



Evaluation of the UNICEF Oman country programme (2017 - 2021)

Inception Report

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the UNICEF or the Government of Oman.

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LIST OF ACRONYMS

CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CP	Country Programme
CPD	Country Programme Document
CPE	Country Programme Evaluation
CRC	Convention on the Rights of the Child
CSO	Civil Society Organizations
ECE	Early Childhood Education
ELDS	Early Learning Development Standards
GDP	Gross Domestic Product
HRBa	Human Rights-Based Approach
KAP	Knowledge, Attitude and Practices
KII	Key Informant Interview
M&E	Monitoring & Evaluation
MICS	Multiple Indicator Cluster Surveys
MTR	Mid-term review
OECD DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
RBM	Result-based management
SDGs	Sustainable Development Goals
TBD	To be determined
ToC	Theory of Change
ToR	Terms of Reference
UNDAF	UN Development Assistance Framework
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund

1 INTRODUCTION

1. This Inception report represents a road map to the evaluation of the UNICEF Oman Country Programme 2017-2021 and sets parameters, within which the evaluation will take place. It focuses on outlining the evaluation design and methodology for credible evidence gathering to answer the specific evaluation objectives and questions as listed in the section 5.3.
2. This report provides an overview of evaluation approach, methodology, work plan and instruments. The introductory chapter contains a brief description of the relevant context, an explanation of the purpose, objectives and scope of the evaluation. The second chapter contains a description of methodology, with presentation of key evaluation questions which have been further refined to provide a framework for the evaluation. It also includes a detailed presentation of the evaluation matrix (a breakdown of evaluation questions, indicators, data collection and analysis tools and methods). Limitations to evaluation are elaborated here as well. The report includes evaluation organization and management structure and a detailed work plan for the evaluation.
3. Annexes to the Inception report contain a list of stakeholders proposed for interviews evaluation matrix, instruments for data collection (guiding questions for interviews, evaluation calendar, and evaluation Terms of References.

2 BACKGROUND AND CONTEXT

2.1 Country context

4. Oman is a country in the southeastern coast of the Arabian Peninsula, with a total population of 4,471,148, out of which 2,731,456 are Omani citizens¹, while the rest includes large expat community. Oman holds a high human development index, being rated 60th out of 189 countries and territories, with HDI value 0.813 for 2019². The country is highly dependent on oil and gas, which contributed to approximately 75 per cent of Government revenue, and which enabled the government to ensure allocations for universal coverage of health, education and social protection. However, the lack of diversified economy proved challenging during the COVID-19 pandemic, affecting further drop of oil prices which started since 2014, placing additional pressure on the economy.
5. Recognising the vulnerabilities of the oil-based economy but also the need to seize opportunities to foster economic competitiveness and social well-being, as well as to stimulate growth, the Government launched the Vision 2040³ as an overarching guide and key reference for planning activities in the next two decades. Besides, the overarching fiscal reforms are underway along with *Tanfeedh* programme, which aims at economic diversification including an increase in corporate taxation, introduction of excise taxes on various goods, plans for value-added tax, and the improvement in efficiency of fiscal administration. The government also focused on reforms of the education system to enable it to deliver the transformative learning required to equip Omani youth with the demands of a modern economy. The Omani youth unemployment rate (ages 18-24) was 13.7% in 2020 according to the World Bank data⁴, with higher unemployment among females than males.

¹ <https://portal.ecensus.gov.om/ecen-portal/indicators/62/viewer>

² http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/OMN.pdf.

³ <https://www.2040.om/Oman2040-En.pdf>

⁴ <https://tradingeconomics.com/oman/unemployment-youth-total-percent-of-total-labor-force-ages-15-24-modeled-ilo-estimate-wb-data.html>

Children rights in Oman

6. The government shows continued commitment to the well-being of children and child rights, which have been stipulated in the Child Law. Across the system, specific measures and actions are prescribed for protection and promotion of child rights. An overview per main areas of UNICEF's work is presented below.

Health and Nutrition

7. According to UNICEF data, Oman provides free universal health coverage to citizens, with low out of pocket expenditures on health, which are estimated at 1.04 per cent of total expenditure. Oman managed to decrease the Infant Mortality Rate (IMR) from 120 per 1000 live births in 1972 to 9 in 2018, whereas Under 5 Mortality Rate (U5MR) dropped from 180 to 10 in the same period. Neonatal mortality also declined. On the other hand, the 2017 UNICEF National Nutrition Survey found that 11.4 per cent of children were stunted and 9.3 per cent wasted. 3.1 per cent were overweight or obese. Some of the reasons for such situation were found to be the sub-optimal feeding practices, relatively low rate of exclusive breastfeeding (23.2 per cent) and maternal malnutrition. The study also found regional disparities playing a role in terms of nutrition. In response to the Study findings, the Ministry of Health launched a Non-Communicable Diseases strategy in 2019 and mainstreamed a nutrition action plan across governorates.

Early Childhood Development and Education

8. During the reference period for this evaluation, Oman faced low pre-primary enrolment rates in comparison to other countries in the region, with 68.2 per cent of children participating in formal learning one year before enrolling in primary school. Main challenges were noted for children from poorer quantile, due to the fact that pre-school services were in many cases operated by private sector entities, and not available in communities outside bigger centers. Besides, Oman fared poorly when it comes to access to Integrated Early Childhood Development (IECD). To respond to these challenges, the Government worked with UNICEF on an IECD Model to inform expansion in 2019. Oman's ECD index rate is 68 per cent, lower than in some poorer countries.
9. When it comes to primary education, Oman achieved universal primary education and continues to improve in secondary education enrolment (96.2 per cent in 2018). Gender parity increases in favour of girls as children progress from grades 1 to 12. However, significant challenges persist when it comes to inclusive education, with challenges to include children with disability, or disparities between students from different wealth quintiles, and between urban and remote areas.

