <li>• Share learning and recommendations with target communities/beneficiaries and ensure meaningful accountability</li> </ul>
UNICEF Lesotho Social Policy team and Evaluation Specialist	<ul style="list-style-type: none"> <li>• Inform programming</li> <li>• Inform and support advocacy work</li> <li>• Inform other social protection programmes or similar work with other UN Agencies in Lesotho</li> <li>• Ensure accountability and learning internally and with partners</li> <li>• Share learning and recommendations with target communities/beneficiaries and ensure meaningful accountability</li> <li>• Use findings to contribute to the UNICEF’s evidence base in social protection and assistance</li> <li>• Drive LCO’s evaluation agenda and build LCO’s evidence base</li> </ul>
UNICEF ESARO Social Policy team	<ul style="list-style-type: none"> <li>• Use findings to contribute to the global evidence on social protection and assistance</li> <li>• Inform other similar programmes in the region</li> </ul>
European Union Delegation in Lesotho	<ul style="list-style-type: none"> <li>• Demonstrate accountability and learning</li> <li>• Improve current and future funding in social protection sector</li> </ul>
Researchers, practitioners and policymakers in social protection sector (general)	<ul style="list-style-type: none"> <li>• Access to available data for further research</li> <li>• Access to findings to inform similar programmes in the country or region</li> <li>• Access to findings to inform policymaking in the region</li> </ul>

### Evaluation approach and methodology

**Evaluation design:** It is expected that the study will be based on a **mixed-method design that is gender-sensitive and socially inclusive**, incorporating both quantitative and qualitative methods. The preferred evaluation design will be a quasi-experimental design, which would include **a representative sample size of CGP households**. However, it is expected from the evaluators to assess the feasibility and appropriateness of using a quasi-experimental methodology and **suggest the most appropriate design in their proposal for review**. The methodological approach will also be dependent on budget availability and on logistical feasibility of fieldwork and access to beneficiaries and non-beneficiaries of the CGP.

The mixed-method approach will also allow the evaluators to focus on answering all key evaluation questions consistently and not prioritize the impact and effectiveness criteria only; as relevance, efficiency and sustainability are crucial criteria to address in this evaluation. It is expected that evaluators will propose a matrix

**showing the right data collection and analysis needed to focus precisely on the evaluation questions** being asked.

Thinking through the theory of change (TOC) as the first step of planning this evaluation, the evaluators will review and assess the validity of the CGP's current TOC and test its various elements before moving on to measuring its impact and effectiveness to ensure the logic model makes sense. If the existing TOC isn't complete or lacks components, the evaluators should propose (in the evaluation report) an updated theory for the programme by following the implementation of interventions step by step and examining the assumptions being made.

In line with UNICEF's data quality standards, all data collected and analysed will be disaggregated by gender, age, locations (first by four agro-ecological zones of lowlands, highlands, foothills, and senqu river valley; and second by district level) and where possible, by vulnerable groups (including disability).

It is expected that the **quantitative data** (from both secondary and primary sources) are used in statistical models and analysis to assess potential impacts of the programme, while **qualitative data** are analyzed and used to deepen explanations, triangulation, and clarifications of quantitative results, as well as anecdotal evidence to build up beneficiaries' stories but also showcase opinions and views of the CGP's stakeholders (including implementers and partners).

#### **Data collection tools:**

1. Two types of quantitative questionnaires/surveys:
  - With CGP beneficiaries to address Impact, Effectiveness and Relevance criteria
  - With CGP key stakeholders (e.g. implementers) to address Relevance, Coherence, Sustainability and Partnership criteria
2. Three types of qualitative interview guides to gather perception, views and opinions from:
  - CGP beneficiaries to address Impact, Effectiveness and Relevance criteria
  - Other community members (e.g. chiefs and councilors) to address Effectiveness and Relevance criteria
  - CGP key stakeholders (e.g. implementers) to address Efficiency, Relevance, Coherence, Sustainability and Partnership criteria

**Evaluation scale:** the evaluation should plan to work across all ten districts with the target groups including parents/caregivers of vulnerable children, children with disabilities etc., as well as other key stakeholders of the programme, including chiefs and councillors, programme partners, programme staff, MoSD and UNICEF staff/other stakeholders of interest.

