

Evaluability Assessment of UNICEF Liberia Country Programme 2020 - 2024
Terms of Reference
Institutional Consultancy Assignment

Summary table

Title	Evaluability Assessment UNICEF'S Country Programme 2020 – 2024
Purpose	Process – Undertake Evaluability Assessment of Country Programme 2020 – 2024 of UNICEF Liberia through an Institutional Consultancy modality Output – Final report of Evaluability Assessment UNICEF Liberia Country Programme 2020 – 2024 along with Programme Strategy Notes
AWP reference and WBS	Outcome-Output- 1.3 PME WBS: 2550/A0/09/880/003/010 GC/Non-Grant
Deliverables	Inception phase (I) – <u>Approach Report and Evaluation Summary</u> <u>Drafting of Evaluability Assessment Report</u> (II) – <u>Draft of Evaluability Assessment Report</u> Final Report Phase (III)- Final Report, Final Report Presentation
Proposed Evaluation Team	One international evaluation consultant (P4)
Location	A mix of home-based and visit to Liberia for data collection and presentations
Duration	30 consultancy days over a period of 16 Weeks (10 April 2022 to 31 August 2022)
Start Date	10 April 2022 (expected)
Reporting to	Representative: Co-lead and contract managed by Deputy Representative (Programme) and Planning Monitoring & Evaluation Specialist (UNICEF Liberia)

1. Introduction

The United Nations General Assembly mandate UNICEF to advocate for the protection of children’s rights, to help meet their basic needs and to expand their opportunities to reach their full potential. The Country Programme Document (CPD) and Programme Strategy Notes (PSNs) provides the overall framework for the implementation of its mission in a country for a programme cycle of five years. The Executive Board approved CPD 2020-2024 of UNICEF Liberia in September 2019. The approved CPD and the finalised PSNs are the basis of programme implementation for the next programme cycle 2020-2024 in Liberia.

In order to determine the extent to which progress towards the results set out in the CPD can be readily and reliably measured, monitored, and evaluated, UNICEF’s Liberia Office plans to conduct an Evaluability Assessment (EA) of the CPD in 2022. The planned EA will measure the extent to which the CPD can be evaluated in a reliable and credible fashion. Conducting the exercise at the middle of the programme cycle will allow UNICEF Liberia to modify and strengthen programme design and result structure where necessary to measure, monitor and evaluate progress for results. EA will also set out the basis for evaluation of country programme 2020-2024 as per the approved Costed Evaluation Plan.

2. Background

The Government of Liberia launched a new development plan, the Pro-Poor Agenda for Prosperity and Development (PAPD) in late 2018. The plan was prepared with strong support from UNICEF and other United Nations System Agencies in the country. The plan is designed to facilitate the country’s achievement of the Sustainable Development Goals (SDGs), the African Union Agenda 2063, and the Economic Community of West African States (ECOWAS) Vision 2020 via a focus on four development pillars (Pillar 1: Power to the People, Pillar 2: Economy and Jobs, Pillar 3: Sustaining the Peace, Pillar 4: Governance and Transparency).

These four pillars have served as the basis for the development of the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Liberia under implementation since January 2020 and ends in December 2024. In alignment with the PAPD, the UNSDCF has four corresponding pillars on (1)

equitable access to essential social services, (2) diversified and inclusive economic growth, (3) sustenance of peace and enhancement of social cohesion, and (4) institution strengthening. Child rights issues relating to health, nutrition, education, and some aspects of protection are covered under Pillar 1 of the PAPD. Water, Sanitation, and Hygiene (WASH) is covered under Pillar 2 and the aspects of child protection and human rights issues in covered under Pillar 3 and 4. The Government of Liberia (GoL)- UNICEF Country Programme of Document (CPD) 2020 – 2024 contributes to the UNSDCF outcomes that are aligned to these PAPD pillars and thus support the Government in achieving the objectives of the PAPD within the context of the Sustainable Development Goals (SDGs), the UNICEF Strategic Plan 2018 – 2021 and 2022-2025, and the UNICEF West and Central Africa Regional Key Results for Children (WCAR-KR4C) 2018 – 2021.