Child Protection

10. Oman expressed its commitment to prohibiting all corporal punishment of children, which is illegal at school. The Child Law mandates reporting of child rights violations. The most vulnerable are children with disabilities, who are 3.6 times more likely to be victims of physical violence.

COVID-19 pandemic

11. The COVID-19 pandemic has exacerbated the above-mentioned challenges, bringing also economic hardships for Omani economy and social protection. In particular affected were vital services as schools, businesses and government shifted to remote working. Some of important challenges for children included deepening disparities as not all children in Oman have access to the internet or electronic devices; weak parenting skills and capacity to support distance learning;

slow process to enable access to online material, resulting in learning delays, the closure of early child development centres, including nurseries and kindergartens; etc.

3 THE UNICEF OMAN COUNTRY PROGRAMME

12. The 2017-2021 Government of Oman-UNICEF Country Programme of Cooperation focused on three priority areas for UNICEF support:

- Integrated early childhood development (IECD)
- Protection of children from violence
- Inclusion of children with disabilities.

13. During the lifetime of the CP, a Mid-term Review (MTR) was conducted, resulting in revision of the original CPD to be structured under two outcomes and six outputs as follows:

Outcome 1. Enhancing children's potential: By 2020, children of all ages have more equitable access to quality services in protection, education, and health, with enhanced opportunities to realize their full potential. This first outcome leverages Government efforts to improve social services, as set out in the Ninth National Development Plan 2016-2020.

Outcome 2. Making data work for children: Data disaggregated by age, sex, disability, geography and wealth are used effectively in planning, monitoring, policymaking and policy implementation as relating to children and the Sustainable Development Goals. Two outputs contribute to this outcome: (a) strengthened and expanded information systems, and (b) child-centred policies and spending efficiencies informed by evidence and learning. The first outcome allows for high-impact interventions that cut across IECD, protection, education and inclusion of children with disabilities, such as SBCC and university-accredited training programmes. The newly formulated second outcome not only incorporates ongoing support to the protection and disability registers, but also the strengthening of administrative data systems for delivering on Oman's SDG commitments, including the Voluntary National Review, as requested by the government. Making evidence generation and knowledge management an outcome-level result aims to contribute to system strengthening and making the sustained changes necessary to improve policy and practice for children. This outcome articulates the strategic upstream work on data and evidence.

14. According to the Country Programme Action Plan 2017-2020, the programme supported the Government and other partners to pursue an equity agenda with the following major, intersecting strategies:

- a) Use UNICEF's proven convening role to offer advocacy and evidence to build stronger links between the State and Shura Councils and key implementing Ministries. The focus of such support was to help sustain the implementation of major policy initiatives for children and strengthen oversight and accountability to children and their families, vis-à-vis national policy goals and standards.
- b) To respond to a weaker fiscal situation by demonstrating cost-effective options to sustain and improve the quality and coverage of services for all children, within existing budgetary constraints. UNICEF's aim was to provide advice for how to mitigate the effects of cuts to social sector spending on vulnerable families and children.
- c) Operationalise existing Government of Oman policies, strategies and service delivery frameworks and build new capacities for effective, cross-sectoral approaches at local levels, with a focus on vulnerable children and under-served areas of the country where many children are experiencing multiple deprivations.
- d) Facilitate a more systematic, evidence-based approach for the design, budgeting, delivery, and monitoring of Government of Oman programmes and services, using targeted research

and data disaggregated by region, sex, and household income. UNICEF aimed to address key data gaps including on: children receiving a minimum acceptable diet, care-seeking behaviours for ARI and diarrhoea, attendance in early childhood education, the numbers of children that experience violent discipline, and the numbers of children with disabilities, and the availability of specialised care and education services.

- e) Support the design and effective delivery of C4D strategies, tailored to the Omani context, that promote positive behaviour change for critical childcare behaviours and practices.
- f) Strengthen partnerships with the private sector, including individual donors and corporate partners, to secure additional resources for children.
- g) Support the Government to localise and align SDG targets and indicators for child rights with those of the National Five Year Plan 2016-2020, as well as help the Government to examine how expected climate change impacts would affect child well-being.