**Sampling approach:** Evaluators will be expected to **propose the most appropriate sampling methodology for both quantitative and qualitative assessments in their proposal**. For the quantitative study, there should be a representative sample of the CGP current beneficiaries; while for the qualitative study, there should be a good representation of all CGP key stakeholders. During the inception phase, the evaluators will be expected to design a sampling frame and use it to draw the powered sample size for the quantitative data collection and analysis.

**Flexibility of approach:** UNICEF recognises the scope and methodology of the evaluation may be affected by the current COVID-19 pandemic and budget availability. The successful Evaluation Partner will be expected to demonstrate flexibility and creativity, and demonstrated capacity to do so, in responding to the changing situation by applying appropriate methods of data capture and planning ahead.

As part of their proposal, applicants should **clearly define and explain how fieldwork for this evaluation will take place** and demonstrate they have considered all possible scenarios relating to the COVID-19 context and how these might affect fieldwork e.g. the implications of repeated lockdowns, travel restrictions and physical distancing rules. They should outline **how they would adapt their approach to take these into account, including alternative data collection methods if and where necessary**, and making sure that safety of all participants and staff remains paramount. **A partnership with a local research firm/institution is highly encouraged.**

**Quality of work:** The quality of all work undertaken as part of this assignment will be assessed against UNICEF's Evaluation Quality Standard (see link below). All aspects of the evaluation will be expected to meet at least a 'Satisfactory' standard of evidence, according to the definitions stated. UNICEF will encourage the Evaluation Team to refer to these in their development of the Inception Report and the Final Evaluation Report.

### Potential risks and limitations of the evaluation

Due to the COVID-19 pandemic, the possibility of fieldwork could become uncertain and governmental regulations around movement restrictions and sanitary measures could result in implementation delays around the evaluation's data collection of primary data. This will affect the quality and the scale of new data to be gathered in this process, which in turn affects the data analysis and the evaluation findings. Therefore, the evaluators and UNICEF will have to remain flexible and produce a comprehensive risk assessment, which includes mitigations measures and alternative approaches. Regular monitoring and liaison with UNICEF Lesotho will be required before any travels can be undertaken.

It is important the successful Evaluation Team has taken all reasonable measures to mitigate any potential risks to research participants and the delivery of the required outputs for this evaluation. Therefore, the Evaluation Team should submit a comprehensive risk management plan covering:

- The assumptions underpinning the successful completion of the proposals submitted and the anticipated challenges that might be faced
- Estimates of the level of risk for each risk identified
- Proposed contingency plans the bidder will put in place to mitigate any occurrence of each of the identified risks
- Specific safeguarding risks (for both children and adults) and mitigating strategies
- Health and safety issues that may require significant duty of care precautions, with particular consideration paid to risks relating to COVID-19

Available resources for the evaluation might not allow for a comprehensive quasi-experimental design, which would include representative samples for both beneficiaries and non-beneficiaries of the programme in all 10 districts. This will in turn affect the scope of the evaluation, which might need to be revised during the inception phase. Another limitation could be the active inclusion and participation of vulnerable groups as they are often harder to reach and find, which means it requires further efforts in terms of human and financial resources. Involvement of vulnerable groups will be assessed during the early stages of the inception phase and the evaluators and UNICEF will make an informed decision based on budget availability and geographical accessibility to these groups.

One key challenge for this evaluation is the risk that the counterfactual cannot be observed. As 7 years have passed since the last data were collected, it is unknown the degree of contamination that exists in the field, whether spillover has happened, whether there will be selection bias due to geographical access or budget limitation, and whether matching criteria between the beneficiaries and control group can be reconstructed to determine an acceptable and appropriate comparison group for counterfactual analysis. However, it is to note that this potential limitation will mainly affect the criterion of impact and shouldn't affect the other OECD criteria.

