

**UNICEF Latin America and the Caribbean Regional Office (LACRO)
and UNICEF Haiti
Terms of Reference**

Title of the initiative	Formative Evaluation of the UNICEF Haiti Country Programme 2017-2021
Purpose	1. To strengthen the relevance, effectiveness, coherence and connectedness of UNICEF programmes in Haiti and inform the development of the next Country Programme 2022-2026. 2. Improve organizational effectiveness, inform strategic direction of UNICEF partnerships, and enhance accountability to the Governments, donors and implementing partners.
Contract	Institutional
Duration	6 months
Start date	20 August 2020
End date	20 February 2021
Location	Home-based with the possibility of travel to Haiti (if conditions permit)
Reporting to	Chief Planning, Monitoring and Evaluation UNICEF Haiti and Regional Evaluation Advisor UNICEF LACRO.

1. Introduction

1. Country Programme Evaluation in the UNICEF programme cycle

This Country Programme Evaluation (CPE) Terms of Reference (ToR) has been developed in line with the 2018 Revised Evaluation Policy which emphasizes the importance of the CPE in guiding the development and implementation of UNICEF country programmes. In accordance with the coverage norms of the policy, every UNICEF Country Programme must be evaluated at least once every two programme cycles and the CPE should be sequenced to inform the preparation of the next five-year Country Programme Document (CPD), Programme Strategy Notes (PSNs) and associated theories of change. The CPEs are conducted by the Evaluation Section of the respective UNICEF Regional Office. UNICEF CPE should also inform the joint UN programming effort such as the Sustainable Development Framework process

2. Haiti Context

Political Context

Haiti's recent history has been marred by recurrent episodes of political turmoil and socio-economic crises that threaten its progress towards consolidating stability and achieving inclusive, sustainable development. Increased gang activity, deep corruption, generalized impunity and clientelism among political parties with little interest in the common good have led to a major loss of trust in the state among the population, as well as a broken social contract. The population's discontent, translated into protests and recurrent episodes of civil unrest, are often manipulated and, in turn, hamper economic growth and the country's sustained development as a democracy with institutions capable of governing and responding to the needs of all Haitians. The government's decision in mid-2018 to end oil subsidies in an attempt to restructure public debt, sparked massive protests calling for an end to corruption, provision of government services, and the current president's resignation. Violent demonstrations continued throughout 2019, causing almost total paralysis -locally known as "peyi lok" - in the months of February, June and September to November 2019. The unrest has had a direct impact on the ability of people, including women and children, to access social services. The security situation and social tensions have limited the access to and the quality of basic systems and services over a large part of the country.

The discord between the Executive and Legislative branches greatly disrupted government action and the implementation of development assistance and humanitarian assistance programs. The situation was compounded by the emergence of a constitutional crisis on 13 January 2020, when the mandates of all members of the Lower Chamber of Parliament, at least one third of Senators and all elected municipal officials expired. This contributes to the lack of progress in advancing critical reforms, including constitutional reforms and decentralization that would help improve governance. Key social indicators in Haiti are at alarming levels, with increasing vulnerability of the population, especially women and children. Given underlying political dynamics, short-term perspectives are driving and limiting development options in Haiti, at a time when equitable, inclusive, sustainable development is needed to strengthen the resilience of the population and to prevent the resurgence of instability and the emergence of humanitarian needs. As we enter the Decade of Action, the country is regressing or stagnating on many of its SDGs.

The confirmation of COVID-19 cases in Haiti on 19 March 2020 prompted a significant shift of attention from political issues to the immediate public health and socio-economic responses required to address the outbreak, which emerged in the aftermath of 18 months of protracted political crisis and institutional paralysis, and against a backdrop of negative growth rates, decreased state revenue, sharply increased food insecurity and a resurgence of criminal activity. While recently Haiti has not experienced sustained violence comparable to the "peyi lok" operations that episodically incapacitated

the country in 2018 and 2019, high levels of political uncertainty and polarization still prevail, owing to the absence of a legislature and lack of clarity on the electoral agenda, as well as increased uncertainty over the timeline for constitutional and structural reforms as a result of the epidemic.

This critical moment in Haiti's history also coincides with a fundamental transformation in the nature and configuration of the UN presence with a change of the UN mission from a peacekeeping presence to a political integrated one (BINUH). This marked the end of decades of peacekeeping and the "full integration" between BINUH and the United Nations Country Team (UNCT). In light of what is at stake, the United Nations fully realizes the need to make the best use of this new configuration and intensify efforts to help Haiti emerge from the current crisis and embark on a sustainable development path.

Economic Outlook

Haiti is the poorest country in the Western Hemisphere, with Gross Domestic Product (GDP) per capita of \$756 in 2019 and a Human Development Index ranking of 169 out of 189 countries in 2019. According to the World Bank, over 6 million Haitians live below the poverty line with less than US\$2.41 per day, and more than 2.5 million falls below the extreme poverty line (US\$1.23 per day). Chronic political instability and frequent natural disasters have severely disrupted and diminished the country's economic prospects. Haiti continues to recover from the 2010 earthquake that devastated the capital of Port-au-Prince, whose original estimated economic damage was \$8 billion to \$14 billion. Hurricane Matthew caused damage estimated to equal 32% of GDP.

GDP weak performance in terms of the economic growth rate is accompanied by a deepening of the budget deficit, which surged from 1.9% of GDP in 2017 to 4.3% in 2018. Increasingly, this deficit is being financed by the Central Bank. As a result, the national currency (the gourde) continues to depreciate (25.5% at the end of fiscal year), fuelling double-digit inflation (around 20%) and further penalizing the poorest households. These macroeconomic challenges, compounded by weak tax revenues, have prevented the Government from increasing budgetary allocations for social issues. The economic outlook is fraught with downside risks amid the COVID-19 pandemic and an unresolved political crisis.

Haiti has few resources to tackle these challenges. Few people or businesses pay taxes, according to the World Bank, and the state provides limited services. Haitians rely heavily on remittances from Haitians living abroad to supplement their incomes. According to the Inter-American Dialogue Center, the remittances of the diaspora represent 34% of the GDP of Haiti due to the weakness of its economy. Widespread corruption depletes funds intended for government institutions and public services. A Haitian Senate investigation alleged that government officials had mismanaged almost \$2 billion dollars between 2008 and 2016.

Haiti has an agricultural economy. Over half of the world's vetiver oil (an essential oil used in high-end perfumes) comes from Haiti, and bananas, cocoa, and mangoes are important export crops. Two-fifths of all Haitians depend on the agriculture sector, mainly small-scale subsistence farming, and remain vulnerable to damage from frequent natural disasters, exacerbated by the country's widespread deforestation. Haiti suffers from a severe trade deficit, which it is working to address by moving into higher-end manufacturing and more value-added products in the agriculture sector.

Total spending on education revolve around 15.9% of national budget spending, against an international commitment 20% of national budgets to devote solely to current education spending, while health spending decreased tendentiously (around 4.3%), against a commitment (Abuja agreement) to allocate at least 15% of the national budget to the health sector.

Development Challenges

Haiti fell from position 153 (out of 177 countries) in 2005 to position 167 (out of 189 countries) in 2018 with a Human Development Index (HDI) of 0.456 (UNDP Report, 2019), and is among the 12 most fragile states, and the 5th with the highest gender inequality index. In addition, the country stands as the 4th most affected and vulnerable to climate change on the Climate Risk Index 2019 with more than 96% of Haiti's 11 million people are at risk from natural disasters. Hurricane Matthew that hit the country in 2016, caused losses and damages estimated at 32% of 2015 GDP, further worsening a process begun by a two-year drought, destroying Haiti's food supply and creating a humanitarian disaster.

The contraction of the economy and rising food insecurity over the last 2 years have considerably affected the livelihoods of the Haitian population. They threaten to undo progress made towards the achievement of the 2030 Agenda for Sustainable Development. The current economic slowdown is reducing employment opportunities and entrepreneurship, especially for youth, and is fuelling migration abroad. In some urban areas, youth unemployment is around 60% and is even higher for women, and these problems are leading to very high levels of food insecurity and fostering slums as centres of poverty and violence. A recent survey among employers shows that, in response to the recent crisis, about two-thirds of enterprises have reduced employment by between 10 and 25%.

Haiti, described as a "forgotten crisis" by United Nations CERF, is likely to see its chronic food insecurity situation deteriorate further in 2020, owing to the threat of natural hazards and past and current political instability. Food insecurity, already exacerbated by structural poverty, changing climatic conditions, and limited coping capacity, has notably challenged communities¹. An estimated 4.1 million Haitians are food insecure and an estimated 134,000 children under 5 years are affected by acute malnutrition. Some 850,000 vulnerable people required access to primary health care, including maternal and child health services. With an estimated 10,000 Haitians denied entry to and repatriated from the Dominican Republic every month, the Haitian-Dominican migration situation remains a concern. The country has been successful in containing the cholera outbreak (with active support from UNICEF), with zero laboratory confirmed cases since February 2019. However, humanitarian needs have increased further in 2020, due to the on-going COVID-19 pandemic that reached Haiti in March 2020, political instability, and government paralysis, as well as new hurricane season.

Children in Haiti are severely affected by multidimensional poverty. In urban areas, 82% of children experience at least one deprivation of their basic needs, while in rural areas, the rate reaches 97%. The main causes for the lack of access to basic services remains financial constraints within families, social inequality, the limited capacity of public institutions and insufficient social expenditure². Deep vulnerabilities are still preventing many children from getting a fair start in life.

According to the latest Demographic Health-like Survey 2016 (EMMUS 2016: *Enquête de Morbidité, de Mortalité et d'Utilisation des Services* :

1. After declining 50% since 1990, the infant mortality rate has stagnated since 2012 at 59 per 1,000 live births, the highest in Latin America and the Caribbean.
2. Access to water, sanitation and hygiene remain major challenges while a quarter of the Haitian population does not have access to improved water sources and only a quarter of households have access to adequate facility for washing hands with soap and water.

¹ <https://www.facebook.com/ACAPS.org/photos/a.238249729523503/3396259693722475/>

² Public spending represents barely 4% of the state's annual budget (CNS 2013-2014, 2017), while the 2012 National Health Policy targeted 15%. According to the national health accounts (2013-2014), health spending is borne mainly by households (30.1%) and international funding (56.7%). Health insurance is still limited, and the public administration provides very little financial support.

3. 70% of Haitians do not have access to improved sanitation and 1 in 5 still practice open defecation.
4. The nutritional status of children and women remains worrying: 1 in 4 children suffer from chronic malnutrition while around 2/3 of children and half of women aged 15-49 suffer from anemia.
5. In addition, an estimated 134,000 children under the age of 5 are suffering from acute malnutrition in 2020.
6. Children are exposed to a variety of protection risks including family separation and violence: 1 in 5 children does not live with a biological parent while about 85% of children experience violent discipline.
7. One in 6 children is not registered at birth and may be denied access to basic social protection and services.
8. Access to education for children has improved, but the level of learning remains very poor.
9. Almost 320,000 children aged 6 to 14 remain outside the school system and around 160,000 adolescents aged 15 to 18 do not attend school and are deprived of their right to education.