4 PURPOSE, OBJECTIVES AND SCOPE OF THE EVALUATION

4.1 Object of the Evaluation

- 15. The object of the evaluation is UNICEF's Country Programme for Oman, that has been implemented in partnership with the Government of Oman.

a. Main Objectives of the Evaluation

- 16. As stipulated in the Terms of Reference (ToR) for the evaluation, the evaluation purpose is to allow the office to evaluate the current country programme and how UNICEF contribution in a high-income country context has fared. The evaluation seeks to understand factors that have facilitated or hindered achievement of results for children and identify key lessons and recommendations for the upcoming country programme. Furthermore, the evaluation will look into alignment of the current country programme to national priorities.
- 17. The objective of the independent evaluation of the UNICEF country programme (2017 - 2021) is to produce an independent and useful evaluation report that provides accountability and learning.
- 18. More specifically the evaluation will:
 - Assess the relevance, effectiveness, efficiency, and sustainability of the program and of the results achieved;
 - Assess the progress that has been made towards the attainment of the results at output level as outlined in the relevant rolling work plans
 - Determine the effectiveness of programme to prepare and respond to the demands of a High-Income developing country.
 - Assess the effectiveness of programme strategies and partnerships.
 - Review how the programme has adapted to the COVID-19 situation and provide concrete recommendations on how lessons learned can inform the new CPD.
 - Determine the Country Programme effects in addressing disparities and inequities.
 - Provide concrete recommendations to improve the design and relevance of the Country Programme to the UNICEF Strategic Plan, the SDGs in reference to Oman's Vision 2040 and the medium-term fiscal plan 2020 - 2024.

b. Evaluation scope

- 19. As stipulated in the TOR, the evaluation will look at the UNICEF Country programme and will cover focus on the CP 2017 – 2021. Due to the fact that the drafting of the new CPD 2022-2026 is

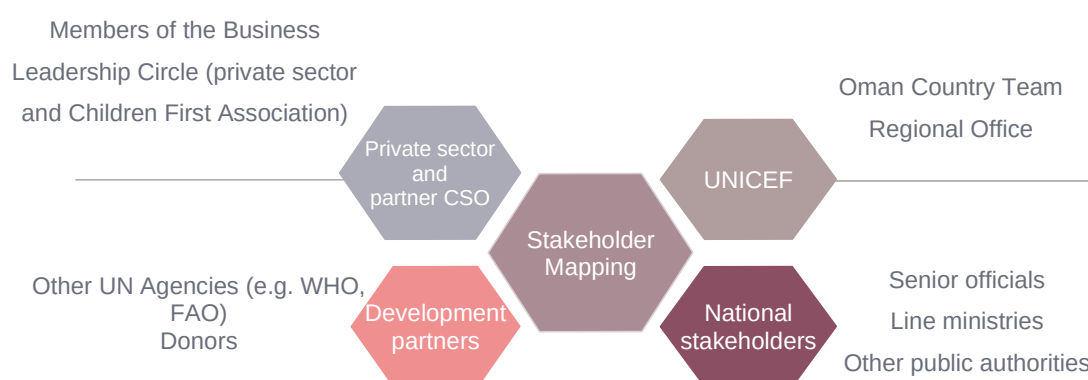
already advanced at the time of this evaluation, this evaluation will serve its accountability purpose but it will not be able to influence the programme priorities' selection due to the fact that this process is already underway. Nevertheless, evaluation's learning potential primarily lays in assessment of efficiency and UNICEF's CO fitness for purpose. Assessment of relevance, effectiveness and sustainability will provide learning potential for operationalization of the new CPD priorities into thematic and sector interventions.

20. The evaluation will draw on the CPD document, CPD Results and Resources framework, as well as the 2018 Mid-term Review. The geographical scope will be nationwide, following UNICEF's upstream work.
21. Different interventions /activities undertaken under each output areas will be examined as part of the evaluation. Furthermore, the evaluation will assess the achievements against the criteria of relevance, efficiency, effectiveness, and sustainability.

4.2 Stakeholder analysis

22. A variety of stakeholders have had a role in the implementation of the programme and, therefore, need to be consulted for this evaluation. Preliminary review of Programme documentation brings the following types of stakeholders as presented in Figure 1 below.

FIGURE 1. STAKEHOLDER MAP



23. It is assumed that all or most of the above stakeholders will be able to provide relevant information for the evaluation, though to varying extents. It is anticipated that approximately 30 stakeholders will be interviewed. A detailed list of stakeholders is presented in Annex 2 and will help to arrange individual interviews. The proposed composition of stakeholders represents an appropriate mix with sufficient sampling and representation and allows for the triangulation and validation of information.

5 METHODOLOGY

5.1 Evaluation design and approach

24. As stipulated in the TOR, the evaluation is based on a non-experimental design, using a variety of qualitative and quantitative data collection and analysis tools. The main quantitative data sources will be secondary data and existing documentation, including UNICEF's annual reports and data sources (*See Annex 2 with the List of documents*). The Evaluator plans to generate qualitative data through Key Informant Interviews (KIIs) as elaborated below (Please see the KII Interview Guides

in the Annex). Triangulation will be used to strengthen the reliability and robustness of all findings.

25. **Secondary data:** evaluation will utilize methods such as:

- **Stakeholder mapping and context analysis:** to frame UNICEF Country programme within the operational context and assess relevance and opportunities for achievement of results.
- **In-depth and structured documentary review:** the Evaluator received a documentation package at the inception phase that will form the basis for the evaluation. Besides, documentation will be collected from a variety of sources throughout the evaluation process, so the document review will be a continuous process. The document review will have a particular pertinence for addressing questions related to all evaluation criteria set for this evaluation (effectiveness, relevance, efficiency, and sustainability).