## Evaluation ethics

Ethics and safeguarding are at the centre of evaluation practice at UNICEF. It is expected that the evaluation will follow the UN Evaluation Group (UNEG) Norms and Standards (available online), therefore the evaluators should familiarize themselves with the content of the UNEG's document. The UNEG Norms and Standards have four guiding ethical principles for evaluations: Integrity, Accountability, Respect, and Beneficence. The principle of 'do no harm' should be at the forefront of all ethical planning and application.

**Evaluators will be required to develop an ethical approach to ensure complete compliance with international good practice relating to research ethics and protocols, particularly with regards to safeguarding children and vulnerable groups.** The ethics plan should recognise the power dynamic between evaluators, clients, and programme stakeholders, and address this imbalance for the evaluation process, as well as ethical safeguards for participants of the evaluation (including fair representation, respect for dignity and diversity, confidentiality, avoidance of harm, etc.). In addition, **the evaluators will have to apply for ethics clearance and approval from the Government of Lesotho before data collection can start.**

Considerations should be given to:

- Administrative, technical and physical safeguards to protect the confidentiality of those participating in the research
- Obtain informed consent for voluntary participation of beneficiaries and stakeholders in the evaluation, as well as ensuring data protection protocols are implemented and met.
- Safeguards for those conducting research
- Do No Harm safeguards for people participating in research, including physical safeguards as well as emotional/psychosocial safeguards
- Parental or caregiver consent concerning data collection
- Appropriate spaces and methodologies tailored in consideration of unique needs of vulnerable adults, including those with disabilities
- Appropriate language and communication

## 5. Specific tasks/activities under this assignment

The evaluation activities will be performed in-person as a preferred approach, but remote methods (e.g. phone calls, digital platforms etc.) can be explored depending on restrictions related to COVID-19 and how they evolve.

Once hired, the evaluators are expected to carry out the following:

### a) Inception activities

- Conduct a desk review of all relevant programme documents and existing social protection and social assistance data for the programme focus area.
- Conduct a stakeholders' analysis
- Prepare and apply for ethics approval/clearance in Lesotho
- Attend inception meetings
- Develop an inception report, which includes sampling methods and sampling frame for both quantitative and qualitative data collections, detailed workplan, list of tools and mapping of tools in relation to the evaluation criteria/questions, mapping of secondary and primary data to respond to evaluation criteria / questions, fieldwork strategy, data quality assurance, etc.
- Develop quantitative and qualitative data collection tools and materials
- Translate the data collection tools into Sesotho
- Finalize and validate data collection tools based on one or two initial consultations and pre-testing (tools piloting activity)
- Prepare for fieldwork with logistics

### b) Conduct data collection / fieldwork

- Hire and train enumerators and/or research assistants on the tools for quantitative and qualitative data collection activities
- Prepare and provide all necessary tools for data collection, including print interview guides, consent forms, voice recording device as needed, etc.
- Lead and implement activities of primary data collection (quantitative and qualitative) in communities as needed (depending on sampling methodology)
- Lead and collect secondary data to be used for the evaluation analysis where needed
- Lead stakeholders' interviews (qualitative)

#### c) Data analysis and report writing

- Quantitative data analysis (including different disaggregation levels, e.g. location, gender, age range)
- Qualitative data analysis (including different disaggregation levels, e.g. location, gender)
- Write draft evaluation report, which includes populating the evaluation matrix, an executive summary, evaluation findings, conclusions, and recommendations; and submit for comments and feedback
- Produce final evaluation report based on comments and feedback received
- Develop a PowerPoint presentation on key findings, conclusions and recommendations
- Use the PowerPoint presentation to communicate findings, conclusions and recommendations to relevant staff and audience (including UNICEF Lesotho, UNICEF ESARO, MOSD, the EU Delegation in Lesotho)
- Produce a policy brief based on key findings, recommendations, and conclusions
- Produce infographics based on key findings

#### d) Coordination and technical support

- Lead on the full coordination, planning and execution of the evaluation activities in-country and remotely
- Liaise and report regularly to UNICEF Lesotho
- Attend calls and meetings as needed, and assist in preparing background materials and taking minutes