The onset of the Covid-19 pandemic from early 2020, the very first year of implementation of CPD 2020-2024, affected the delivery of programme and has also led to a number of lessons learned. The pandemic has re-emphasised the importance of risk informed programming, robust linking of development and humanitarian programming, communication for development, community engagement, collaboration with local government, data and evidence generation and engaging with business entities for results for Children. The new Strategic Plan 2022-2025 of UNICEF is also approved by the board and must be considered in the evaluability assessment in terms of revisions in the result framework to align it to new Strategic Plan. Similarly, if there are new programme guidance that are issued after the drafting of the CPD should be considered along with the above factors in recommendation of EA.

3. Purpose of the Evaluability Assessment (EA)

The purpose of the Evaluability Assessment is to **improve the measurability and coherence of the ongoing CP** as well as its level of risk management based on (i) an in-depth review of the CP logic; (ii) a careful assessment of the validity of the CP Theory of Change; and (iii) a diagnostic measuring the availability of data pertaining to key CP results and processes.

It is expected that the participatory approach used during this exercise will help **strengthen the links amongst the CP outcome areas** thanks to a shared understanding of the CP results and programme logic amongst the staff (both UNICEF and in-country partners) involved in their management and implementation. The exercise should as such produce recommendations for convergence in programming. Whereas the EA final recommendations are expected to **contribute to the strengthening of the CP coherence and measurability**, it is also expected to provide actionable recommendations for strengthening of **risk informed programming and linking the humanitarian and development programming for children in Liberia**.

The EA will assess to what extent the CP logic is sufficiently risk-informed to withstand changes in operating environment and context; as well as the extent to which the monitoring and evaluation (M&E) framework is able to measure i) the effects of risks and ii) the effectiveness of risk mitigation measures. This is all the more necessary given that the COVID-19 crisis introduces significant changes to the operating environment and context, and to the immediate programmatic priorities of both the Government of Liberia and UNICEF, emphasizing the need for a stronger focus on the nexus between humanitarian and development work.

4. Objectives

- To assess the clarity of objectives, logic, and the overall coherence of the Country Programme.
- To determine how well aligned the CP is to the country context and the new UNICEF Strategic Plan 2022-2025.
- To assess the equity of the Country Programme results and expected outcomes across gender, disability, and human rights and to what extent these considerations are explicitly articulated in programme logic and Programme Strategy Notes.
- To identify gaps in availability of data and in alignment of results across the Country Programme outputs and outcomes, particularly about the output level rolling work plans (RWPs).

of the theory of change (TOC), including related outputs, implementation strategies and cross-cutting issues, to determine whether a clear, comprehensive, and coherent results framework is in place.

- Review performance indicators and targets to determine whether they adequately measure progress at different levels of the results chain; and identify any significant gaps in coverage.

- Agreement on the methodology for the Evaluability Assessment will be detailed in the approach report. However, it may/will include:

- Desk Review of the planning documents (CPD, Costed Evaluation Plan, Programme Strategy Notes, Situation Analysis Report, report of SMR etc.) as well as others as agreed.
- Online consultations
- Online Survey
- Two-week Country Mission involving meetings and interviews with internal staff and key stakeholders

7. Methodology and Technical Approach

The key areas of enquiry to be addressed under this EA, in line with the UNICEF Guidance Note for Conducting Evaluability Assessment in UNICEF (2019) will include the following:

Programme Logic

- The EA will assess the clarity of the causal linkages existing between the different levels of the intervention logic. A key task will be to review the CP Theory of Change and assess whether it is clearly articulated, and whether it has been formulated in such a way that allows the CP to be responsive to external contextual changes. It will be important to assess the convergence and synergies between the outcome areas and how they are expected to collaborate for common results. The EA will also analyse any of the changes already made to the programme logic since the CPD was finalized.
- Secondly, the EA will assess the level of risk-informed programme logic at all levels of the programme and the extent to which the programme is designed according to a nexus of development and humanitarian programming.
- The EA will assess the clarity of the objectives spelled out in each of the Programme Strategy Notes to determine their coherence and alignment with the Country Programme Document, the UNICEF Strategic Plan 2022-2025, the PAPD; and the UNSDCF 2020-2024. This step will also assess the convergence between Programme Strategy Notes to see the extent to which they converge around the same shared objectives.