26. **Primary data:** The primary data collection process will serve the purpose of testing some preliminary assumptions, hypotheses and findings resulting from the document review and filling in the data gaps encountered during the document review. Following desk review, the Evaluator will combine different data collection approaches to ensure that a variety of views are captured. During the primary data collection phase, Evaluator will perform:

Key informant/ interviews with use of the Interview Guide with stakeholders including UNICEF Country team, government stakeholders, CSOs, UN Agencies, and other development partners. UNICEF and the Evaluator will ensure that the members of the Programme Management Group are interviewed at the onset of the data gathering process, i.e. representatives from the Ministry of Education, the Ministry of Health, the Ministry of Social Development, and the National Center for Statistics and Information. Besides, representatives of UNICEF's regional office will be consulted if deemed relevant for the evaluation. The Key informant interviews will serve as main primary data collection method towards capturing the views and feedback from most relevant stakeholders. This tool is linked to the evaluation questions which will guide the interviews or discussions to facilitate capturing the information needed to answer these questions.

27. It was agreed with UNICEF that the agenda and arrangements will be handled by UNICEF.

Data Analysis Methods

28. The evaluator will apply specific methods for analysis of quantitative and qualitative data collected through the document review and stakeholder interviews. Such data will form a basis for reflection on main areas of intervention of UNICEF and their performance through descriptive and comparative quantitative analysis, thematic narrative analysis, and qualitative iterative data analysis. All methods will be triangulated both internally and across methods as feasible.

- The evaluator will apply **thematic narrative analysis** throughout the structured desk review to enable identification of key themes covered by the UNICEF CP that are of relevance to the indicators outlined in the evaluation matrix.
- The evaluator will apply **descriptive quantitative analysis** with cross tabulation for evaluation indicators, but also criteria of interest (such as gender or geographic location where relevant). The analysis will allow, where possible, to identify trends across criteria or time.
- **Qualitative iterative data analysis** will allow to connect and structure key thought units related to each evaluation question deriving from stakeholder interviews into clusters and identifying the key themes within each cluster. These will form emergent themes from each category for further analysis. Triangulation of data will be conducted determine if inputs are coming from multiple sources and stakeholder levels and multiple stakeholder categories. Observations or comments that only come from a single source or a single category of

stakeholder will be given less weight during the building of the analysis. Findings highlighted in the report will be those emerging from multiple actors and across multiple stakeholder categories.

29. This evaluation utilizes two types of **triangulation** that will serve to highlight any inconsistencies between document analysis and the feedback from key informants, i.e. how external parties perceive the results of the measures undertaken within UNICEF's CP. These are: i) **Methods triangulation**, both qualitative and quantitative data will be used to elucidate complementary aspects of the same subject; and ii) **Data sources triangulation**, which involves examining the consistency of different data sources within the same methods. For example, the credibility of this approach is improved through the consistent use of semi-structured interview guides etc. Impartiality and lack of bias will be safeguarded by the evaluation methodology which relies on a cross-section of information sources and uses a blended methodological approach (quantitative, qualitative and participatory) to ensure triangulation of information through a variety of means.

5.2 Evaluability assessment

30. **Data availability.** As noted above, the evaluator was provided with a wide scope of documentation pertaining outputs and activities as well as annual reports, publications, ToRs, etc. for use in the evaluation process. Besides, the CP underwent a MTR which helped reflect on achievements and challenges. This process has been relevant as an input into the analysis. The evaluator will conduct comprehensive document review as continuous exercise across the evaluation process and will validate preliminary findings gathered from pre-existing data. From this perspective, **evaluability appears to be high.**
31. **Timeframe and scope:** The Oman CP encompasses a number of system level interventions aimed at assisting the government to fulfil national priorities. Still, taking into account that the programme and evaluation scope is clear, the timetable for the evaluation is adequate to evaluate the portfolio of interventions. The evaluator will conduct an in-depth analysis of each single programme component. The evaluator will be particularly vigilant and will draw conclusions based on thorough analysis of achievements within each programme component, taking into account the contextual challenges in Oman. **From this perspective, evaluability is strong.**
32. From the **perspective of availability of informants**, the methodology of the evaluation relies on feedback from UNICEF, and a sample of government stakeholders, representative of the partner CSO Children First Association, and donors. Specific challenges are expected with regards to availability of informed government actors and public servants. This is due to the fact that the evaluation will be conducted remotely and will be based on online communication with translation where needed, which may create challenges in communication or lack of possibility to establish rapport between interlocutors. **From this perspective, the Evaluator considers that the evaluability appears medium.**

5.3 Evaluation criteria and questions

33. The evaluation will assess the programme against the following criteria:⁵ relevance, efficiency, effectiveness, and sustainability. The evaluation against each of these criteria will be guided by a set of questions (the questions have been numbered for easier reference). Due to the fact that the evaluation will not be in position to influence the selection of priorities for the new CPD 2022-2026, deeper focus will be placed on efficiency criterion as agreed with UNICEF. For that reason, the evaluator, in close consultation with UNICEF, revised the efficiency EQs to provide framework

⁵ These criteria have been established by the OECD Development Assistance Committee (DAC).

for such deeper analysis. Besides, one more EQ is added to the relevance criterion to reflect the programme's evolution in light of country reforms. Evaluation questions are the following:

Relevance

- i. To what extent is the country programme supporting national priorities?
- ii. To what extent does the country programme align with the key priorities for boys and girls in Oman?

Added question:

- iii. To what extent has the programme adapted to changed context, including COVID-19 crisis?

Effectiveness

- iv. To what extent has the country programme achieved its objectives and results or is likely to achieve them?
- v. How were cross-cutting issues taken into account?
- vi. What worked well in achieving Country Programme results that should be replicated or scaled up at the design of the next country programme?
- vii. What factors (political, sociological, economic, etc.) have affected the outcomes, either positively or negatively? How have these factors limited or facilitated progress towards the outputs?
- viii. What are the unanticipated effects of the country programme either positively or negatively? How has COVID 19 affected the country programme?
- ix. Has the high impact strategic approach been able to achieve results at the country level?