3. Contextual changes during the CPD implementation

Since the beginning of the implementation of the CPD2017-2021, there have been significant changes: ***The first two years of the programme were heavily driven by emergency response***

While the CPD 2017-2021 was finalized in October 2016, on 4 October 2016, the southern peninsula of Haiti was hit by Hurricane Matthew), affecting 2.1 million people. Following a massive influx of funding, HCO was compelled to immediately re-orient its programmes towards humanitarian and recovery actions, to change some intervention strategies, re-focus the geographical coverage and increase its operational capacity³. In 2018, UNICEF Haiti conducted an independent evaluation of its response to Hurricane Matthew which empowered the country office with evidences and specific insight in terms of its capacity for managing emergency situations and linkages between humanitarian and development interventions. The evaluation provided 43 priority recommendations of which 41 are completed to date. The evaluation will also outline the extent to which these contextual changes have been prioritized in the CP cycle.

While in 2019, HCO founds itself at the tail end of the Hurricane Matthew programming cycle in an overall challenging resource mobilization environment marked by limited funding opportunities; the Covid-19 pandemic is leading to specific humanitarian challenges as well as to an increase of funding opportunities.

EMMUS 2016-2017 and new national priorities

The CPD was initially designed based on data from the DHS-2012 (EMMUS 2012) and the 2015 Joint Monitoring Programme (JMP) for WASH. Since then, updated evidence on the situation of children and women has been gained from various evaluations, surveys and studies including the EMMUS 2016 which provides the latest data on access and use of basic social services. Furthermore, sectoral strategic plans and policies addressing new national priorities have been completed, namely the National Policy of Social Protection and Promotion, the Community Health Policy, the Long-Term Cholera Elimination

³ For instance, health mobile clinics were put in place, Grande Anse and South were considered priority intervention departments, and two sub-offices were opened, in Jeremie and Les Cayes to ensure close monitoring of programme response and better coordination with other humanitarian actors.

Plan, the Moratorium on the opening of new children's homes and the 2020-2030 Education Operational Plan etc.

Increasing political instability

Since early 2019, Haiti has been rocked by a series of violent street protests directed at the Government. Violent street protests continue to occur in Haiti despite specific Covid-19 prevention measures set by national authorities.

Evolving humanitarian situation

The humanitarian situation in Haiti has further deteriorated due to the ongoing social and economic crisis. The drought that hit the country for two consecutive years, the rise in staple food prices, inflation and the depreciation of the gourde (HTG), have all severely affected household resilience. An estimated 2.6 million Haitians are food insecure and an estimated 52,800 children under 5 years are affected by acute malnutrition. Some 640,000 vulnerable people require access to primary health care, including maternal and child health services. With an estimated 10,000 Haitians denied entry to and/or repatriated from the Dominican Republic every month, the Haitian-Dominican migration situation remains a concern, as most of the deportees arrive in Haiti under precarious conditions.

End of the cholera epidemic

The cholera epidemic is on the decline with no confirmed cases since February 2019, and an 80 per cent decrease in suspected cases since 2018. However, continuous progress is required to maintain zero cases, declare the complete elimination of cholera and hand cholera control and prevention over to the Government. The fight against diarrhea and water-borne diseases remains a key priority as most water, sanitation and hygiene conditions are stagnating, and the use of handwashing facilities has decreased.

Covid-19 pandemic:

While first officially confirmed cases were declared by the Government of Haiti on 19 March 2020, confirmed cases have quickly increased from 2 in March 2020 to 6,582 cases in the beginning of July of which 130 deaths with 40.7% females and 59.3% males (Sitrep as of 8 July 2020). Existing factors such as limited access to social services, deterioration of socio-economic conditions, poverty, limited capacity of Haitian health system are contributing to the rapid spread of the pandemic in the country.

UN transition from peacekeeping to development

The United Nations Mission for Justice Support in Haiti (MINUJUSTH), the UN peacekeeping mission, ended on 15 October 2019 and replaced by a new political mission, the United Nations Integrated Office in Haiti (BINUH)⁴. As part of the broader UN Reform agenda, the transition to a UN integrated presence in Haiti partially transferred mandated tasks to the UNCT, including justice and corrections for children in conflict with the law, and support to victims of sexual exploitation and abuse (SEA).

2. 2017-2021 Haiti Country programme

1. 2017-2021 Country programme

The 2017-2021 UNICEF Haiti Country programme has been developed in alignment with the UN Haiti Country Strategic Development Framework (UNMSDF) 2017-2021 priorities, *particularly for its outcome 2 (Social Services: The population, particularly vulnerable groups, has better access and uses equitable*

⁴ See UN Security Council Resolution 2476 (25.06.2019) (https://minujusth.unmissions.org/sites/default/files/res_2476_en.pdf)

and quality basic social services, including education and health for all) and outcome 5 (Governance: Public institutions and civil society improve the rule of law and decentralization for good governance at all levels of decision-making).

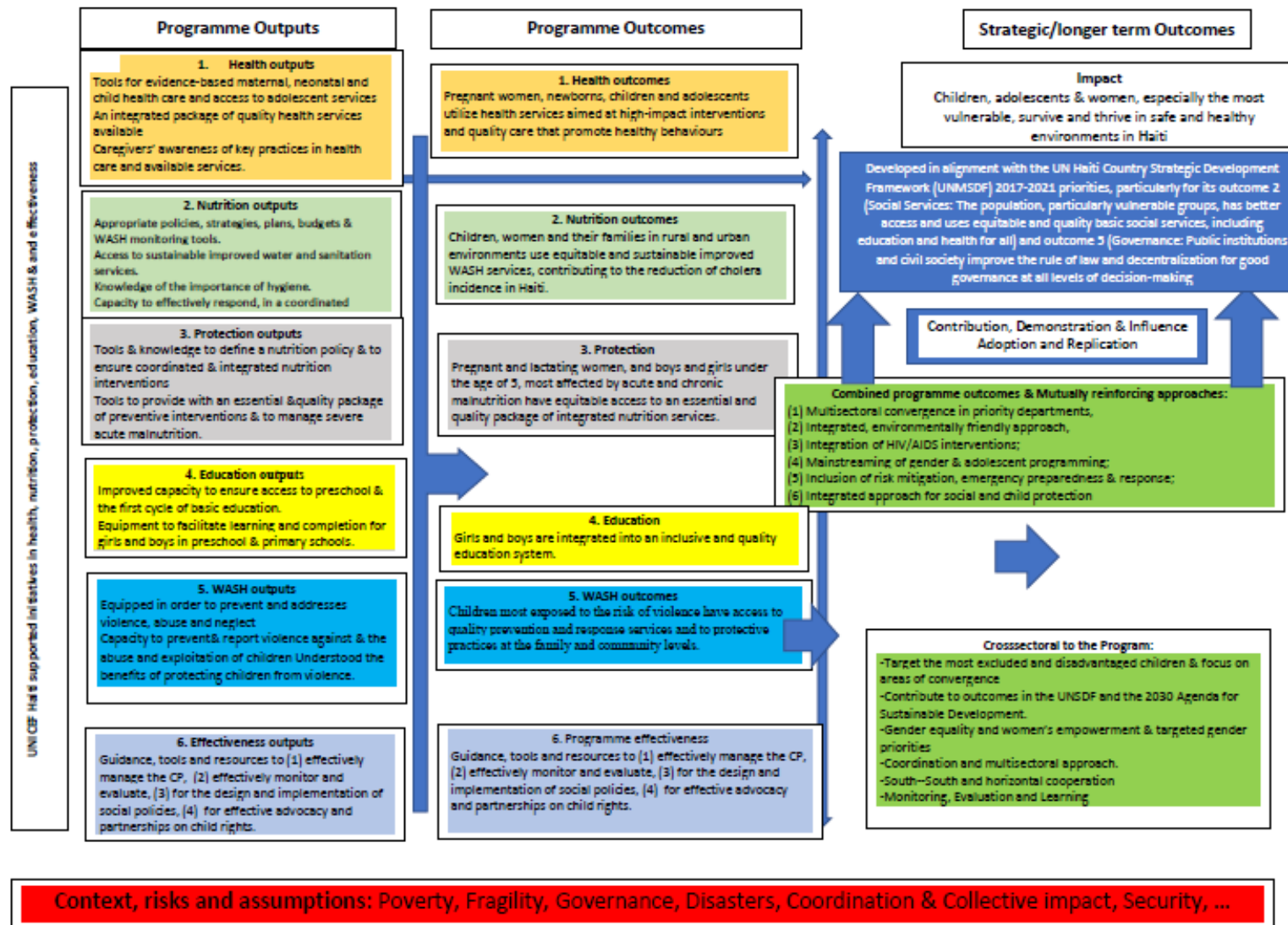
The overall goal of the 2017-2021 Haiti Country programme is to guarantee the survival, development, participation and protection of children and their caregivers with a particular focus on the most disadvantaged and excluded children ones. To this end, UNICEF has been focusing on programmatic and geographical convergence to address and better respond to the needs of the most deprived children through several sectoral components of the program. In support of Haiti's Strategic Development Plan, the country program aimed to assist the government in addressing key bottlenecks that impede the realization of children's rights.

To achieve the overall goal, the country programme is designed with six programme components including (i) Health; (ii) Nutrition; (iii) Water, Sanitation and Hygiene (Wash), (iv) Education, Child(v) Protection and (iv) Programme effectiveness

There are Programme Strategy Notes (PSNs) with related Theory of Change for Health, Nutrition, WASH, Education and Child Protection program components of the Haiti CPD (5 ToC). An overarching Theory of Change for the overall Haiti CPD has been tentatively reconstructed for this ToR (see the diagram of the reconstructed ToC in the next page) so this should be taken into consideration during the inception phase (and the evaluation team should improve this reconstructed ToC).

The programme employed a **mix of strategies** to support the realization of planned outcomes and outputs, including (i) policy dialogue and advocacy; (ii) services delivery; (iii) capacity building, (iv) evidence generation ; (v) South-South and horizontal cooperation with Latin American and the Caribbean countries and other regions, particularly in the areas of justice for children, prevention of violence, alternatives to placing children in institutions and birth registration etc The program also builds on six complementary approaches of which (a) increased emphasis on multi-sectoral convergence in priority departments, many of which have been affected by natural disasters and cholera, particularly in communities at the border between Haiti and the Dominican Republic; (b) an integrated and environmentally friendly approach, combining in particular water, sanitation and hygiene (WASH) interventions and cholera control measures, in order to strengthen the complementarity and continuity of humanitarian and development activities; (c) mainstreaming HIV / AIDS interventions across the program; (d) integrating gender and adolescent programs, with emphasis on combating violence against women and children and on preventing HIV; (e) taking into account, in each component of the country program, risk mitigation, preparedness and response to emergency situations; and (f) an integrated approach to social protection and childhood to reach the most excluded children.