### 6. Responsibilities of the parties involved in the assignment

#### Responsibility of UNICEF Lesotho

- Provide all relevant technical documents related to the Child Grants Programme, including previous impact evaluation report, previous studies, programme reports, previous datasets; and financial documentation to the evaluators as required
- Overview of the programme, list of target communities and households, and list of beneficiaries included in the last impact evaluation
- Confirmation of approval for the evaluation from the Ministry of Social Development
- Contact list of key people in-country and in the field
- Support identifying suitable local enumerators if needed
- Support in setting up introductory meetings with relevant stakeholders and communities
- Collaborative inception meetings with Evaluation Team to finalize evaluation questions and methodology
- Review all deliverables submitted by the evaluators and provide feedback as appropriate
- Participate in interviews/focus group discussions if asked
- Promote the use of evaluation findings and recommendations

#### Responsibility of the Evaluators

- Describe the overall evaluation approach, drawing from prior evaluation reports and available datasets
- Collaborate with UNICEF Lesotho to agree on final evaluation questions
- Identify options for methodologies and tools for the agreed evaluation questions
- Develop ethics protocols and apply for ethics clearance/approval from the Government of Lesotho
- Design or modify tools as necessary and secure UNICEF Lesotho's approval for all data collection tools
- Report to the Evaluation Reference Group and attend meetings as agreed with UNICEF Evaluation and Research Specialist

- Submit (by email) to UNICEF's Research & Evaluation Specialist bi-weekly or monthly progress reports as well as progress meetings/calls during the evaluation period, summarizing activities / tasks completed to date (% achieved), challenges and mitigation strategies, time spent, etc.
- Run analysis of the findings and produce reports, which sufficiently explore and explain the results
- Develop and agree on a reporting structure and format with UNICEF's Research & Evaluation Specialist and the Evaluation Reference Group, including presentations of findings and produce any other relevant dissemination materials
- Conduct a thorough desk review, including examining available data from prior evaluations and from monitoring, from other country-specific reports and activities to inform tools, analysis, reporting.
- Conduct fieldwork:
  - Recruit and train research assistants / enumerators on data collection tools and research practices in the field
  - Make own logistical arrangements to reach the selected communities and organize interviews, and ensure full logistical support for the entire exercise across all districts
  - Supervise and take full responsibility for the behavior and performance of data collectors, including data collection quality checking in the field
  - Ensure individual data collection reports outlining progress achieved and any challenges are completed by enumerators and that these are compiled into an overall fieldwork report

An **Evaluation Reference Group (ERG)** has been convened by the Research & Evaluation Specialist of UNICEF Lesotho. This group, consisting of key internal and external evaluation stakeholders, provides backstopping and quality assurance to the whole evaluation process. ERG members have an advisory capacity and do not take decisions about the evaluation.

#### Responsibility of the Evaluation Reference Group (ERG)

- Provide technical assistance when/where necessary
- Provide guidance to the final evaluation design during the inception phase
- Review and provide feedback on all key deliverables (inception report, evaluation report and dissemination plan)
- Participate in interviews/focus group discussions if asked
- Review and provide feedback on management response

An **Evaluation Steering Committee (ESC)** has also been formed for this evaluation. This small group includes 3-4 key personnel from MOSD and UNICEF Lesotho. The Steering Committee is a group that makes decisions about the evaluation, which is the main difference with the ERG, who is an advisory group.

#### Responsibility of the Evaluation Steering Committee (ESC)

- Assist in prioritizing and determining the strategic focus of the evaluation
- Provide guidance and make decisions on the overall design and process for implementing the CGP Evaluation, ensuring timeliness of all deliverables and adherence to the TOR
- Review and provide feedback on all key deliverables (and make final decisions where needed)
- Assist in the identification of strategic themes arising from the initial evaluation findings
- Write the Evaluation Management Response (including actions to take) to the evaluation recommendations
- Promote the use of evaluation findings and recommendations