Efficiency

TABLE 1. PROPOSED REVISIONS OF EQS

EQs in the ToR	Proposed revised EQs
x. To what extent has the resource mobilization strategy resulted in the appropriate funding of the programme?	To what extent has the resource mobilization strategy resulted in the appropriate funding of the programme?
	Which implementation strategies have worked and which have not worked? Why?
xi. To what extent has the programme used the most cost-efficient implementation methods?	To what extent has the programme used the most cost-efficient implementation methods?
xii. To what extent have the programme management arrangements been efficient?	Were the available financial, material and human resources adequate to meet the programme objectives?

Sustainability

- xiii. To what extent have initiatives from the country programme resulted in Government of Oman policies and procedures supporting boys and girls?
- xiv. To what extent has government capacity building resulted in improved services for boys and girls?

34. The above questions will guide the data collection and evaluation process. Many of the questions address several issues at a time, which is likely to complicate the process of data collection and analysis. Apart from structuring the data collection process, addressing the proposed evaluation questions in smaller units also increases transparency of the data analysis. Please see Annex 1: Evaluation Matrix for a breakdown of the questions and the judgment criteria.

5.4 Ethical considerations

35. The evaluator will adhere to the UNEG Norms and Standards and UNICEF's Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis, and in particular with respect to independence of judgement, impartiality, honesty and integrity, accountability, respect, the protection of the rights and welfare of human subjects and communities, confidentiality, avoidance of risks, harm to, and burdens on those participating in the evaluation, accuracy, completeness and reliability of report, transparency. Further, the Evaluator will be sensitive to religious beliefs and practices, gender roles, disability, ethnicity, manners, culture and local customs and will act with integrity and honesty in their relationships with all stakeholders.
36. **Equity, gender equality and a human rights-based approach:** The evaluation methodology is founded on a human rights-based approach (**HRBa**) – i.e. an assessment of achieved results towards realisation of the rights of children and women, as laid down in the CRC and in the CEDAW⁶. The HRBa approach for this evaluation will be guided by five core principles: normativity, participation, non-discrimination, accountability and transparency, as well as by the Common Understanding on HRBa to Development Cooperation and Programming approved by the United Nations Development Group in 2003. Evaluation of **gender equality and mainstreaming** is integrated into the evaluation approach and incorporates equity, gender-sensitive, child-sensitive and HRBA components, in line with Oman's international commitments, most notably the Convention on the Rights of the Child and Convention on Elimination of all Forms of Discrimination Against Women (CEDAW) as well as the UNICEF Gender Policies and plans. The evaluation will assess the programme also through gender lens, in particular with regards to the programme design, achievement of results and the contribution to the main outcomes as set out in the programme TOC.
37. Overall, the UNEG Code of Conduct for Evaluation in the UN System (March 2008)⁷ will strictly be respected (See Section 2.6 on Ethical Considerations).
38. **Participation:** As stipulated in the ToR, evaluation will be conducted in a participatory manner and participation of key stakeholders will be ensured in all phases of the evaluation, including the planning, inception, fact-finding, reporting as well as the management response phases. These elements are intertwined throughout the evaluation design and are summarized in the evaluation workplan (Section 6).
39. **Appreciative inquiry:** The evaluation will adopt an appreciative inquiry perspective, meaning that evaluator will focus on strengths and on weaknesses, on existing good practices and learning processes to envision UNICEF values and transformational opportunities. During the data collection phase, consultation with key stakeholders including government counterparts, other UN Agencies' and donor representatives will be carried out to ensure design is most relevant to utilization interests.
40. The evaluator conducted Stakeholder mapping and analysis to identify and prioritise institutions/organisations to be engaged in the evaluation process. The stakeholder analysis integrated prioritization of those institutions/organisations to be interviewed (critical/desirable/less priority). This list will be discussed with UNICEF to reach agreement on those institutions to be interviewed. Based on the final list of critical and desirable interlocutors, UNICEF will be in charge of identifying representatives of these institutions/organisations and

⁶ <https://www.unicef.org/policyanalysis/rights/>

⁷United Nations Evaluation Group (2016). Norms and Standards for Evaluation. New York: UNEG.

arranging meetings. UNICEF will follow their internal procedures in booking meetings. During the primary data collection phase at the beginning of each individual interview, the evaluator will explain the purpose of evaluation and confidentiality measures and ask the KIs to provide their verbal consent to participate in the evaluation. This will ensure that the participation of each stakeholder is voluntary. The evaluator will respect people's right not to engage or stop the interview, should KI decide so at any point of interview. Informed consent form is provided in Annex 6.

41. As per UNICEF's standard procedure, this Inception Report will undergo an Ethics review procedure by the Ethical Review Board(ERB) to ensure that appropriate ethical considerations are considered during the evaluation process. Within the inception phase, draft Inception report was submitted for Ethical review. The evaluator received comments from the ERB on **XXX 2021** **xxx**.