The 2017-2021 Country programme has a programme effectiveness component. In support of the five programmatic components, this component address cross-cutting areas and ensures the effectiveness of program delivery, including in emergencies. It also serves to ensure coordination and coherence between the different components of the program, to manage external relations and institutional communications, to undertake monitoring and evaluation of the program, promote the integration of gender equality as well as ensure communication for development (C4D) and social policy and social protection.



Overarching ToC of the Haiti CPD (reconstructed for the CPE ToR)

The country programme contributed to the achievement of results for children at different levels:

Outcome level (contribution): implementation efforts contributed to the increase in the percentage of live births attended by skilled health personnel; children under 1 year of age receiving measles vaccine; pregnant women who received doses of iron and folic acid and the population using an improved water source in both rural and urban areas as well as the increase in the average score of students in grade 4 on the reading for creole and French. The country programme also significantly contributed to the Government's efforts aimed to responding to the cholera outbreak; especially through supporting service delivery and social mobilization around access to drinking water, sanitation and hygiene within the framework of the Haitian Government's new strategy for the elimination of cholera. These efforts led to a significant drop in the incidence of the cholera with zero new confirmed cases since February 2020.

Despite efforts by different actors including UNICEF, no progress (stagnation) was observed in some nutrition areas such as exclusive breastfeeding, chronic malnutrition as well as in WASH for open defecation practice. Evidences demonstrated shift of coverage in other areas such as routine supplementation of children aged 6 to 59 months with annual doses of vitamin A, availability of handwashing stations with soap and water in households etc.

Output level (attribution): UNICEF ensured a strong advocacy and technical support for the development and the completion of sectoral strategic plans and policies, especially the National Policy of Social Protection and Promotion, the adoption of the new Penal Code by Presidential decree, the Community Health Policy, the Long-Term Cholera Elimination Plan, the Moratorium on the opening of new children's homes, the 2020-2030 Education Operational Plan etc. Moreover, with the contribution of the support of UNICEF, the Haitian Government has become a member of the "Partnership for Sanitation and Water for All".

UNICEF supported the Government of Haiti to strengthen its capacity in the area of vaccination, with a special focus on the solarization of the cold chain. Since 2017, these efforts have contributed to improve the immunization coverage and were crucial for the country to maintain up to date its status of "polio free" declared since 2001.

In the area of **Nutrition**, UNICEF support has enabled to increase the geographic coverage of nutrition services, reducing the impact of all the forms of malnutrition on children under five, which remain a key concern.

In the **Child Protection area**, UNICEF Haiti and its partners contributed to strengthening the capacity of social services for child protection through technical support for coordination, technical and financial support for the establishment of referral systems and complaints mechanism, and the functioning of the Brigade for the Protection of Minors (BPM) of the Haitian's police, which has a free functional green line.

In the area of **primary Education**, despite socio-political crisis that regularly occurred in the country, the agenda aimed at ensuring the right to quality education for all children as well as the expansion of alternative education opportunities for children and young people excluded or at risk of exclusion, achieved a major breakthrough with the validation of the first National Policy on Non-formal Education in March 2029 and continued to strengthen through interventions in favor of improvement learning, particularly in reading and writing, in primary and pre-primary.

Finally, during the preprogramme cycle, managed to mobilize and engage various partners and communities to bringing appropriate responses to **emergency situations** that occurred in Haiti.

2. Budget of the 2017-2021 CPD

The table below provides a summary of the Regular Resources and Other Resources required to support the implementation of the country programme.

Summary budget table

<i>Programme component</i>	<i>(In thousands of United States dollars)</i>		
	<i>Regular resources</i>	<i>Other resources</i>	<i>Total</i>
Health	4 000	22 500	26 500
Nutrition	2 250	15 000	17 250
Water, sanitation and hygiene	1 750	50 000	51 750
Basic education	3 500	15 000	18 500
Child protection	1 750	10 000	11 750
Programme effectiveness	10 375	12 500	22 875
Total	23 625	125 000	148 625

3. Mid-term Review

The Mid Term Review of the 2017-2021 Haiti Country Programme conducted during September 2019 in Haiti provided an agreed perspective on the broad thrust of UNICEF's evolving role in light of ongoing changes, the results achieved midway, the lessons learned from the implementation of the current programme, and the UNICEF's value proposition through 2021 of the country programme.

Key lessons learned which drove the SMR in 2017-2019 include the following:

1. **Haiti is a chronic emergency country:** The operating environment is ever-changing and the repetition of natural (earthquakes, hurricanes, floods, epidemics) or man-made crises (political and social insecurity) is making it difficult to establish a five-year programme with no revisions or reconsideration of strategies.
2. **Health and Nutrition:** Wide disparities remain in immunization coverage which require sustained efforts to strengthen both supply and demand sides. Building on solar energy in vaccine cold chain management significantly increased the supply and quality of immunization services at community level and contributed to enhanced efficiency and effectiveness. The continuing lack of evidence and donor interest has hampered nutrition programming.
3. **WASH:** The focus on cholera elimination is no longer relevant. There is a programmatic need to reshape the programme focus and coverage by considering all water-borne diseases and to fully address persistently low indicators in sanitation.
4. **Cholera:** Despite the positive trend to 'zero confirmed cases' and no transmission since February 2019, the fight against cholera needs to continue to achieve complete elimination.
5. **Education:** The traditional mix of educational inputs to boost learning is insufficient in a context where public resources, investment and accountability are limited. The focus on early childhood education is key to ensure a smoother transition to primary education and to increase the chances of children acquiring the necessary competences in school. Also, the focus on non-formal education is crucial to ensure that adolescents develop their autonomy through literacy and numeracy, life skills and vocational training.

6. **Protection:** Deinstitutionalization, justice for children and assistance to unaccompanied children on the move remain largely underfunded despite increased attention from the Government and the UN. The practice of paying salaries/stipends to the Government and other implementing partners can create situations of dependency⁵. Socio-economic support activities such as cash transfers, financial education, village savings and loan associations as well as vocational training can contribute towards family well-being⁶.
7. Cross-cutting issues:
 1. **Social Policy:** Development of a national policy for social protection and promotion has emerged as an important priority for the Government and key stakeholders. UNICEF is positioned to push this agenda through its leadership as well as technical expertise and delivery capacity.
 2. **Youth:** Involvement of the private sector (involving the chamber of commerce) is key to inspire creativity, develop training and skills, strengthen participation and expand employability opportunities and entrepreneurship.
 3. **Emergency preparedness:** Emergency preparedness and disaster risk reduction, including climate change adaptation, needs to be further strengthened to reinforce the resilience of vulnerable communities to natural disasters.
 4. **Cash transfers:** Following the Hurricane Matthew response, there is a need to evaluate the effectiveness and relevance of cash transfer tools in emergency response and regular programming (supporting the humanitarian – development nexus).
 5. **Violence Against Children:** UNICEF’s work on the impact of violence on children and adolescents needs to be further refined, designing and implementing evidence based, context-specific, integrated approaches.

Resource Mobilization: Reliance on a few donors, whose grants will expire in the 2019-2020 period, means that diversification of resource mobilization efforts is required. UN Joint projects/programmes increase inter-agency collaboration and UNICEF visibility; however, these initiatives have high transaction costs⁷. There is a need for the CO to ensure sufficient human resources to support these joint projects/programmes while also evaluating UNICEF’s capacities and added value.

UNICEF’s strategic recommendations/intents for the remainder of the country programme are:

Strategic Intent #1: ADAPT UNICEF’S PROGRAMME TO THE CURRENT COUNTRY CONTEXT

New evidence continues to demonstrate a high level of disparities in the country in terms of access and use of social services, especially in immunization, nutrition and WASH. This highlights the importance of strengthened equity-focused programming approaches governed by risk and vulnerability targeting criteria rather than a donor-oriented model, in a context where climate change is exacerbating new challenges. In light of the last-mile for cholera, geographical targeting needs to be reviewed to include

⁵ One noted case is the Institute for Social Welfare and Research (IBESR) of the Ministry of Social Affairs and Labor, where the cessation of salary support in early 2019 led to a reduction in staff and capacity.

⁶ Evidence of this comes through family reports that assistance alleviates financial strain and prevents family separation, which is frequently considered a consequence of family inability to ensure adequate care (education and food costs) for children.

⁷ The Haiti UNCT has embraced UN reform by promoting UN joint projects and programmes such as the EU-supported Spotlight Initiative as well as Peace Building Fund opportunities. These initiatives have high transaction costs which risk burdening the office and compromising other areas of intervention (including commitments to existing donors), while also limiting opportunities for inclusion of operational support costs such as staffing.

the communes with the lowest coverage of water and sanitation and high incidence of other water-borne diseases. There is a need to keep working in South and Grande Anse departments and consolidate actions done in those two departments since the conclusion of response to Hurricane Matthew. UNICEF has to maintain and strengthen its leadership and support in evidence generation to inform timely policy advice, programming and resource mobilization in the country.

Strategic Intent #2: ACCELERATE RESULTS IN PRIORITY PROGRAMME AREAS

In the WASH sector, UNICEF must continue playing a lead role in supporting sector coordination for both development and emergency contexts, including with DINEPA and relevant ministries for regulations, planning and monitoring. UNICEF will work to strengthen its Community-Led Total Sanitation modality through a strengthened team to drive the Accelerating Sanitation and Water for All (ASWA) programme. In the health sector, stagnating neonatal death rates since 2005 and the low percentage of institutional delivery highlight the importance of strengthening neonatal and maternal care despite limited funding opportunities in 2020. In the nutrition sector, although all outputs are on track, progress induced at outcome level remains limited. Strengthening information systems and working closely with WFP and FAO on Integrated Phase Classification (IPC) on food security are critical priorities to increase availability of accurate evidence in nutrition. The SMART survey conducted on last December 2019 provided up to date and detailed data on malnutrition rates. For child protection, deinstitutionalization of children has generated momentum and commitment from Government. UNICEF can capitalize on this energy to promote stronger policy and system reform to improve the overall protective environment for children. Regarding salary support to the Government, a risk management strategy needs to be developed to reduce impact on programmes that may result from breaks in UNICEF funds. HCO should also position itself to advance greater results on gender equality, by revisiting gender-based frameworks to go beyond the production of disaggregated data by sex, and by transitioning towards the systematization of gender, following the application of the identified gender marker for the programme.

Strategic Intent #3: STRENGTHEN EMERGENCY PREPAREDNESS, DISASTER RISK REDUCTION AND THE HUMANITARIAN-DEVELOPMENT NEXUS

Given the increasing political instability, and the high vulnerability of the country to natural and man-made disasters, there is a need to elevate the emergency preparedness and response (EPR) functions, as well as the facilitation and coordination across sectors to enhance programming on disaster risk reduction (DRR) and the humanitarian–development nexus. Moving forward, the WASH programme will expand to support response to other water-borne illnesses (beyond cholera), while the EPR and DRR functions in support of all programme sections will require strengthened engagement from the Emergency section.