## Expected Deliverables and Reporting Requirements

Table 3: consultancy deliverables

Key Tasks	Deliverables	Duration (Estimated # of days)
Inception phase activities (refer to Section 5.a above)	<ul style="list-style-type: none"> <li>Set of final data collection tools (quantitative and qualitative) in both English and Sesotho</li> <li>Ethics approval completed and obtained</li> <li>Final inception report, including annexes</li> </ul>	20 working days
Data collection / fieldwork activities (refer to Section 5.b above)	<ul style="list-style-type: none"> <li>Bi-weekly or monthly (TBC) fieldwork progress reports</li> <li>Data collection activities are completed</li> </ul>	45 working days
Data analysis and report writing activities (refer to Section 5.c above)	<ul style="list-style-type: none"> <li>Draft evaluation report with a 'satisfactory' or higher rating from GEROS</li> <li>Final evaluation report, including annexes</li> <li>Final PowerPoint presentation</li> <li>Final datasets (quantitative and qualitative)</li> <li>Validation workshop with key stakeholders held</li> <li>Policy brief</li> <li>Evaluation infographics</li> </ul>	45 working days

The draft and final evaluation report should be between 40-60 pages, excluding the executive summary and annexes. The report should indicatively be structured as follows:

- a. Executive summary
- b. Introduction
- c. Description of the project, including the Theory of Change
- d. Overview of the evaluation approach, the design and methods used, including limitations and challenges
- e. Findings
- f. Conclusions and lessons
- g. Recommendations
- h. Annexes

The UNICEF's Evaluation Quality Standard and Evaluation Report Standards can be found here:

<https://www.unicef.org/evaluation/media/816/file/UNICEF-Adapted-UNEG-Evaluation-Report-Standards.pdf>

**All reports should be submitted in electronic form and in English.** As annexes to this TOR, please find all relevant **UNICEF-GEROS<sup>2</sup> Quality Assessment System and Checklists** for your review and understanding of our expectations.

In addition to the above:

1. Applicants are required to **provide a draft clear workplan in their application** incorporating all relevant tasks and milestones of the Evaluation study from start to finish, with roles and

<sup>2</sup> Global Evaluation Reports Oversight System (GEROS), a UNICEF evaluation quality-assessment system.

responsibilities clearly outlined for all proposed team members. A final version of the detailed workplan will be included in the Inception Report.

2. The Evaluation Team will be required to deliver a face-to-face and/or online **presentation** of the evaluation findings, as an integral part of the submission process.
3. Other **communication materials** (e.g. photo stories) for dissemination are encouraged. The project is particularly interested in materials, which will help us provide feedback to beneficiaries and communities we work alongside, engaging stakeholders more widely. These will be agreed with the project team during the inception phase.
4. **Final Data Collection Tools** – The Evaluation Team and UNICEF Lesotho will work collaboratively on all methods of data capture for the Evaluation. At the end of the evaluation, the Evaluation Team will be expected to submit a clean copy of the all data collection tools developed and used in the study to UNICEF.
5. **Clean and Final Datasets (including qualitative transcripts)** – The Evaluation Team will be expected to provide fully ‘cleaned-up’ datasets for both qualitative and quantitative aspects of the evaluation. For quantitative reporting, this may be in SPSS, Stata or SAS file format accompanied by the code used to carry out analysis and a variable codebook. Similarly, for qualitative work, this should include cleaned and anonymized transcripts and coding framework.

## Reporting

Name of the evaluation manager:		Celine Sieu
Name of the programme Section:		Social Policy
Planned activity	Achievement indicators	Means of verification
Inception phase activities	<p>Ethics approval obtained.</p> <p>Timely delivery of deliverables and at least <b>satisfactory rating</b> (GEROS) on the key deliverables:</p> <ul style="list-style-type: none"> <li>○ set of final data collection tools (quantitative and qualitative)</li> <li>○ final inception report</li> </ul>	<ul style="list-style-type: none"> <li>• Approval document from the Department of Ethics in Research at the Ministry of Health</li> <li>• GEROS / UNICEF ratings and completed checklists on the final inception report</li> </ul>
Data collection/fieldwork activities	<p>Quality of working relations and of written materials produced is high and satisfactory to UNICEF Lesotho</p> <p>Adherence to timeline and set deadlines.</p>	<ul style="list-style-type: none"> <li>• Bi-weekly or monthly fieldwork progress reports reviewed and validated by UNICEF Lesotho</li> </ul>
Data analysis and report writing activities	<p>Timely delivery and at least <b>satisfactory rating</b> (GEROS) on the final evaluation report, including annexes.</p> <p>Timely delivery and high quality of outputs produced:</p> <ul style="list-style-type: none"> <li>○ final PowerPoint presentation</li> <li>○ final datasets (quantitative and qualitative)</li> <li>○ final policy brief</li> <li>○ final infographics</li> </ul>	<ul style="list-style-type: none"> <li>• GEROS / UNICEF rating and completed checklist on the final evaluation report</li> <li>• Final PowerPoint presentation, policy brief, infographics and final datasets reviewed and validated by UNICEF Lesotho</li> </ul>