5.5 Protocols for Safety, Confidentiality, and Data Protection and mitigation measures

42. In line with informed consent principles and confidentiality, interviewees will be informed at the start of the interview regarding the purpose of the evaluation, assurances of voluntary participation, and confidentiality of all responses. Potential interviewees from the government and public institutions are likely to have high workloads and the evaluator will use the principle of mutual respect by ensuring that the interviews are as concise and as efficient as possible. The evaluator will apply the principle of "do no harm" together with the standard ethical requirements of any evaluation data collection process, as detailed below. The evaluator will seek verbal consent from participants at the onset of KIIs and GDs (See Annex 8). The Consent form will be translated into Arabic language and will be provided to each key informant during meeting arrangements.
43. Confidentiality: In agreement with UNICEF, KIIs and GDs will be arranged by the UNICEF Team. This will assist in protection of confidentiality of participants as most of their contact information will not be shared with the evaluator. The evaluator will not use audio or video recordings of KIIs and GDs. All the notes taken by the evaluator will be stored in her computer with password protection. No compensation for participation in the evaluation process is envisaged. The evaluator will ensure that Informed consent protocols are verbal, to avoid signing of any type of printed forms that might put participants at risk. For all interviews, personal data, including contact details will be stripped from the data before it is shared to ensure further confidentiality. Data compiled in reporting will be aggregated so that individual responses cannot be traced to specific locations or individuals.

In the process of review of secondary data, if sources contain personal information, the evaluator will make sure that all personal details are removed and that data is aggregated to ensure that the report does not provide information that can be traced to specific individuals or groups mentioned in the secondary data sources.

44. Children Involvement: The evaluation will be not be obtaining responses from children in sampled communities, due to the fact that UNICEF worked primarily at the system level.
45. Gender Norms: The evaluator will ensure that gender roles are respected and will provide space for women and men to share their views in safe and enabling environment.

TABLE 2. ETHICAL ISSUES AND MITIGATION MEASURES

Ethical Issue	Proposed Mitigation Measures
Security Considerations for Participants	- Verbal informed consent protocol discussed with participants with voluntary participation emphasis. No signatures or documentation to be collected to minimize risk to participants. - The decision of all participants who refuse to take part in the evaluation process will be respected. Interviewer will respect the decision of the respondents to refrain from an interview or to stop the interview at any point if they do not feel comfortable. - The evaluator will consider language barriers and aspire to conduct interviews without translation in the language of the participants (with translation).
Interviewing underage children	Interviews with children and adolescents will not be organized.
Female Participation Considerations	The evaluator will ensure that both women and men will have opportunity to voice their opinions and feedback
Data Protection Considerations	- All personal identifiers are stripped from quantitative data - Qualitative interview notes are kept only on evaluator's computer under password protection - Data analysis only carried out by the evaluator - Reported data aggregated to avoid place or personal identifiers - After finalization of the evaluation report, all quantitative and qualitative data will be erased to protect respondents

6 EVALUATION WORKPLAN

6.1 Timeframe

46. The entire evaluation process started on April 8, 2021 when official kick off meeting was organized through end of June 2021 with the submission of the final evaluation report. The process integrates the commenting phase requirements to allow for the UNICEF and the Government of Oman to be able to provide feedback and approval of all evaluation products. The dates were adjusted during the inception mission in consultation with UNICEF.

TABLE 3. EVALUATION SCHEDULE

Phases, Deliverables and Timeline (December 27, 2019 – May 29, 2020)	Dates
Phase 1 - Inception	
Initial Virtual Briefing	8 April 2021
Inception Report Draft 1 submission to UNICEF	18 April 2021
Submission of Draft Inception report for ERB review	22 April 2021
Final Inception Report	End of April 2021
Phase 2 – Data collection	
Document review	April – May 2021
Primary data collection (remote interviews)	May 2021
Debriefing with UNICEF and government stakeholders	Mid May 2021
Phase 3 - Data Analysis and Reporting	
Submission Draft ER 1	June 2021
Review and commenting (two weeks)	June 2021
Submission of the Final ER	June 2021

Annex 1: Evaluation Matrix

Evaluation Questions		Judgement Indicators	Sources of Information	Data collection methods
RELEVANCE - – To assess alignment of the programme interventions to existing strategies and policies of Oman government and UNICEF and the extent to which the needs of children are addressed				
Q1	To what extent is the country programme supporting national priorities?	I1.1 - Degree to which the objectives and results of the Oman Country programme were aligned with Government's priorities and frameworks relevant to child rights	• Programme documentation • National education; child rights; health, child protection strategy • External sources • Qualitative data from KIIs from ○ UNICEF ○ Government stakeholders ○ CSOs ○ Development partners	Document review, KII interviews
Q2	To what extent does the country programme align with the key priorities for boys and girls in Oman?	I3.1 - Evidence of relevance of strategies and roles implemented by UNICEF to meet Country's needs and priorities for boys and girls in Oman I3.2 – Degree to which the objectives and the results of the programme have remained relevant to the new priorities	• Programme documentation • Documentation on the country's development during the evaluation period • UNICEF's studies • Qualitative data from KIIs from: ○ UNICEF ○ Government stakeholders ○ CSOs ○ Development partners	Document review, interviews