Strategic Intent #4: RE-ENFORCE UNICEF'S STRATEGIC APPROACH TO TRANSVERSAL (CROSS-CUTTING) TOPICS

1. **Climate Change Adaptation** activities will be strengthened throughout programme sections under the coordination of the Emergency Section, in line with the recommendations of the Climate Landscape Analysis for Children Study carried out in 2019 and in partnership with other UN agencies. This approach should also advantage of the recent eligibility of UNICEF to apply for climate change adaptation funding under the Global Climate Fund Readiness and Preparatory Support Programme.
2. The **C4D** strategy will be strengthened through a shift from traditional communication to community engagement, based on a mapping of harmful social norms to address demand-side bottlenecks/barriers, and accelerators to promote the attainment of child rights.

3. An evaluation of **cash** transfer-based initiatives will be necessary to study the impact on anticipatory, absorptive and adaptive capacities of individuals, households and communities, and to provide entry points that can be leveraged and adapted, given the changing nature of shocks and crises in a highly risk-prone country.
4. Expanding **social policy** scope to sufficiently include public finance for children and governance, alongside similar efforts to bring government attention to the growing momentum on social protection, is required.
5. Regarding **Early Childhood development (ECD)** which remains an organizational priority, the Executive Director's recent announcement, under the global Education Strategy, that 10% of UNICEF and education partners' resources should be dedicated to early childhood education and headed⁸.
6. **Prevention/response to sexual exploitation and abuse (PSEA)**: HCO has received the 7% set-aside funds to strengthen UNICEF's work on PSEA and will therefore step-up the design and implementation of a PSEA action plan, including training and technical support to implementing partners, and support to the provision of assistance to child survivors.

Strategic Intent #5: PROMOTE ENDING VIOLENCE AGAINST CHILDREN

The LACRO strategic consultation of February 2019, and the 2019 Annual Management Plan (AMP) have identified ending violence against children (EVAC) as the flagship regional priority. Given the endemic prevalence of various forms of violence in Haiti, the HCO will contextualize this priority further within the country programme, based in the child protection component, but taking a multi-sectoral approach. Several initiatives already exist, such as within the education component, that could be further strengthened. Violence against children carries multiple potential consequences such as developmental, emotional and intellectual delays but also physical health consequences such as bodily injury and/or unwanted pregnancy. The manifestation of VAC in Haiti should be analysed with the latest data, so that appropriate interventions can be designed with partners to address the issue in a comprehensive and multi-year manner.

Strategic Intent #6: FURTHER REFLECTION ON YOUTH PROGRAMMING

A prominent cross-cutting theme that receives more organizational and regional attention under the 2018-2021 Strategic Plan and ROMP is Youth. The Generation Unlimited (GenU) approach is a useful platform to bring together office-wide efforts towards ending violence, reducing early marriage and pregnancy, reducing school dropouts, increasing adolescent participation, etc. GenU could also be the focal platform for private sector engagement, noting the lessons learned above on strengthening skills and employability of youth. Adolescent programming will not be reflected as a change to the current country programme, as it is not yet supported by strong evidence or funding opportunities. However, the needs and opportunities raised in this area justifies that the HCO plants seeds such as studies and pilots, to prepare its integration in the next CPD 2022-2026.

Strategic Intent #7: PRIORITIZE RESOURCE MOBILIZATION ACROSS THE TEAM

While overall the Country Programme 2017-2021 is on track for resource mobilization (having raised over 61% of the CPD ceiling prior to the end of year 3), it is noted that not only do significant gaps exist in health, nutrition, WASH and Child Protection (except for birth registration which is not even a priority

⁸ See tweet from ED Fore, 16.09.2019 (<https://twitter.com/unicefchief/status/1173598051174428673>).

for the region) but also that the well-funded sector of education is dependent on a limited number of donors (who may be experiencing “donor fatigue”), that the remaining gap should be mobilized within 2020 in order to be spent in 2021, and that many grants across the programme will be expiring in the 2019-2020 period . Furthermore, despite on-going humanitarian crisis, the 2019 HAC is severely underfunded (reaching only 46% of resource targets as of September). To mitigate this situation, a comprehensive resource mobilization action plan needs to be put in place and regularly monitored, under the direct leadership of senior management. Overall, sustained coordination and technical support is required to meet these resource mobilization and reporting requirements in 2020 and beyond to prepare for the next country programme 2022-2026.

3. Object of the Evaluation

a. The Object of the Country Programme Evaluation

The object of the evaluation is the 2017-2021 UNICEF Haiti Country programme.

The evaluation intends to assess progress of the overall country programme looking into the results of its core program components: Health, Nutrition, WASH, Education, Child Protection and Programme effectiveness. These will be based on previously conducted thematic evaluations⁹ and desk review and other existing information and evidence, with limited additional data collection beyond stakeholder consultations.

The SMR process was conducted through a participative approach that engaged UNICEF and key implementing partners from governmental bodies and civil society organizations enabled to validate and document programme component’s achievements (Health, Nutrition, WASH, Education and Protection’s) for the half period of the CPD2017-2021 cycle. The process also resulted to the re-adaptation of the country office structure to the new context to boost the achievement of results expected by 2021. Evidences from SMR will feed the evaluation process as well.

The CPE will take a closer look at the overarching ToC and at the four components of the TOC so as to understand (a) how the programme interventions converge, (b) the intended contributions this make to wider the broader change, systems development, and influencing relevance, effectiveness, coherence and connectedness.

b. Key implementing partners

In the frame of the 2017-2021 Haiti Programme, UNICEF established key partnerships with entities from the Haiti Government to achieve results for children. Of relevance for the Haiti Country programme evaluation are:

Program component	UNICEF key implementing partner
Health	Ministry of Public Health and Population (MSPP)
Nutrition	Ministry of Public Health and Population (MSPP)
Protection	Ministry of Social Affairs and Labor (MAST) and the Institute of Social Welfare and Research (IBESR)
Education	Ministry of Education and Professional Training (MENFP),

⁹ Please refer to “3. Existing evaluations and reviews for the CPE” at page 23

Water, Sanitation and Hygiene	National Directorate for Drinking Water and Sanitation (DINEPA)
Programme effectiveness	Ministry of plan and Haitian National Institute of Statistics and Information

Implementation partnerships have also been extended to Civil Society Organizations (International NGOs, National NGOs and Community Based Organizations) to support the implementation of the Country Programme. Collaborative partnerships with the UN agencies and other development partners, including in alignment with the renewed UN reform, continued with the following partners for stronger coordination and impact of 2017-2021 Country Programme: WHO/OPS, UNFPA, UNFAO, WFP, UNDP, UN Women and ILO. During the inception phase, the evaluators will identify the structures and ways these partners are contributing to CP goals.

4. Purpose, objectives and scope of the evaluation

With emphasis on informing the design of the new UNICEF country programmes in Haiti, this independent evaluation will have mainly a formative focus, with summative aspects in assessing performance and programme effectiveness of its current phase. Its findings will inform the strategic positioning of the UNICEF Haiti CO in the country, inform the design and implementation of the next country programme 2022-2026 as well as contribute to reinforce the positioning of UNICEF into the UN development common framework (UNSDCF and ISF – Integrated strategic framework).

a. Evaluation purpose

The main purpose of the CPE is learning to draw lessons learned and identify emerging good practices to inform the design and implementation of the next 2022-2026 Country Programme and hence strengthen the relevance, effectiveness, coherence and connectedness of UNICEF's programmes in Haiti. The CPE will contribute to reinforce UNICEF's Haiti organizational learning, strategic positioning and value proposition in its partnerships, and enhance its accountability to the Government, donors, peers and implementing partners.

Broken down in key components, the CPE purpose is to:

1. Identify emerging good practices and key lessons learned from the current 2017-2021 Country programme to inform the design of the 2022-2026 programme document and its intervention strategies to respond better to Haiti development priorities and advance child rights;
 1. To capture learning from UNICEF's interventions in the Haiti CPD Components and programme strategies in order to inform future (a) strategy development, (b) country program development, as well as (c) the development of the next UNSDCF/ICF
 2. Identify opportunities to improve UNICEF's performance in addressing and responding to child rights deprivations with focus on the most vulnerable
 3. To capture and understand how natural high vulnerability of Haiti underpins development results and what would be appropriate DDR mitigation strategies to better sustain development gains
2. Assess the *relevance, effectiveness, coherence and connectedness* of the country programme and its strategies for (a) understanding the extent to which the Country programme is contributing to national development goals and humanitarian priorities; and (b) determine the extent to which programmes are adequately addressing disparities and inequities.

The rationale for selecting these evaluation criteria is outlined in section 5 below.

In keeping with the development-humanitarian nexus of UNICEF's mandate, the CPE will assess the Haiti Country Office contributions to both regular development and emergency response to the long lasting effects of the cholera outbreak which occurred from 2010; the 2016 Mathew hurricane, the ongoing migration crisis between Haiti and the Dominican Republic and the new COVID-19 outbreak. UNICEF's

progress and contribution to those multi-actors 'issues are detailed and documented in SMR minutes, which will be part of desk review.

The CPE will identify what strategic approaches, programmatic components and intervention modalities can support UNICEF to continue stay relevant in the Haiti in the changing development and emergency context, including for supporting the Haiti Government in the implementation and monitoring of the SDGs.