Monitoring and Data Availability

- The EA will assess whether indicators are in place for each outcome and output, and whether they have been defined (e.g. numerators and denominators) based on clearly defined standards; whether baselines are available for all indicators; and whether target values have been provided, defined adequately and sufficiently stratified for each one of the indicators. The EA should also look at whether measures, tools, and mechanisms are in place to measure cross-cutting priorities and normative principles. The EA will also review and map monitoring systems across UNICEF's sections and implementing partners.
- The EA will measure whether the appropriate data required to measure and monitor results (including the availability and sufficiency of baselines and targets) is available, and whether it is of sufficiently high quality; and whether the monitoring system in use is reliable enough to generate information at reasonable time intervals to help monitor change and to determine the validity of the indicators, tools and systems for

- To assess whether the CP logic is sufficiently risk-informed to withstand risks to achievement of results - COVID-19 being one example of a major risk for the CP.
- To assess whether the existing monitoring and evaluation framework is sufficiently risk -informed to measure: i) the effects of risks (such as COVID-19 emergency) on the CP implementation; and ii) the effectiveness of risk mitigation measures in reducing negative effects of risks on achievement of intended results;
- To assess whether appropriate mechanisms and adequate human and financial resources have been put in place not only to collect relevant high-quality data in a consistent fashion but also to achieve the CP expected results.

5. Use of Evaluability Assessment

The EA results will be used primarily by:

- The UNICEF Liberia Country Office staff across all sections, and
- Key stakeholders of the Government of Liberia counterparts including: Ministry of Finance and Development Planning, Ministry of Health, Ministry of Gender Children and Social Protection, Ministry of Education, Ministry of Youth and Sports, Ministry of Justice, WASH Commission, and Ministry of Internal Affairs etc.
- All UNICEF programme sections, in consultation with their respective counterpart ministries, departments and agencies, will use the EA results to refine their respective monitoring, data collection and data utilisation strategies, and will adapt their respective CP Theories of Change and result frameworks.
- While the primary use of the evaluability assessment is not to assess the quality of the CP activities, UNICEF's implementing partners are also valuable stakeholders throughout this process. As the findings generated through the EA will also contribute to improving the implementation of activities, it will be important for the key findings and strategic recommendations to be shared with the envisaged users in a timely manner so as to ensure that they are taken up.

Overall, the evaluability assessment will be used to adjust programme design and draw actions to be undertaken to strengthen the programmes' logic and measurability in line with the findings and recommendations of the assessment. Specifically, the assessment will give recommendations to adjust the theory of change to make it more realistic or adjusted to the changes in the context, strengthen the M&E system to monitor and evaluate the programme. This would include the preparation of the systems and tools to conduct the planned evaluations especially the evaluation of the CPD at the end of the programme cycle (2024). It is also expected that the EA will contribute to strengthening the Result Based Management and Programming skills among UNICEF staff and key stakeholders.

6. Scope of Evaluability Assessment

The scope of the Evaluability Assessment will be limited to the Country Programme (2020-2024), the results that aimed to be achieved, as well as the M&E framework associated to these results. The Country Programme comprises four programme components covering six programme outcomes and a mix of strategies. Each of the result was designed under the Theory of Change that explains the pathways towards changing the lives of children, starting from situation analysis and SMR. The analysis should be framed in the overall goal of the Country Programme 2020-2024 and its alignment with PAPD, UNSDCF 2020-2024, UNICEF Strategic Plan 2022-2025, and Key Results for Children (KRCs) for WCAR.