## Desired competencies, technical background and experience

Bidders are required to clearly identify and provide CVs for all those proposed in the Evaluation Team, **clearly stating their roles and responsibilities** for this evaluation. Please specify your level of presence or experience in country and if any work will be subcontracted and to whom (a partnership with a local research firm/institution is highly encouraged if not present in Lesotho). Please note that if data collection is to be sub-contracted, the evaluator will be ultimately responsible for the enumerators they are subcontracting to.

The proposed evaluation team should include the technical expertise and practical experience required to deliver the scope of work and evaluation outputs, in particular with regards to:

- Evaluation design: the team should consist of members with demonstrated skills and expertise required to design, plan and conduct **mixed-method evaluations**, potentially using **quasi-experimental techniques that are gender-sensitive and socially inclusive**;
- Skills in quantitative and qualitative data collection and analysis, drawing findings from multiple sources and handling potential contradictions between datasets.
- Relevant subject matter knowledge and experience: knowledge and experience required in **conducting evaluation against the OECD DAC Criteria, research about children, the social protection and social assistance sector, cash transfer, gender, disability/equity, and child rights** to ensure that the evaluation design and research methods are as relevant and meaningful as possible given the aims and objectives of the project and the context in which it is being delivered;
- Evaluation management: the team has experience managing complex evaluation (impact and process) and research process from end to end.
- Primary research: **gender-sensitive** design, management and implementation of primary quantitative and qualitative research in potentially challenging project environments, such as during the COVID-19 pandemic
- Knowledge in inclusion and disability: sound understanding of analysis that include inclusion and disability dimensions
- Country experience: it is particularly important that the team has the appropriate country knowledge /experience and **language proficiency** (Sesotho and English) required to conduct the research
- Team composition: a gender-balanced and culturally-diverse team that makes use of national/regional evaluation expertise is an asset
- Information management: design and manage sex- and disability-disaggregated data and information systems capable of handling large datasets
- Statistical analysis: the team should have capacity for **statistical modelling and analysis** of impact data; highly proficient user of SPSS or STATA; and **qualitative data analysis** techniques, including the use of software e.g. ATLAS.ti, NVivo or equivalent where needed;
- Safety considerations: ensuring the whole evaluation process adhere to best practice for research, including the implementation of **safeguarding policy and procedures to ensure safety of participants**. Note that all bidders are expected to be able to show that they have a safeguarding policy in place during the research activities.
- Experience working with/in the UN or other international development organizations in the social sector is an asset

## Administrative matters

- The selected Institutional contractor will be governed by and subject to UNICEF's General Terms and Conditions for Institutional contracts
- The Institutional contractor will work on their own computer(s) and use their own office resources and materials in the execution of this assignment

- Provide necessary documentation for approval by UNICEF before engaging sub-consultants. The Institutional contractor, under ordinary circumstances, shall not engage any sub consultants for any part of the assignment, unless otherwise specifically approved by UNICEF.
- As per UNICEF DFAM policy, payment is made against approved deliverables. No advance payment is allowed unless in exceptional circumstances against bank guarantee, subject to a maximum of 30 per cent of the total contract value in cases where advance purchases, for example for supplies or travel, may be necessary.
- The Institutional contractor’s fees must be ‘all inclusive’ of all administrative costs; and
- The Institutional contractor is expected to be available and fully in charge of supporting all activities and operations of the consultancy for the full duration of the contract.