The CPE has been timed for 2020 for the findings and recommendations to feed into the development of new country programme cycle and new UN programming frameworks. The detailed timeframe is provided in the workplan section.

b. Evaluation objectives

The objectives of the evaluation include the following:

1. To assess the relevance, effectiveness, coherence and connectedness of the 2017-2021 UNICEF Country programme design and implementation with a formative and forward-looking focus on the current and evolving Haiti context.
2. To take stock of the progress made towards the attainment of the development and humanitarian results, including effects in addressing disparities and inequities; and identify the most effective interventions (in the sectorial areas of Health, Nutrition, Protection, Education and WASH and cross-cutting areas including Communication for Development, Gender and Adolescent, Socio Policy and Emergency) as well as implementation strategies, and partnerships for UNICEF Haiti to adopt for the next phase of programme development.
3. To determine how UNICEF can most effectively position itself, building on its comparative advantage, and provide specific recommendations to improve the design and relevance of the 2022-2026 Country programme in the Haiti and UNSDCF/ICF.

c. Key users and intended use

The primary users of the CPE are the UNICEF Haiti Country Office as well as UNICEF LACRO. Secondary users include the Government of Haiti, UN Country Team and other key partners operating in Haiti as well as donors. Intended use of this CPE is:

Users	Use of the evaluation
Primary UNICEF Haiti Country Office	<ol style="list-style-type: none"> 1. Provide learning and accountability from the UNICEF 2017-2021 Country Programme to inform the design, strategic approaches to implementation, programming and advocacy priorities for the new Country Programme (CPD 2022-2026) considering the changing Haiti context and available resources 2. Inform decision-making for the country office based on assessment of progress on (a) service delivery, (b) evidence generation and (c) cross sectoral practices influence through the convergence approach, so that decisions and advocacy on whether to adapt or scale up these approaches in the coming period 3. Inform UNICEF on how to best position itself in the Haiti context and stakeholders analysis mapping in line with its ongoing dynamic socio political context and how to most effectively partner with the government of Haiti to improve the lives of children and women in the next Country Programme, with specific emphasis on inclusion of the traditionally excluded and marginalized 4. Inform UNICEF on appropriate DDR strategies aimed to better sustain development gains and strengthen UNICEF Haiti's DRR and CCA child-centred, cross-sectoral strategy and risk informed programming 5. Inform UNICEF on how to better build community-based accountability mechanisms in order to strengthen the voice of beneficiaries in programme design and implementation
UNICEF LACRO	<ol style="list-style-type: none"> 1. Identify lessons learned and emerging good practices on (a) the effectiveness of UNICEF's interventions and approaches in a particularly challenging country context and on (b) how UNICEF could better deliver results in fragile states. 2. Inform LACROs results-based management (planning, monitoring and implementation) guidance and technical assistance to Haiti
Secondary stakeholders:	<p><i>Government of Haiti, UN Country Team and Key UNICEF partners including UN sister organizations¹⁰ operating in Haiti countries, Other implementing agencies & Donors</i></p> <ol style="list-style-type: none"> 1. Inform Haiti government planning, formulation of sector plans and priorities, in particular those related to children and women, and reaching the most marginalized 2. Distil lessons learned on the appropriateness of UNICEF's approaches and interventions 3. Inform inter-sectoral programming, joint programming with other UN sisters' agencies as well as the development of UN development cooperation frameworks such as the UNSDCF/ICF 4. Identify ways to better support the GoH to achieve the SDGs 5. Identify UNICEF Haiti contribution to addressing and responding to national priorities in the area of social sectors and capacity buildings

d. Evaluation Scope

The CPE will cover the 2017-2021 UNICEF Country Programme focusing on both its programme side (with sectorial components including Health, Nutrition, Protection, Education and WASH and cross-cutting areas including Communication for development, Adolescents & Gender, Social Policy, Emergency) and its Operations side (Human Resources, Administration & Finance, Supply). It will cover four years of implementation from the beginning of the current CPD in January 2017 to the submission of first reports (December 2020).

In line with the geographic coverage, the Country programme covers all the 10 departments of Haiti. The evaluation will therefore have a countrywide scope and be strongly informed by the evidence at the national level of the results, lessons and experiences emerging from the Haiti territory. However, specific attention will need to be paid for 15 communes that were identified as the most affected by the cholera outbreak and 22 communes that were identified as the most affected by the malnutrition during the CPD design as well as the departments of Grande 'Anse and South which were mostly hit by

¹⁰ Resident Representative's office; and other UN agencies (WFP; WHO; UNFPA; FAO; UNDP...)

hurricane Mathew and were given a high programming and implementation priority. The evaluators, as part of the inception phase, through stakeholder analysis & mapping, will identify how the stakeholders which benefited from the Haiti CP interventions have been reached.

Regarding the evaluation criteria, the process will focus on relevance, effectiveness, coherence and connectedness. Efficiency and impact criteria will not be covered

5. Evaluation criteria and questions

This section is directly related to both the objectives of the evaluation and the criteria against which the CPD will be assessed. As noted in section 4.1, from the OECD/DAC evaluation criteria (considering the OECD DAC definitions of the revised evaluation criteria)¹¹, UNICEF Haiti has prioritized 4 criteria including, *relevance, effectiveness, coherence and connectedness (connectedness related to sustainability)* as the focus of the CPE. These criteria and questions also include an assessment of relevant human rights and gender equality aspects. This reflects the needs of the relevant stakeholders and the context of the evaluation as well as that the Haiti CP combines longer term development goals with humanitarian interventions. Furthermore, this will strengthen the quality and the usefulness of the evaluation. Thus, focusing on key aspects of the country programme intervention strategies which present the greatest learning potential, and which will inform the development and implementation of the next Country programme.

Relevance is critically important for UNICEF Haiti, in order to be able to assess the extent to which the intervention objectives and design respond to beneficiaries',5 global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change; particularly in Haiti, a fragile state facing multiple disasters and more recently the COVID-19 crisis. This will help review whether it's programming, advocacy and strategies have proven to be appropriate to this highly complex context. This evaluation criterion provides the opportunity to explore, all or a selection of questions related to responsiveness to the needs, the alignment to strategic priorities, suitability to the context, rigor of intervention design and adaptive capacity.

Effectiveness is to assess the extent to which UNICEF country program achieved, or is expected to achieve, its objectives, and its results, including any differential results across different interventions or groups. It analyses progress towards objectives along the results chain / causal pathway and the extent to which different groups have been reached. Implicit within the effectiveness criteria is timeliness. This evaluation criterion offers the lens to look closer into questions related to the achievement of results, the scope and scale of results, and inclusiveness.

Coherence is relevant due to interest in understanding the extent to which the 2017-2021 Country Programme was planned and implemented in synergy with other development/ humanitarian actors (particularly UN agencies) in Haiti. This criterion looks into the policy coherence, strategic partnerships, coordination of implementation among other, for promoting the objectives of the CPD. This also includes the synergies in terms of development and humanitarian policies in terms of advancing human rights. The evaluation will look also into the compatibility of the country programme with other national and development partners interventions in Haiti in sectors/ areas which UNICEF prioritizes. A lack of coherence can lead to duplication of efforts and undermine overall progress.

¹¹ <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

Connectedness, particularly in terms of whether the country programme has supported longer term goals such as the humanitarian development nexus, **disaster risk reduction (DRR), resilience and national capacity to respond to future emergencies**. This criterion will help identify emerging good practices and lessons learned on when humanitarian action has supported longer term needs between 2017-2020. Connectedness refers to the need to ensure that activities of a short-term emergency nature are carried out in a context that takes longer-term and interconnected problems into account¹²

The two-overarching questions of this evaluation are:

1. *To what extent has the UNICEF Haiti 2017-2021 Country programme, through its different interventions, effectively addressed and responded to existing child rights deprivations?*
2. *Which core organizational strategies, intervention modalities and partnerships should the UNICEF Haiti new country programme prioritize to improve its organizational effectiveness and strategically position itself?*

Noting the overall scope of the evaluation, and in accordance with the UNICEF global guidance for the CPE advising to identify a limited number of evaluation questions, 7 key questions have been identified by the country team across the 4 criteria.

Criteria	Questions
Relevance	1. To what extent did the UNICEF Haiti country programme intervention objectives (including any adjustment of objectives) and design respond to beneficiaries, country and partner's needs, policies and priorities? When do they continue doing so, considering (a) the changing circumstances in Haiti? and, (b) the differentiated needs of children and young people, especially the most marginalized?
Effectiveness (This calls for an overarching theory of change that the evaluation team will have to reconstruct during the inception phase).	2. To what extent were the country programme objectives achieved (through its different interventions), or are expected to be achieved? Are there any differential results across groups? If so, where and when? 3. To what extent were programme outputs (including any adjustment of outputs) delivered and did they contribute to: progress toward the stated programme outcomes (e.g. supporting an enabling environment, improving quality of services, increasing demand for services etc)? 4. What are the major influencing factors and how are these factors facilitating the implementation process towards results? (e.g. (a) external factors - political, social, economic; (b) internal factors – implementation model/structure, operations, quantity, quality, timeliness of delivery, including program delivery). 5. How do the sectoral strategies (capacity building, evidence generation, communication, advocacy, Innovation, South-South and triangular cooperation and partnerships, gender and climate change) interact with programme implementation to promote improvement?
Coherence (and synergies)	6. To what extent is the UNICEF Country Programme internally coherent and externally compatible with other interventions, sector and institutions operating in Haiti? Why was coherence lacking or present? 6.1. How can HCO ensure that its response to C-19 is anchored coherently within its longer-term program in the next CPD? 6.2 What adaptations and refinements are needed to improve UNICEF's comparative advantage in Haiti – particularly in comparison to other UN agencies and in the context of the new UN coordination framework? 6.3. When and where has UNICEF CO response been coherent and contributed to have long lasting national development effects?
Connectedness (Resilience, DRR and emergency response)	7. To what extent has the country programme supported longer term goals such as disaster risk reduction (DRR), resilience and national capacity to respond to future emergencies? 7.1. What DRR mitigation strategies should HCO prioritize to better sustain development gains in the new CPD? 7.2. What are the major factors which influence the achievement or non-achievement of connectedness of the UNICEF programme?

¹² Evaluating humanitarian action using the OECD-DAC criteria An ALNAP guide for humanitarian agencies (Beck, T., 2006: 27).

Gender, equity and human rights, will be mainstreamed in the evaluation questions across the four criteria.

During the inception phase, the Evaluation Team will examine and refine the evaluation questions and propose prioritization and modification, based on the findings from the Evaluability Assessment. The team will develop an evaluation matrix explicitly linking evaluation criteria, questions and sub-questions with identification of relevant indicators and means of verification for each question.

6. Methodology and approach

1. Overall design and approaches

The methodology described in this section is indicative and participating evaluators are expected to adapt and integrate the approach and propose adjustments needed to accomplish the evaluation. These can include additions to the evaluation design; approaches to be adopted; appropriate sampling strategy; data collection and analysis methods; and an evaluation framework. The proposals should also refer to methodological limitations and mitigation measures.

The design of the evaluation will be non-experimental and will integrate a combined methodological approach (for **example participatory, utilization-focused, theory-based and gender and human rights responsive**) in assessing the UNICEF Country programme and approaches adopted in the current programme cycle against their intended aims.

The evaluation team will assess the Theories of Change (ToC) within the Programme Strategy Notes (PSNs) for each programme component (at this stage, the over-arching ToC of the Haiti Country Programme was reconstructed for the ToR), validate their relevance and effectiveness in the evaluation, and help stimulate reflection to inform the next phase of the Haiti CPD.

With a strong focus on utilization, the evaluation team will engage key stakeholders throughout the evaluation process and to validate emerging findings and recommendations. Key stakeholders include senior management and staff from the UNICEF Haiti country and LACRO, as well as focal points in national government' ministries and departments, representatives at sub-regional and national level as far as possible, and UN partner organizations.