- Assess the clarity of objectives, alignment, logic and coherence of the country programme and its alignment to the country context and UNICEF Strategic Plan.
- Determine whether the results chain and objectives are clearly articulated and whether relevant, reliable, and valid indicators, measures, tools, and mechanisms are in place. In practice, this will require a review

monitoring, measuring, and verifying results. The adequacy and quality of information available from current monitoring systems should also be assessed to see whether it is sufficient to conduct useful evaluations.

- The EA will measure whether the indicators are reliable for decision-making for iterative programme improvements, and whether monitoring data is used to inform programmatic adjustments to implementation quality.
- The EA will assess whether the existing monitoring and evaluation framework is sufficiently risk-informed to measure: i) the effects of risks on the CP implementation; and ii) the effectiveness of risk mitigation measures in reducing negative effects of risks on achievement of intended results. This will include a focus on whether the indicators in results frameworks are adequate for the measurement of risk, the extent to which indicators remain relevant in emergency situations and to what extent relevant monitoring systems will continue to produce data in humanitarian situations.
- The EA will also assess the way equity, innovation, gender, and humanitarian action have been integrated into programming, and how these are measured.

Governance and Resources

- The EA will assess the organizational readiness (governance, structure, procedures and processes) to support the implementation of CP results and the extent to which human and financial resource allocations are adequate to achieve expected results; and whether sufficient human and financial resources are allocated to support adequate monitoring, evaluating and reporting on results.

Conduciveness of the context

- The EA will measure the extent to which the key stakeholders are involved in programme direction and the achievement of results; and what the existing level of ownership is among partners.
- The EA will assess the changes that have occurred in the country context since the development and inception of the Country Programme, with a particular focus on COVID-19, and the impact this will have on the programme logic and any future evaluations. An important question will be to what extent the programme logic is sufficiently risk-informed to withstand changed in programming context while remaining relevant.

Country Programme Evaluation

- The EA will identify the priority thematic areas to cover for the country Programme Evaluation, through a consultative process involving UNICEF staff and other key stakeholders. The EA will produce recommendations on the extent to which these thematic areas are evaluable and how to enhance the evaluability related to this thematic scope.

Methodology

The EA will be conducted based on the recommendations outlined in UNICEF key evaluation reference documents, such as the "Guidance Note for Conducting Evaluability Assessments in UNICEF" (2019); the "UNICEF Guidance on Gender Integration in Evaluation" (2016); the 'UNICEF Evaluation Policy (2018)'; the "Planning Country Programme Evaluations – Summary Guidance"; and the 'UNICEF Guidance Note: Adolescent participation in UNICEF monitoring and evaluation' (2019). These documents will be shared with the Consulting firm upon award of contract.

To address all the questions listed in the prior section, the consultant selected to lead this assignment will be expected to use a mix of data collection methods as follows:

- A desk-based review of programme documents, processes, and activities undertaken to date:

This will involve broad background reading of past evaluations, relevant reviews, research, and studies. All programme documents including Programme Strategy Notes, the Country Programme Document, Country Programme Management Plan, Annual Management Plan, Rolling Work Plans, project proposals and monitoring plans will also be reviewed.

The second part of the desk-based review will consist of a more in-depth analysis of the CP logic as presented in the results framework and will focus on assessing the fit among country-level activities, Government Policy, and the global programme objectives. This second phase will include reviews of the UNICEF Strategic Plan 2022-2025; the Sustainable Development Goals; the United Nations Sustainable Development Cooperation Framework; the PAPD; and West and Central Africa Regional Office priorities; other global strategy documents.

This review of all such documents and the subsequent analysis will feed into the development of an Approach Report, which will outline the analysis of the desk review, evaluation approach, stakeholder analysis, and a presentation assessment frames and instruments.

- Key informant interviews of programme staff and selected stakeholders:

The stakeholder interview component will consist of remote key informant phone interviews with Chiefs of Section, section staff, development partners, Government partners and programme implementing partners. Stakeholders will be identified through initial discussions with the supervising team and the Chiefs of Section, as well as the document review. The Approach Report will include a list of key informants and stakeholders.