### Payment schedule

The level of payment will be determined by relevant expertise of candidates, in accordance with the UNICEF rules and procedures. The payments will be made upon satisfactory completion of tasks and deliverables (as reported in table 3), and submission of invoices. Each request for payment must be supported by the supervisor’s written certification of the assignment performed (deliverables provided and/or days worked). The final payment is made only upon certification of the **satisfactory** completion of the assignment as a whole, and completion by the supervisor of the evaluation.

Table 4 – payment schedule:

Deliverables	Payment
Final inception report (including final data collection tools and ethics clearance obtained) with a ‘satisfactory’ or higher rating from GEROS	35% of the total payment
Final fieldwork report	25% of the total payment
Draft evaluation report with a ‘satisfactory’ or higher rating from GEROS	20% of the total payment
Final evaluation report, along with clean and final datasets (quantitative and qualitative), final policy brief, evaluation infographics and a final PowerPoint presentation	20% of the total payment

## How To Apply And Technical Evaluation Criteria

Interested candidates will be required to submit the following application:

A two-element procedure shall be utilized in evaluating proposals, with evaluation of the technical proposal being completed prior to any financial proposal being compared.

For the first element, applicants will submit a **Technical Proposal**:

The technical proposal should be prepared on the basis of the tasks and deliverables (as per Table 3 above). The proposal should include approach and methodology for sampling and suggested evaluation design, as well as a draft detailed workplan and timeline for the different inception, data collection, and data analysis/report writing activities. The Technical Proposal shall also include updated CVs (as annexes), relevant examples of past work (e.g. evaluation reports) and 3 references for similar assignments.

TECHNICAL EVALUATION	Max score
1. OVERALL RESPONSE & METHODOLOGY	35

Understanding of scope, objectives and completeness of response	5
Quality of the proposed approach and methodology	15
Quality of proposed implementation plan, i.e. how the bidder will undertake and staff each task, and time-schedule, risk assessment	15
<b>2.PROPOSED TEAM and ORGANISATIONAL CAPACITY</b>	<b>35</b>
Leadership Skills: Relevant leadership/management experience, skills and qualifications	5
Technical expertise: quantitative and qualitative expertise and experience, experience in sampling and conducting fieldwork for data collection, skills & qualifications for evaluations	10
Technical expertise: experience and expertise in research about children and young people, about social assistance/protection, about cash transfer, including people with disability and vulnerable households. Experience in conducting data collection during the COVID-19 pandemic is an asset.	10
Organization of the team, roles & responsibilities and presence in Lesotho	10
<b>TOTAL MARKS FOR TECHNICAL COMPONENT</b>	<b>70</b>

As a second element, applicants should submit a **Financial Proposal (max score: 30)**.

The bidder must submit in US dollars (USD):

- Cost breakdown of consultancy fees, **inclusive of all costs**, daily subsistence allowance (DSA) and travel costs for the fieldwork in Lesotho.
- Rates/prices offered shall remain fixed for the entire period from the commencement of the contract
- No Letter of Credit or Advance Payment
- The Financial Regulations and Rules of UNICEF preclude advance payments and payments by letter of credit, except in special circumstances. Such provision in a proposal will be prejudicial to its evaluation by UNICEF.

### **Nature of Penalty Clause in Contract**

If the final reports and documents are not submitted according to the deliverables stated in this TOR, the payments will be withheld.

UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines (fees reduced due to late submission: 20 days - 10%; 1 month -20%; 2 months -30%; more 2 months – payment withhold). All materials developed will remain the copyright of UNICEF and UNICEF will be free to adapt and modify them in the future.

UNICEF is committed to diversity and inclusion within its workforce, and encourages all candidates, irrespective of gender, nationality, religious and ethnic backgrounds, including persons living with disabilities, to apply to become a part of the organization.

UNICEF has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UNICEF, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. UNICEF also adheres to strict child safeguarding principles. All selected candidates will be expected to adhere to these standards and principles and will therefore undergo rigorous reference and background checks. Background checks will include the verification of academic credential(s) and employment history. Selected candidates may be required to provide additional information to conduct a background check.

Individuals engaged under a consultancy contract are not classified as “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures, and will not be entitled to entitlements and benefits provided therein (such as medical insurance coverage, pension fund etc.). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.