Mixed data collection methods will be used to the extent possible. Key informant interviews with stakeholders from Haiti countries/territories will largely provide primary qualitative evidence. The evaluation team will draw from the secondary evidence from recent evaluations, progress reports and other sources. The evaluation team can opt for different data collection and analysis approaches around questions of effectiveness, and other relevant approaches for stakeholder consultation (identified in annex) that could generate useful qualitative and quantitative data on key issues. Considering Haiti is a fragile state¹³, the evaluation team could also consider applying specific methods and guidance from OCDE DAC¹⁴

The evaluators will assess the options and describe in detail the suitable methods to meet the purpose, scope and objectives of this evaluation in their proposal. The methodology will be further refined and adapted during the inception phase, based on the findings of the Evaluability Assessment and consideration of constraints posed by the COVID-19 outbreak as well as the specific situation in the

¹³ <https://search.oecd.org/development/financing-sustainable-development/aidtofragilestatesfocusonhaiti.htm>

¹⁴ <http://www.oecd.org/dac/conflict-fragility-resilience/publications/4312151e.pdf>

country /territories when the field work is to be conducted. Participatory approaches will be adopted as far as possible, but given the potential security and access constraints, these will be expected to make use primarily of virtual means.

2. Evaluability assessment

The evaluation team will conduct a desk-based Evaluability Assessment as part of the inception phase, which will help frame the evaluation and identify the methods.

UNICEF Haiti country office will share the available documents and relevant data as information resources for the evaluation questions. The EA could also lead to re-prioritization of questions during the inception phase if information or data is not available.

The focus of the EA will include key questions on:

1. **Design and results framework:** to what extent is the CP design clearly defined, with a robust Theory of Change and results framework in place, and relevant to the country context?
2. **Measurability:** to what extent are there appropriate indicators, tools, systems and resources established and in use for monitoring, reporting and learning on progress and results? Are critical data sets available that are suitable for the intended scope of the evaluation?
3. **Context:** what contextual factors and cycles (political, social, seasonal, internal priorities, major evaluation initiatives of other stakeholders) need to be considered when conducting the CPE, and what risks and assumptions been identified concerning these?

Illustrative inputs for the EA are provided in the table below:

Evaluability parameter	Illustrative Comments
Relevance of the logic model and coherence of results structures, alignment to country context and coherence of the sector programme/ country programme	<ol style="list-style-type: none"> 1. Haiti Country Programme cycle with different layers: (a) UNICEF program level, (b) UNICEF CP level, (b) UNCT systems; 2. Given the recent Haiti UN coordination framework, and the current COVID19 context and capacities, UNICEF Haiti is assessing the most feasible model for national programme planning, monitoring and coordination within the complex Haiti context; 3. The singular Haiti context directly affects the: (a) implementation arrangement and partnership with the Government (level of ownership, governance, accountability); and (b) planning, monitoring and reporting processes; 4. Haiti CPD and results framework covering all Haiti and relevant to the country context; 5. 2017-2021 Haiti CP challenges relate to (a) lack of global ToC & clarity of the convergence areas and cross-cutting strategies of the Haiti CPD; (b) plausibility of the logic and results framework; (c) validity and reliability of the indicators; (d) the aggregation and disaggregation of information at the country level; and (e) mainstreaming emergency preparedness and DRR
Assess the adequacy and validity of the indicators, tools and systems for monitoring, measuring and verifying results	<ol style="list-style-type: none"> 1. 2017-2021 Haiti CPD monitoring and reporting system in place: important set of documents available 2. Critical data/information sets available but fragmented: (a) some gaps in the collection of information for the indicators; and (b) gaps in the consistency and clarity (sources, validity of the data in relation to the results framework); 3. Given the system in place and the effort already done, the efficiency of the monitoring system can be strengthened by consistently using the monitoring tools during Haiti CPD implementation.

3. Existing evaluations and reviews for the CPE

The following evaluations and reviews have been conducted by UNICEF Haiti during 2017-2021 which are expected to provide the evaluative evidence for the Haiti CPE:

Evaluations:

1. Evaluation of UNICEF Response to Hurricane Matthew in Haiti (March 2018)
2. Mid-term evaluation of the child labor domestic work project

Reviews:

1. Programme annual review for the years 2017,2018 and 2019
2. Midterm review of the CPD2017-2021 under the format of SMR

The information from existing evaluations and formal reviews will complement the other available data and information collected.

4. Data collection methods

The CPE will rely on several quantitative and qualitative information methods that will be triangulated. The evaluation will use data from primary and secondary sources, including desk review of documentation, and interviews with key informants, and remote focus group discussions to consult groups of rights holders and duty bearers as appropriate. The final design should specify how data collection and analysis methods integrate gender, human rights and equity considerations throughout the evaluation process.

Comprehensive desk review of available documentation will be conducted. The secondary data review will include, among others, background documents on the national context, documents prepared by UN system agencies and other international partners during the period under review; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNICEF Country Office Annual Reports; and evaluations conducted by the Country office and partners. Annex 1 provides a list of documents which will be made available and to be supplemented with other documents identified in the process of conducting the Haiti CPE. These documents provide information which can be used to summarize key findings from the programme performance. Sex-disaggregated data will be sourced, where available, and assessed against programme outcomes.

Subject to COVID19 developments, the evaluation team may undertake 1 visit to Port-au-Prince for consultations during the data collection. While the validation will be done remotely.

Consultations through **key informant interviews** will be conducted with UNICEF Haiti and LACRO staff in Panama to shape the inception stage. A multi-stakeholder approach will follow, which will include interviews with partners from government entities, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and youth groups. During the inception phase a stakeholder analysis will be conducted to identify all relevant UNICEF partners. In addition to identifying the key informants for the interviews, the analysis will serve to examine any potential partnerships that could further improve UNICEF's contribution to the country. Country visit or remote meetings options will be considered depending on feasibility and COVID19 related developments.

The possibility to conduct remote **focus group discussions** at the regional/national level with the youth groups, will be explored and discussed during the inception phase, to capture their views on topics such as UNICEF support since 2017, the needs of young people, opinions on what UNICEF could do more. These can be done using U-report (facilitated by UNICEF) or other online means.

An evaluation matrix will be developed by the participating evaluator, outlining how each evaluation question will be answered/measured and how the information will be collected. This matrix will serve to ensure data collection coherence, facilitate data triangulation, analysis based on both quantitative and qualitative data, and participation of stakeholders. This will enable the evaluator to develop logical and explicit linkages between data for analysis and the questions.

5. Validation of findings

Initial findings will be presented to stakeholders in a (in country or virtual) workshop to assess the validity / accuracy of the findings and their relevance to the Haiti context and programmes at the end of the in-country visit (or remote field work). During the workshop stakeholders will help the evaluator to identify and prioritize recommendations so that their relevance, usefulness and usability can be maximized. The feedback will be documented including where any divergent views arises from the findings. The conclusions will be based as far as possible on triangulation of evidence collected from different sources and/or by different methods to ensure that the data is valid.

6. Limitations

At the time of writing this ToR one of the main limitations posed to the CPE relates to the COVID19, which is affecting the Haiti along with the rest of the world. To contain the spread of the virus, the Government of Haiti has established special measures such as restrictions of movement, school closure, social distancing etc... Currently it is impossible to predict how the emergency will unfold in the coming months and whether constraints will ease, continue or become more restrictive even though some initiative such as reopening of the Haitian international airport have been engaged. This has an implication for the evaluation methodology and/ or timeframe. Together with the evaluability assessment during the inception phase, participating evaluators should identify methodological limitations in the proposal and how these could be overcome. The timeframe proposed in this TOR is indicative and subject to review.

There are limitations on certain monitoring data availability on some of the components of the results chain of the CPD and limitations on field work and opportunities for first-hand consultation with beneficiaries. To a certain extent the previous evaluation reports will give some insight into beneficiary feedback and views on UNICEF's contributions, but the team will be largely confined to engaging with other stakeholders.

Data and access deficits. The 2019 Situation Analysis noted deficits in reliable and comparable data sources that affected UNICEF's ability to assess the situation accurately over time and the distribution, depth of disparities and needs in key areas, varying quality of key documents, absence of gender-disaggregated data in areas of critical importance. There has been significant progress in generating and making available progress data in the key sectors.

Limitations may also include having insufficient opportunities to meet with relevant duty bearers and very limited opportunities to meet with rights holders, making it challenging to sustain a rights-based approach in parts of the analysis. These constraints will also make it difficult to triangulate findings outside a small group of stakeholders.

These limitations together present an unusually challenging set of constraints. As noted, secondary data and analysis from reports and findings from previous evaluations will provide some insight and it will be critically important for the evaluation that stakeholders consulted and stakeholder groups such as the Reference Group are as broad and diverse in make up as they can be

7. Ethical considerations

UNICEF supports evidence generation conducted in full compliance with ethical considerations, including during evaluations, research and data collection. Ethical considerations will be assessed and documented, and clearance will be sought before data collection can commence. The ethical review will include the complete set of evaluation documents including ToR proposal, inception report, and related data collection instruments (interview guide), and other tools as applicable (informed consent form, protection protocol). Documentation for ethical clearance will be prepared by the participating evaluator in accordance with the requirements of the available Internal Review Board (IRB). The participating evaluator will describe in the proposal how the evaluation is designed and undertaken in accordance with ethical recommendations as set out in UNEG Ethical Guidelines and the UNICEF Procedure for Ethical Standards and Research, Evaluation and Data Collection and Analysis (2015), and whether an IRB is available to the participating evaluator. If no IRB is available, UNICEF will facilitate access.

During the evaluation process, full compliance with all UNEG and UNICEF ethical guidelines will be required. All informants should be offered the possibility of confidentiality, for all methods used. Dissemination or exposure of results and of any interim products must follow the rules agreed upon in the contract. Unauthorized disclosure is prohibited. Any sensitive issues or concerns should be raised, as soon as they are identified, with the evaluation manager.

8. Evaluation timeline and deliverables

The evaluation will include three distinct stages:

An **initial inception phase** which will include preliminary desk review and discussions with key stakeholders leading to a brief evaluability assessment. This will allow the evaluation team to fully understand the evaluation criteria and the objectives of the evaluation, as well as the limitations to the evaluation and will help refine evaluation purpose, scope and questions. Inclusion of key users in this stage will be key to ensure a participatory and effective utilization approach. Preliminary findings will lead to the refinement of the evaluation methodology in close agreement with the evaluation managers. A brief 25 pages inception report (plus annexes) will capture all the changes and include tools for collection of data, an evaluation matrix as well as a more detailed and up to date evaluation timeline. Section 7.2 outlines structure of reports as per UNEG & UNICEF guidance.

The **data collection analysis and report drafting phase** will entail a more in-depth desk review and data collection, triangulation and analysis. Some remote interviews may be required. UNICEF will support the evaluation team to identify key stakeholders.

A final reporting and validation **phase** when a draft evaluation report of 40 pages will be presented to the reference group for inputs and comments. A final report will be prepared incorporating all comments and findings. A 4 pages summary brief including key findings, conclusions and recommendations. The evaluation report will be accessible to stakeholders, including the public.