8. Evaluability Assessment Questions

To fulfil its envisaged purpose and objectives, the EA will address several questions. The final number of questions, consistent with the scope of this exercise, will be decided by the consulting firm in consultation with the UNICEF Liberia Country Office. Below is a suggested list of questions grouped around four main areas.

Assess the relevance, logic, and coherence of results structures alignment to country context and coherence of the sector programme/ country programme

- Does the CP have a clear theory of change/logic model? If so, does it/do they address the problems identified? To what extent is it risk-informed?
- To what extent is the results framework of the CP coherently articulated and aligned to country context and national priorities? How aligned (if any) is it to the UNICEF Strategic Plan and the regional priorities? To what extent do the outputs, outcomes and overall goal follow the result chain logic?
- To what extent are the results chains coherent, logical, and characterized by clearly articulated statements?
- To what extent do results statements and the results framework consider equity considerations to programming and gender-responsiveness?
- To what extent are the intended beneficiary groups clearly identified?
- To what extent are results in the results structure SMART?
- To what extent have key assumptions, risks and mitigation strategies been specified in the results structure?
- To what extent have assumptions about the role of partners, government and UNICEF been made explicit?

Assess the adequacy and validity of the indicators, tools, and systems for monitoring, measuring, and verifying results

- To what extent are indicators SMART?
- To what extent does the CP staff and partners have capacity to provide data for monitoring and evaluation?
- To what extent are baselines available for all the CP indicators?
- To what extent does the CP have a monitoring system to gather and systematize the information with defined responsibilities, sources, and periodicity?
- To what extent does M&E framework incorporate risk management and the measurement of risk?
- To what extent are indicators and targets gender-responsive?
- What are the likely costs of the data collection and analysis envisaged as part of the CP M&E system (actual costs in terms of the time of evaluation staff, programme managers and staff and partners)?
- Is there a complete set of programme design and monitoring documents available for CP staff and partners? Are these documents accessible and well organized?
- To what extent is there a viable plan across programmatic areas to generate evidence to fill specific data gaps?
- Are there plausible plans to monitor partners' work in a systematic way?

Assess adequacy of financial resources to meet the expected results

- To what extent are financial resources aligned with the intended results in the CPD?
- To what extent are data and systems in place to let UNICEF assess the adequacy of resources to achieve the CP intended results?
- To what extent are there financial resources set aside for evaluation at the outset of the Country Programme?

Planning Evaluations

- To what extent is there demand for evaluation? If no demand for evaluation is there, why is that? If some demand for evaluation exists, is it realistic given the programme design, budget, and data availability?
- To what extent is the CP Costed Evaluation Plan realistic and achievable?
- To what extent is there an adequate monitoring, evaluation and learning system that could facilitate the evaluation of the sector programme/country programme?
- To what extent does the CP include a clear plan and related budget for evaluation? Is it clear who will manage the evaluation?
- What would be the recommended thematic scope of the Country Programme Evaluation?

9. Activities, Tasks, Outputs and Deliverables

The Evaluability Assessment will take place over 30 days during the period January – April 2022.

Activities

Activities	
1	Conduct initial review of documents and develop an Approach Report. The report will identify the scope and expected outputs of the Evaluability Assessment. It will also identify the resources and stakeholders to be consulted during the exercise. The Approach Report will include checklists in line with the recommendations of the 2013 DFID review of planning for evaluability assessments
2	Presentation of the Approach Report to UNICEF
3	Further document review, remote consultation with stakeholders (through calls), and in

	country visit
4	Presentation of draft EA report and discussion. Recommendations should cover: (i) programme logic and design ii) M&E systems and capacity, (iii) governance and resourcing and (iv) evaluation questions of concern to stakeholders
5	Submission of final EA report and proposed recommendations. Maximum 30 pages.
6	Report presentation and identification of follow up actions to address the recommendations