Evaluation Questions		Judgement Indicators	Sources of Information	Data collection methods
Q3	To what extent has the programme adapted to changed context, including COVID-19 crisis?	Degree to which UNICEF adapts its results and strategies to the changing situation and has flexibility to reallocate resources as required to achieve the desired outcomes Degree to which UNICEF is open and responsive to the need/requests to adapt the CPD design and CO approaches to respond to evolving needs Degree to which UNICEF was able to respond to arising needs coming out from COVID-19 crisis	• Programme documentation (including stock-taking documents) • UNICEF's studies and reports • Qualitative data from KIIs from: ○ UNICEF ○ Government stakeholders ○ CSO partner and private sector representatives ○ Development partners	Document review, interviews
EFFECTIVENESS - assessment of the extent the programme outputs have contributed to the immediate development changes and mid-term results at the outcome level (Access, Government capacity, quality and access to services) taking into account the operational environment in which UNICEF operates				
Q3	To what extent has the country programme achieved its objectives and results or is likely to achieve them?	I3.1 - Degree of change in evidence-based legislative and policy frameworks for improvement of access to quality services in protection, education, and health, with enhanced opportunities to realize their full potential I3.2 – Degree of change in access to data on issues pertaining to child rights I3.3 – Degree and type of drivers that promoted programme implementation I3.4 – Degree and type of hindering factors affecting programme implementation	• Programme documentation (including stock-taking documents) • UNICEF's studies and reports • Qualitative data from KIIs from: ○ UNICEF ○ Government stakeholders ○ CSO partner and private sector representatives ○ Development partners	Document review, interviews

Evaluation Questions		Judgement Indicators	Sources of Information	Data collection methods
Q4	How were cross-cutting issues taken into account?	I4.1 - Evidence of UNICEF's equity and gender-based programmatic approach in design and implementation of interventions	Programme documentation (particularly stock-taking documents) and UNICEF gender policy/strategy; national gender policies/strategy • Qualitative data from KIIs from: ○ UNICEF ○ Government stakeholders ○ CSO partner and private sector representatives ○ Development partners	Document review, interviews
Q5	What worked well in achieving Country Programme results that should be replicated or scaled up at the design of the next country programme?	I5.1 – Examples of best practice in achieving child rights in target areas of UNICEF's CP in Oman I5.2 – Perception of UNICEF's best practices in responding to the needs of vulnerable children and their scale up/replicability potential.	• Programme documentation (including stock-taking documents) • UNICEF's studies and reports • Qualitative data from KIIs from: ○ UNICEF ○ Government stakeholders ○ CSO partner and private sector representatives ○ Development partners	Document review, interviews
Q6	What factors (political, sociological, economic, etc.) have affected the outcomes, either positively or negatively? How have these factors	I6.1 – Degree and type of drivers that promoted programme implementation I6.2 – Degree and type of hindering factors affecting programme implementation	• Programme documentation (including stock-taking documents)	Document review, interviews

Evaluation Questions		Judgement Indicators	Sources of Information	Data collection methods
	limited or facilitated progress towards the outputs?		• UNICEF's studies and reports • Qualitative data from KIIs from: ○ UNICEF ○ Government stakeholders ○ CSOs Development partners	
Q7	What are the unanticipated effects of the country programme either positively or negatively? How has COVID 19 affected the country programme?	I7.1 – Examples of unexpected positive results of the programme. I7.2 – Examples of unintended negative results. I7.3 – Degree to which UNICEF assisted the government in responding to COVID-19 crisis	• Programme documentation • Qualitative data from KIIs from: ○ UNICEF ○ Government stakeholders ○ CSO partner and private sector representatives ○ Development partners	Document review, interviews
Q8	Has the high impact strategic approach been able to achieve results at the country level?	I3.1 - Degree to which UNICEF's strategic approach has been able to achieve results at the country level	• Programme documentation • Documentation on the country's development during the evaluation period • UNICEF's studies • Qualitative data from KIIs from: ○ UNICEF ○ Government stakeholders ○ CSO partner and private sector representatives ○ Development partners	Document review, interviews

Evaluation Questions		Judgement Indicators	Sources of Information	Data collection methods
EFFICIENCY - To assess the programme timely and cost-efficient implementation (Choice of implementation strategies, management structures and resource mobilization strategy)				
Q9	To what extent has the resource mobilization strategy resulted in the appropriate funding of the programme?	I9.1 – Degree of success of UNICEF’s resource mobilization strategy to ensure appropriate funding of the programme	• Programme documentation (including stock-taking documents) • Qualitative data from KIIs from: ○ UNICEF ○ Government stakeholders ○ Donors	Document review, interviewss
Q10	Which implementation strategies have worked and which have not worked? Why?	I9.1 – Extent to which the choice of implementation strategies, and their mix, led to achievement of results I9.2 – Degree to which UNICEF selected appropriate implementation strategies I9.3 - Identification of bottlenecks and adjustments	• Programme documentation (including stock-taking documents) • Qualitative data from KIIs from: ○ UNICEF ○ Government stakeholders	Document review, interviews
Q11	To what extent has the programme used the most cost-efficient implementation methods?	I11.1 - Degree of efficiency gains, or losses and their occurrence. I11.2 – Examples of cost-efficient programme strategies	• Programme documentation (especially on budgeting and financing) • Qualitative data from KIIs from: • UNICEF	Document review, interviews
Q10	Were the available financial, material and human resources adequate to meet the programme objectives?	I10.1 - Degree of adequacy of: ○ Budgets	• Programme documentation	Document review, interviews