The Evaluation Team will be expected to conform to guidance and standards set by UN and UNICEF. The team will be guided by [UNICEF's revised Evaluation Policy](#) (2018), the [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation](#) (2016), [UNEG Code of Conduct for Evaluation in the UN system](#) (2008), [UN SWAP Evaluation Performance Indicator](#) (2018), [UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation](#) (2014), and [UNICEF-Adapted UNEG Evaluation Report Standards](#) (2017)

a. Proposed Evaluation Timeline

The timeframe below is tentative and will be updated regularly in alignment with COVID-19 developments and related measures put in place by the Governments in the Haiti countries.

Time for quality assurance: 10 days for inception reports and 2 weeks for draft reports are needed. Also, the team will need time to submit the revisions.

To maximize the use of the findings, the timeline has been designed in alignment with the next country programme preparation process, expected to start by October 2020, and to feed initial CPE findings in the draft 2022-2026 Country programme document.

Phase/activity	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1. Inception phase							
Kick off teleconference call and first work plan							
Conduct evaluability assessment, finalize evaluation framework, and tools (KII, FGD), theory of change and ethical clearance							
Draft inception report, see IR format							
Comments/ QA on inception report							
Final inception report [Deliverable 1] (Payment 1 / 30%)¹⁵							
2. Data collection, analysis and drafting phase							
Desk review: synthesis document on programme performance from monitoring and evaluation reports							
Conduct key informant interviews (in country or remotely)							
Conduct FGD (in country or remotely)							
Draft evaluation report, see FR format							
Presentation of preliminary findings and validation workshop							
Comments/ QA on Draft evaluation report (round 1)							
Comments/ QA on Draft evaluation report (round 2)							
Draft evaluation report [Deliverable 2] payment 2 / 30%							
3. Validation and finalization phase							
Final report produced							
Comments/ QA on Final evaluation report (round 3)							
Evaluation summary brief [Deliverable 3] (Payment 3 / 40%)							

As part of quality assurance process, UNICEF (LACRO, Haiti) and partners will review the draft deliverables (IR, FR, evaluation brief) and share comments for inclusion/response at all stages of the evaluation process. The review team will require two weeks to review and revert after the draft has been received.

¹⁵ Each payment only after full validation of the related report

Evaluation Deliverables

The CPE will produce the following deliverables within the timeframe estimated:

Phase	Deliverables	Timeframe (working days)
Inception [Deliverable 1]	1. Kick off teleconference call and first work plan 2. 25 pages (maximum 15,000 words) excluding annexes which includes an evaluation work plan with response to the ToR and proposals for any changes to this; an evaluation framework and further development of the evaluation questions and sub questions; team composition; approach and methodology detailing methods to be used, data collection, data analysis and limitations; breakdown of level of effort and role of each team member; budget; final report outline. The inception report should also include a reconstructed Theory of Change to be tested out and validated in the evaluation process. (See below for Inception Report structure)	30 days
Data collection, analysis and Draft report [Deliverable 2]	3. Draft evaluation report, including synthesis document on programme performance. The synthesis document detailing learning on programme performance based on the programme evaluations noted in section 3 and associated reports 4. Presentation of preliminary findings and workshop: The PowerPoint debriefing presentation of preliminary findings against the evaluation questions to be made at a validation workshop at the end of the country visit, along with documentation of feedback from stakeholders on the presentation -The synthesis document of maximum 20 pages (maximum 12,000 words) -The length of the Draft report maximum 35 pages plus annexes	35 days
Validation and finalization [Deliverable 3]	5. Final report; 6. Evaluation summary and evaluation brief maximum 4 pages each. 7. Presentation of final findings The final evaluation report reflecting comments from the Evaluation Reference Group and participants in the stakeholder workshops The length of the Final report maximum 45 pages. The brief and evaluation brief should be no longer than 4 pages each	15 days

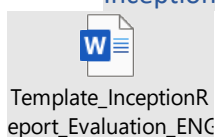
A total of 80 working days are estimated for completion of the Country programme evaluation and associated deliverables. The planned duration of this consultancy is 6 months, with expected start on 20 th August 2020 and completion by 20th of February 2021.

b. Quality assurance

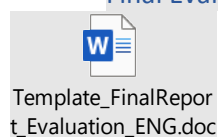
It is to be noted that UNICEF has developed an oversight system for its evaluation reports since 2009, known as Global Evaluation Reports Oversight System (GEROS) that assesses the quality of all evaluation reports against standard criteria. Overall quality ratings and evaluation reports are then available on the UNICEF website: <https://www.unicef.org/evaluation>. Therefore, the evaluation inception and final reports will be written in French and English and will meet the evaluation quality criteria and must be compliant with UNICEF-Adapted UNEG Evaluation Reports Standards.

Specific templates are available for developing inception and final evaluation reports which provide the structure and the essential components of evaluation reports:

- [Inception Evaluation Report:](#)



- [Final Evaluation Report:](#)



9. Evaluation management and quality assurance

1. Evaluation management

To ensure an effective management, regular support and quality assurance of the Country evaluation, the roles and structures detailed below have been established as part of the evaluation process.

Evaluation Manager

This role would be undertaken by the Regional Evaluation Advisor, together with the UNICEF HCO Chief of PME which has the day to day responsibility of the team, as well as the leads in the selection process. The updates and interaction with national stakeholders are done by the HCO Chief PME. Primary responsibilities include:

1. Supports to develop the scoping for the CPE
2. Sets out and updates the plan for the process, and day to day management and communication of this process with stakeholders
3. Leads ToR drafting for the recruitment of the Evaluator
4. Leads the recruitment of the Evaluator, and provides supervision and support to the ET
5. Day-to-day oversight and management of the evaluation process and budget, in coordination with EMG members and other key stakeholders.
6. Leads quality assurance throughout the process, ensuring the quality and independence of the evaluation and its alignment with UNEG Norms and Standards and Ethical Guidelines and other relevant procedures, managing stakeholder engagement, and ET performance against ToR deliverables.

Evaluation Management Group

The Evaluation Management Group (EMG) comprise a small group of key UNICEF staff from Haiti office and LACRO. It is led by the Representative, and includes, Regional Chief of Programme and Planning, Regional Evaluation Advisor, Representative, Deputy Representative (Haiti), and the Chief PM&E (Haiti). Primary responsibilities include:

1. Advise and take decisions on the scope, timing and resources for the evaluation
2. Conduct consultations with Haiti governments and partners as appropriate
3. Contributions to, and approval of the ToR (signed off by the Representative)
4. Propose candidates for the ERG (see below)
5. Support with the lists of contacts, data and information to be shared with the Evaluator
6. Support Evaluation Manager to organise the in-country introduction of the evaluation team
7. Agreeing and scheduling visits, providing admin support
8. Contributing to Quality Assurance through comments and feedback on draft deliverables
9. Support to develop the Evaluation Management Response in consultation with stakeholders.

Evaluation Reference Group

The Evaluation Reference Group (ERG) comprises a wider group of key stakeholders from the Government, UN and developing partners in the Haiti. UNICEF Haiti and EMG will propose relevant members for the ERG. The purpose of the ERG is to provide external insights and perspectives to the CPE. ERG member contributions can include technical expertise in key areas relevant to the Country programme, represent key partners in the Haiti, and have some experience of collaboration with UNICEF. The ERG should not include representatives from programmes to be evaluated under the CPE to avoid potential conflict of interest. The ERG should comprise of representatives from:

1. Focal points from Governments in the Haiti countries/territories (see Annex 2);
2. Office of the UN Resident Coordinator (Planning and/or Coordination Team Leader);
3. Senior staff of UN agencies (UNDP, UN Women, WHO/OPS, WFP, UNFPA, ILO);
4. UNICEF Regional Evaluation Advisor;
5. UNICEF Haiti.

The ERG expected support and contributions include:

1. Engagement in the CPE processes and sharing relevant documents and updates with their organizations;
2. Participation in key evaluation events and processes, including meetings and calls;
3. Review CPE documentation and updates received on the progress;
4. Provide inputs contributing to quality assurance of deliverables through comments on draft deliverables.

2. Quality assurance

The quality assurance process will be led by:

1. **Evaluation Manager** leading on quality assurance for all deliverables, will provide quality assurance in line with UNEG Norms and Standards and Ethical Guidelines and other relevant procedures checking that the evaluation methodologies, findings and conclusions are relevant and recommendations are implementable, and contribute to the dissemination of the evaluation findings and follow-up on the management response. S/he will review the initial deliverables (such as draft inception report, first draft of the final report) and work with ET on necessary revisions to ensure the deliverables meet minimum quality standards. Once the minimum standards are met, the Evaluation Manager requests feedback from stakeholders (country team, ERG, Evaluation Management Group), consolidates all comments from Reference Group, Regional Evaluation Advisor and other RO staff and key stakeholders on a response matrix and requests the ET to indicate actions taken against each comment in the production of the penultimate, and final draft.
2. **EMG and ERG** will provide comments and substantive feedback to ensure quality from a technical point of view of the key evaluation deliverables including the inception report and draft report.
3. Regional advisors from each sectoral discipline will provide quality assurance inputs on technical areas of the evaluation
4. **Haiti sector leads and Regional advisors** from each sectoral discipline will provide quality assurance inputs on their respective technical area of the evaluation.
5. **Representative and Regional Evaluation Advisor** are responsible for final quality assurance and final sign off on all deliverables of the evaluation

3. Dissemination

Dissemination of evaluation findings are often weak, and this is partly due to being considered towards the end of the process. Therefore, early consideration of the most appropriate options and ensuring resource allocation for these is essential. An *Evaluation Summary Brief*¹⁶ will be produced for the Haiti CPE to support dissemination among policy makers. EMG may propose other dissemination materials suitable for particular audiences to share the evaluation findings.

9. Recourse and property rights

¹⁶ See examples in <https://unicef.sharepoint.com/sites/EO/SitePages/EvaluationBriefs.aspx>

UNICEF reserves the right to withhold payments if performance is unsatisfactory, outputs are incomplete or not delivered on time. Performance indicators against which the satisfactory conclusion of the contract will be assessed include quality and timeliness of submissions, responsiveness to feedback, compliance with UNICEF/UNEG Evaluation Report Standards¹⁷ and GEROS (Global Evaluation Reports Oversight System) Report Standards¹⁸.

UNICEF shall hold all property rights, such as copyrights, patents, and registered trademarks on matters related to, or derived from the work carried through this contract with UNICEF.

10. Qualifications

The exact composition of the Evaluation team will be defined by the evaluation consultant or consulting firm, in agreement with UNICEF. We expect the team to be composed of **at least 3** evaluators, including one senior team leader and one evaluation specialist (team member) and one national team member (national team member) and/or one research assistant with support from a company/institution with extensive experience in strategic evaluations and development programmes.

The consultants/institutions are required to possess proven experience in planning and implementing evaluations using robust methods and understanding of the UNICEF Haiti multi sector programming context.