Outputs

The international consultant undertaking the EA will be required to submit the following deliverables:

- (a) **An Approach Report:** following an initial desk review, an Approach Report will be developed to outline the scope and methods to be used for the evaluability assessment, including instruments for interviews, a proposed timeframe and an outline of the final evaluability assessment report.
- (b) **A Draft Evaluability Assessment Report** organized by outcome area: shared with the UNICEF Liberia for comments/inputs.
- (c) **Final Evaluability assessment report:** this version of the report, which will include the comments made by the EA Reference Group and the UNICEF CO staff, not exceeding 30 pages when submitted to UNICEF. The report will need to include recommendations on how to strengthen the CP logic in line with context and resources, improve monitoring, and improve evaluability.
- (d) **PowerPoint presentation:** based on the Evaluability Assessment Report and the overall summary of each outcome area and the programme assessment conducted, along with recommendations to improve evaluability;

10. Management, Organization and Timeframe

Duration Start date: 10 April 2022 End date: 30 August 2022

Timeframe

Deliverables	Due Date	Duration (Maximum # of Days)
An Approach Report	Within three weeks after signing of the contract	7
A draft Evaluability Assessment Report organized by outcome area	Within four weeks after the submission of the Approach Report	15
Final Evaluability assessment report	Within two weeks after presentation of draft of the evaluability assessment* *Depending on the deliverables' degree of compliance with the UNICEF guidance and the level of acceptability by UNICEF, the duration of this phase may vary.	5
Power point presentation	Within one week after review by UNICEF	3
Total:		30

11. Governance and supervisory arrangements

The EA will be managed by UNICEF Liberia PME unit. Regular Skype calls and updates will be required between the consultants engaged by the contracted the consulting firm and UNICEF throughout the assignment. The Regional Evaluation Advisor of the UNICEF Regional Office for West and Central Africa will provide quality assurance during the exercise.

An Evaluation Reference Group will be formed made up of in-country key focal points chosen from Government counterparts, and UNICEF stakeholders from both the Liberia Country Office and the West and Central Africa Regional Office (WCARO). The Reference Group will provide advice on the validity and quality of the evaluability assessment approach developed by the evaluator and ensure that it is appropriately participatory and in line with the Terms of Reference. The Reference Group will also validate the EA findings and recommendations. Throughout the evaluability assessment the Reference Group will also ensure broad ownership over the process and the results among stakeholders, ensuring that strategic discussions are held to reflect upon the findings and recommendations.

The EA recommendations will also feed into the CP Mid-Term Review. Within 60 days of accepting the final EA report, UNICEF will prepare a management response, in discussion with the Reference Group, which will clarify whether they fully accept, partially accept, or reject each one of the EA recommendations. Lastly, the EA will be uploaded to the Evidence Information Systems Initiative (EISI), and the implementation of the recommendations will be tracked over time.

12. Deliverables and payment schedule:

Deliverables	Number of Work Days	Payment Schedule
An Approach Report detailing methodology and work plan, as well as the structure of EA final report	7	15%
A draft Evaluability Assessment Report	15	35%
Final Evaluability Assessment report incorporating all comments from UNICEF and stakeholders	5	50%
Power point presentation	3	
TOTAL	30	100%

13. Budget and Funding Details-

Outcome-Output- 1.3 PME- WBS: 2550/A0/09/880/003/010, GC/Non-Grant – US\$ 22,400 estimated (fee, travel, and DSA).

14. Tentative Budget and Remuneration

	Units costs USD\$	Quantities	Amount (US\$)
Daily fees for senior consultant	500	30	15,000
DSA for consultant	300	13	3900
Round trip (A/R)	3500	1	3500
Total cost			22,400.00

15. Qualifications Evaluation consultant to be engaged by the the consulting firm

- Advanced University degree in social sciences, public health, or other disciplines relevant to the object of the evaluation.
- A minimum of 8 years of experience in evaluating development programs and projects and experience
- Consultants with prior experience of conducting Evaluability Assessment are required

- Familiarity with UNEG/UNICEF global evaluation guideline and standards is required
- A minimum of 5 years of progressively responsible work experience in the planning, management and/or oversight of international development and humanitarian interventions and must have completed at least two high quality programme/project evaluation in that period.
- Excellent command of quantitative and qualitative methods of research and evaluation methods on equity, human rights, and gender, including data collection and analysis methods.
- Have excellent oral and written communication skills in English.

16. Selection Process

This ToR will be the basis for a technical Proposal from interested Institutional Consultancy firms. The technical proposal should include the costing inclusive of daily consultancy rate quotes of the consultants proposed to be included. The detailed CV of the main consultant is required. The final selection will be based on the strength of the short proposal, familiarity with UNICEF programming and earlier engagements in conducting Evaluability Assessment assignments. The details of the **Assessment Processes of Submitted Proposals are described in Annexure 1.**

17. General Conditions of Contracts for the Provision of Services

Please note that the General Conditions of Contract will be strictly adhered to for the purpose of any future contract (see page 25).

- Under the consultancy agreements, payment is deliverable based as defined in the ToR
- All remuneration must be within the contract agreement.
- No contract may commence unless the contract is signed by both UNICEF and the Contractor.
- For international consultancy firms based outside the duty station, signed contracts must be sent by fax or email.
- Consultants engaged by the consulting firms will not have supervisory responsibilities or authority on UNICEF budget.

18. Approval

Prepared by: Zubah A. Blamah

Name and title: PM&E Officer

Signature: *Zubah Blamah*

Date: 03/11/2022

Review by - Head of section:

Name and title: Shailesh Kumar, PME Specialist

Signature:

Date:

Endorsed by- Deputy Representative

Name and title: Milena Harizanova, Dep. Representative (OIC)

Signature:

Date:

Approved by- Representative

Name and title: Laila O. Gad - Representative

Signature:

Date:

List of key reference documents

1. Guidance Note for Conducting Evaluability Assessments in UNICEF, Evaluation Office, February 2019
2. Pro-Poor Agenda for Prosperity and Development (PAPD) 2019-2023
3. United Nations Development Assistance Framework (UNSDCF) 2020-2024
4. UNICEF Strategic Plan 2022-2025
5. Key Results for Children (KRC), UNICEF West and Central Africa Regional Office, 2018 including Result Framework
6. Situation Analysis of Children and Women in Liberia, 2019
7. Country Programme Document (CPD), UNICEF, Liberia
8. Programme Strategy Notes (PSN), UNICEF, Liberia, 2019
9. Report of Strategic Moment of Reflection (SMR), November 2018
10. Gender Action Plan 2018-2021, UNICEF
11. Additional sectoral national plans developed over the implementation of the CDP 2020-2024
12. UNICEF Programme procedure on Risk informed planning and Humanitarian and Development Nexus and any other relevant procedures/guidelines/policies etc.
13. Any other UNICEF programming policy, procedure as may be applicable/required

Annexure 1.

Assessment Processes of Submitted Proposals:

After the opening, each proposal will be assessed first on its technical merits and subsequently on its price. UNICEF will set up an evaluation panel composed of UNICEF staff; the technical evaluation panel will first evaluate each response for compliance with the requirements of this ToR. Responses deemed not to meet all the mandatory requirements will be considered noncompliant and rejected at this stage without further consideration. Failure to comply with any of the terms and conditions contained in this ToR, including provision of all required information, may result in a response or proposal being disqualified from further consideration.