The description of the expected team leader and team members of the evaluation team is the following:

Team Leader

1. A minimum of 10 years of evaluation experience in developing countries with excellent understanding of evaluation principles and methodologies, including capacity in an array of qualitative and quantitative evaluation methods, including previous experience supporting evaluations involving national government partners
2. Experience in conducting evaluations for UN agencies or major bilateral donor country programmes, and familiarity with UNEG Norms and Standards
3. Previous experience of working in Haiti is strongly preferred
4. Experience in leading and managing country programme evaluations of UNICEF or other UN organizations.
5. Diplomacy and tact in carrying out and presenting findings of evaluation processes in sensitive contexts
6. Strong English report writing skills and a track record of producing high quality reports

Team member

1. Having a multidisciplinary background, and understanding of key UNICEF technical areas – including health, nutrition / food security, WASH, child protection, humanitarian response
2. Experience of, and ability to design and factor in, essential cross cutting areas such as gender, human rights and child rights effectively into the evaluation process

National Team member

¹⁷ UNICEF-Adapted UNEG Evaluation Reports Standards are available at:
http://www.unicef.org/evaluation/files/UNEG_UNICEF_Eval_Report_Standards.pdf

¹⁸ A copy of the GEROS Evaluation Quality Assessment Tool will be shared with the selected consultants/institutions.

1. Having a multidisciplinary background, and understanding, in the Haiti context, of key UNICEF technical areas – including health, nutrition / food security, WASH, child protection, humanitarian response
2. Experience of, and ability to design and factor in, essential cross cutting areas such as gender, human rights and child rights effectively into the evaluation process

The members of the team should have:

1. Advanced university degree in evaluation, social policy or other social discipline;
2. Proven experience in evaluation of multi-sector programmes for children, with experience in conducting at least two similar assignments and delivering quality evaluation reports;
3. Strong analytical skills and experience in qualitative data collection and analysis, including the conduct of KII and focus groups virtually in fragile States;
4. Specific experience of conducting country programme evaluations with UNICEF will be an advantage;
5. Familiarity with international evaluation guidelines and quality standards;
6. Strong inter-personal skills and ability to engage effectively with senior stakeholders
7. Bringing a strong commitment to delivering timely and high-quality results, i.e., credible evaluations that are used for improving strategic decisions
8. Commitment and willingness to work independently, with limited regular supervision and respond to feedback in a timely and professional manner; s/he must demonstrate adaptability and flexibility, client orientation, proven ethical practice, initiative, concern for accuracy and quality;
9. The ability to concisely and clearly express ideas and concepts in written and oral form as well as the ability to communicate with various stakeholders in French and English.
10. Ability to write and communicate in French with professional standard is an asset

It is required a high level of expertise needed among the evaluation team on gender equality and human rights and responsibilities in this regard, calling for a gender balanced and culturally diverse team that makes use of national/regional evaluation expertise.

It is vital that the same individuals that develop the methodology for the request for proposals (RFP) will be involved in conducting the evaluation. In the review of the RFP, while adequate consideration will be given to the technical methodology, significant weighting will be given to the quality, experience (CV's and written samples of previous evaluations) and relevance of individuals who will be involved in the evaluation.

11. Assessment of Technical and Financial proposals

Technical Proposal

The proposals will be assessed based on the following scores:

1. Technical Proposal: 80 points
2. Financial Proposal: 20 Points

The scores of the financial proposal and the technical proposal will be consolidated and together generate the overall final score.

The technical proposal should be no more than 10 pages, 12 points font and 1.5-line spacing excluding Appendixes. It should address the following areas:

1. Experience in conducting evaluations of UNICEF CPD or multi-sector programmes for children, and mentioning at least two similar assignments conducted previously;

2. Proposed evaluation methodology & framework (approach, object, objectives, purpose, users, questions), evaluation matrix, tentative theory of change, data collection and analysis strategies, tools, work plan and limitations/mitigation strategies (with alternatives and considering the current context of Haiti) for meeting the deliverables in the ToR;
3. Consultant/Principal Evaluator experience and qualifications (include CV as appendix);
4. Description of other key personnel in the case of institutions (include CVs as appendix);
5. Any other information relevant to the TORs.

Haiti CPE Evaluation Scoring guide for technical proposals:

The technical assessment of the proposals will use the following criteria and weighting:

<i>Criteria – Score B == Score A * 0.8 as maximum for technical score is 80%</i>		<i>Maximum score (A)</i>	<i>Score (A) for submission</i>	<i>Score (B) TechScore</i>
1.	Organizational Profile and Capacity , as presented, and from other sources, including past experience (Organization’s expertise, Organization’s profile, past experience of the Organization, logistical and administrative support base etc)	15		
2.	Team profile and Capacity: (experience and qualifications of team members, past and relevant experiences, mix of expertise available, presence of local researchers and rules of engagement and supervision,)	45		
3.	Proposed methodology and work plan: relevance of proposed data gathering methods, logic, rigor, practicality, creativity, clarity and quality of work plan; Ethical requirements/assurances	40		
Total Score for the Proposal		100		

Technical proposals that do NOT attain a minimum score (A) of 70 out of 100 points will be considered technically NON-compliant.

For submissions whose score (A) is equal to or above 70; score (B) will be compiled with financial score to determine final score.

Financial Proposal

The financial proposal must be submitted separately from the technical proposal, as per UNICEF standard procurement guidelines. It should provide an all-inclusive budget (fee, logistics, etc) in USD, and a budget breakdown to understand the distribution of costs.

Note: The Financial proposals will be opened only to the consultants/ companies considered technically approved (range between 70 to 100 technical points).

12. How to Apply

Qualified consultants/institutions are invited to submit their technical and financial proposals no later than 5:00pm (Port-au-Prince time) ~~XXX~~ August 2020.

The technical proposals should contain sufficient information to attest that the firm possesses professional qualifications and experience in line with the requirements under “Qualifications” above and “Technical Proposal” sections below.


Proposals should be submitted in electronic format (word, or pdf).

Technical Proposal to: **XXX** with subject title “Technical Proposal, Haiti Country Programme Evaluation”;

Financial Proposal to: **XXXX** with subject title “Financial Proposal, Haiti Country Programme Evaluation”.

UNICEF is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

Approving process (internal)

Function	Name	Signature	Date
Prepared by	Alejandro Escalona, Chief Planning, Monitoring and Evaluation, Haiti		25/7/2020
	Carlos Rodriguez Ariza, Senior Evaluation Consultant, LACRO		
Reviewed by	Riccardo Polastro, Regional Evaluation Advisor.		27/07/2020
Endorsed by	Sylvain Nkwenkeu Fils, OIC Deputy Representative, Haiti		
Approved by	Raoul de Torcy, OIC Representative, Haiti		

Annex 1. List of key documents

Planning documents (UNICEF):

1. Haiti CPD 2017-2021
2. Country Programme Management Plan (CPMP) 2017-2021
3. Haiti CEP (Costed Evaluation Plan) 2017-2021
4. Programme Strategy Notes 2017-2021 for Health, Nutrition, Wash, Protection and Education
5. Strategic Intent Memo from Haiti Country Programme 2017-2021 Strategic Moment of Reflection (SMR)

Planning documents (United Nations):

1. United Nations Development Assistance Framework (UNDAF)
2. United Nations Common Country Assessment 2019 (CCA)

Planning documents (National):

3. National Multisectoral HIV/AIDS Response Strategic Plan 2018-2023
4. National Hydraulic and Sanitation Plan
1. National social protection policy

Key evaluations and reviews:

2. Evaluation of UNICEF Response to Hurricane Matthew in Haiti (March 2018)
3. Mid-term evaluation of the child labor domestic work project

Key situation analysis:

1. A situation analysis is undergoing

Key studies:

2. EMMUS2016-2017

Key monitoring reports:

1. 2019 Country Office Outcome/output report (RAM)
2. 2018 Country Office Outcome/output report (RAM)
3. 2017 Country Office Outcome/output report (RAM)
4. 2019 EISI/PRIME progress report
5. 2018 EISI/PRIME progress report
6. 2017 EISI/PRIME progress report
7. Mid-term progress on CP outcome and output indicators (Health, Nutrition, Wash Protection and Education)
8. Emergencies– Situation assessments and reports (sitreps)
9. COVID-19 emergency – Situation assessments and reports

Other documents

1. Convention on the Rights of the Child (CRC)
2. Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
3. UNICEF Country Programme Document 2012-2016
4. UNICEF Strategic Plan 2014-2017: <http://www.unicef.org/strategicplan/>
5. UNICEF Strategic Plan 2018-2021: https://www.unicef.org/about/execboard/files/2017-17-Rev1-Strategic_Plan_2018-2021-ODS-EN.pdf
6. Sustainable Development Goals 1, 2, 3, 4, 5, 6, 10, 11, 13, 16, 17.

Documents on evaluation standards:

1. UNICEF Revised Evaluation Policy (12 April 2018)
 1. [United Nations Evaluation Group \(UNEG\) norms and standards \(2016\)](#)
 2. UNICEF Gender Equality Resources: http://www.unicef.org/gender/gender_57850.html
 3. [UNEG Code of Conduct for Evaluation in the UN system as well as Ethical Guidelines for UN Evaluations](#)
 4. UNEG Norms and Standards: <http://www.unevaluation.org/document/detail/1914>
 5. [How to design Equity-Focused evaluations](#)
- Ethical Research Involving Children, 2013: <https://childethics.com/>

Annex 2. Evaluation Reference Group

No	Structure	Position
Government Institutions		
1	Ministry of Public Health and Population (MSPP)	DG Sante
2	National Directorate for Drinking Water and Sanitation (DINEPA)	Coordonateur General
3	Ministry of Social Affairs and Labour (MAST)	Coordinatrice MAST (Point focal UNICEF)
4	The Institute of Social Welfare and Research (IBESR)	Directrice Generale
5	Ministry of Education and Professional Training (MENFP)	
6	Ministry of Planning	
7	Ministry of Justice and Public Security	Directeur Générale
Civil Society Organizations (International and National NGOs)		
8	AVSI	Representante
9	ACTED	Directrice pays
10	Solidarités International	Directeur pays
11	Action Contre la Faim (ACF)	Directeur Pays / Country Director
12	CARE	Country director
13	Plan	Country director a.i
14	IDEJEN	Director
15	FZT	
UN Agencies		
16	UNICEF	
17	UNICEF	
18	UNICEF	
19	UNDP	
20	UNFPA	
21	WFP	
22	UNWOMEN	
23	FAO	
24	WHO/OPS	
25	IOM	
26	UNESCO	
27	ILO	
Donors		
28	Canada	
29	Japan	
30	World Bank	

UN Partners

1. United Nations Development Programme (UNDP)
2. United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)
3. United Nations World Food Programme (UNWFP)
4. United Nations Population Fund (UNFPA)
5. United Nations Food Agriculture and Organization (UNFAO)
6. World Health Organization (WHO)
7. United Nations Educational, Scientific and Cultural Organization (UNESCO)
8. International Organization for Migration (IOM)
9. International Labor Organization (ILO)