The proposals will be evaluated against the following as per below evaluation criteria: Category	Points allocated to each factor
14.2 Organizational Capacity and Quality Control 14.2.1. Credential of the organization in terms of reliability, experience, and capacity: a) Organization’s/institution’s background and experience in conducting a quantitative and qualitative evaluation of high complexity, including the presence of effective mechanisms for recruitment and management of relevant staff, managing logistics and funds (two recent audit reports attached). b) Understanding of the purpose of the assignments to be completed as well as results expected to be achieved under the Terms of Reference through brief introduction/overview of the assignment. Clear presentation of thoughts in a logical sequence.	(11) 3 8
14.2.2: Adequacy of the proposed work plan & approach i. Approach a) Proposed approach, including (i) detailed methodology, guidelines, and proposed tools for collecting information; (ii) methodology in selecting participants for FGDs and/or KIIs; (iii) data analysis, validation of findings and report writing. b) Proposed quality control mechanism for data collection/analysis, oversight, and supervision. c) Risk management & flexibility of proposal in the context of needs to make changes regarding time, duration, location, and kind of activities.	(29) 10 3 3

ii. Planning & Schedule:	10
a) Background and experience of implementation team; adequate and right staff combination in relation to the respective expected outputs of the assignment. Lead Evaluator has at least ten years of professional experience in conducting similar evaluations.	3
b) Proposed supervision and implementation plan with timetable and key indicators as per ToR (Section #).	
6.2.3: Expertise of the organization:	(20)
a) Proven track record of previous experience in conducting similar evaluations, reviews and assessments (reports of 2 recent evaluations conducted attached).	10
b) Expertise in Country Programme Sectors, particularly Child Protection and Adolescent programming, in developing countries, especially in Africa.	5
c) Demonstrated experience in working with large stakeholder group (UN, international development organizations, government departments, NGOs, etc.) in conducting an evaluation in relation to similar scope and complexity of this assignment.	5
Total Marks	60
Financial Proposal	
Weight Score determine = (LS/FP) x 40 (LS = Lowest Financial Score; FP = Financial Score of bids under consideration)	40
Total	40

Financial evaluation formula”

$$\frac{\text{Max. Score for price proposal} \times \text{Price of lowest price proposal}}{\text{Price pf proposal}}$$

Only the qualified proposals with a minimum of **42 points (70% of 60)** or above will be eligible for the second phase (financial review) which will be done by another independent committee established by UNICEF only. The proposal with the best overall value, composed of technical merit and price, will be recommended for approval. UNICEF will notify the selected firm/institution by email when the evaluation and award process is completed.

It is important that you read all the provisions of the request for proposal, to ensure that you understand the UNICEF's requirements and can submit a proposal in compliance with them. Note that failure to provide compliant proposals may result in invalidation of your proposal.

Your offer shall comprise the following two sets of documents:

- a. Technical proposal
- b. Financial proposal

Content of the Technical Proposal

No pricing information should be included in the Technical offer. Failure to comply may incur the risk disqualification. The technical offer should contain information required as stated. The Terms of Reference (TOR) of the services requested by UNICEF Liberia can be found beginning on pages 4 of this RFP. Your technical offer should be concisely presented and structured in the following order to include, but not necessarily be limited to the following information:

Overall Response

- Comment to demonstrate comprehension of the Terms of Reference/scope of work
- Advise as to delivery schedules

Division of Responsibility between UNICEF and Contractor

- Advise as to project team

- Provide profiles, resumes and experience of staff (lead consultant and other identified staff who will be involved in the analysis)
- Roles, responsibilities and reporting lines

Project Methodology

Provide details of the suggested management approach to the project, including:

- Quality of technical submission
- Proposed approach, techniques, synthesis and reporting.
- Description of the approach to quality control*
- Description of the approach to time management
- Progress report schedule and status reviews with UNICEF

Bidder's Corporate Profile

Submit Corporate Brochures

Experience and Expertise

- Demonstrated Experience in undertaking similar tasks
- Provision of at least 3 references from clients for whom the bidder has carried out similar work
- High level statistical analysis capacity
- Knowledge of Liberian context
- Samples of previous similar works

Content of the Financial Offer

Your separate Financial Offer must contain an overall offer in US Dollars. The financial offer must cover all the services to be provided (price inclusive). UNICEF Liberia is exempt from all direct taxes and customs duties. With this regard, price must be given without VAT. You are requested to hold your offer valid for one year from the deadline for submission.