Evaluation Questions		Judgement Indicators	Sources of Information	Data collection methods
		○ Material ○ Human resources vis-à-vis the volume of tasks carried out	● Qualitative data from KIIs from: ○ UNICEF	
Sustainability – assessment of the extent to which the programme interventions led to improvement of Government’s policy framework and services for boys and girls to ensure the sustainability of the programme results				
Q11	Did the programme lead and/or contribute to improvement in the Government of Oman policies and procedures supporting boys and girls?	I11.1 – Comparative evidence of change in Government of Oman policies and procedures supporting boys and girls prior and post programme implementation I11.1 – Degree and type of opportunities that promote sustainability programme results in short and long term I11.2 – Degree and type of risks affecting sustainability programme results in short and long term	● Documents on Government policies and procedures supporting boys and girls ● UNICEF’s studies ● Qualitative data from KIIs from: ○ UNICEF ○ Government stakeholders ○ CSO partner and private sector representatives ○ Development partners	Document review, interviews
Q12	Did the programme interventions lead and/or contribute to improved services for boys and girls??	I12.1 – Comparative evidence of change in the quality of services for boys and girls prior and post programme implementation I12.1 – Degree and type of opportunities that promote sustainability of programme results in short and long term I12.2 – Degree and type of risks affecting sustainability programme results in short and long term	● Programme documentation ● UNICEF’s studies ● Legislative framework ● Policy framework ● Qualitative data from KIIs from: ○ UNICEF ○ Government stakeholders ○ CSO partner and private sector representatives ○ Development partners	Document review, interviews

Annex 2: List of Documents

To be added.

Annex 3: Key stakeholders

TABLE 4. PROPOSED LIST OF STAKEHOLDERS TO BE CONSULTED DURING DATA COLLECTION MISSION

Stakeholder	Interest/role in implementation of the UNICEF Oman Country programme	Potential contribution to the evaluation	Purpose of consultation (areas of UNICEF work to talk about; specific themes to address)	Level of importance of the meeting (Critical/Desirable/Less priority to meet with the indicated representative)	Contact
UNICEF					
UNICEF Team	Key actor in implementation of the country programme responsible for achievement of results	Key informant, responsible for signing off on the evaluation findings and formulating and implementing the management response	All areas of UNICEF country programme, key information The main internal stakeholders and users of the evaluation; Key informants; facilitate the evaluator's contacts with external stakeholders.	C	UNICEF team
UNICEF Representative	Key actor in oversight of the country programme responsible for achievement of results	Key informant, responsible for signing off on the evaluation findings and formulating and implementing the management response.	All areas of UNICEF work, key information	C	Representative
UNICEF Regional office	Engaged in setting strategic priorities	Key informant	All areas of UNICEF country programme, key information	C	UNICEF team
Key national stakeholders					

Stakeholder	Interest/role in implementation of the UNICEF Oman Country programme	Potential contribution to the evaluation	Purpose of consultation (areas of UNICEF work to talk about; specific themes to address)	Level of importance of the meeting (Critical/Desirable/Less priority to meet with the indicated representative)	Contact
Ministry of Education	Implementation of educational policies, including inclusive education services, full and timely fulfilment of state education obligations,	Informants and providers of relevant background data, information and documents.	Informants. Will be interviewed during primary data collection. Stakeholder's views on the key results of the programmes	C	Head of departments
Ministry of Health	Implementation of health policies for children, including COVID-19 response, full and timely fulfilment of state health obligations	Informants and providers of relevant background data, information and documents.	Informants. Will be interviewed during primary data collection. Stakeholder's views on the key results of the programmes	C	Head of departments
Ministry of Social Development	Implementation of social protection and inclusion policies, including inclusive social services, full and timely fulfilment of state obligations towards child rights	Informants and providers of relevant background data, information and documents.	Informants. Will be interviewed during primary data collection. Stakeholder's views on the key results of the programmes	C	Head of departments

Stakeholder	Interest/role in implementation of the UNICEF Oman Country programme	Potential contribution to the evaluation	Purpose of consultation (areas of UNICEF work to talk about; specific themes to address)	Level of importance of the meeting (Critical/Desirable/Less priority to meet with the indicated representative)	Contact
Ministry of Information	Engaged in awareness raising and other activities of UNICEF	Informants and providers of relevant background data, information and documents.	Informants. Will be interviewed during country visits if/as feasible and relevant. stakeholder's views on the key results of the programmes	Desirable	Head of departments
Ministry of Finance	Engaged in awareness raising and other activities of UNICEF	Informants and providers of relevant background data, information and documents.	Informants. Will be interviewed during country visits if/as feasible and relevant. stakeholder's views on the key results of the programmes	LP	Head of departments
Ministry of Culture, sports and youth	Engaged in awareness raising and other activities of UNICEF	Informants and providers of relevant background data, information and documents.	Informants. Will be interviewed during country visits if/as feasible and relevant. stakeholder's views on the key results of the programmes	LP	Head of departments

Stakeholder	Interest/role in implementation of the UNICEF Oman Country programme	Potential contribution to the evaluation	Purpose of consultation (areas of UNICEF work to talk about; specific themes to address)	Level of importance of the meeting (Critical/Desirable/Less priority to meet with the indicated representative)	Contact
National Center for Statistics and Information	National agency for statistics and Information; UNICEF partner in evidence base gathering processes	Informants and providers of relevant background data, information and documents.	Informants. Will be interviewed during primary data collection. Stakeholder's views on the key results of the programmes	C	Head of departments
Oman Tech Fund	Engaged in awareness raising and other activities of UNICEF	Informants and providers of relevant background data, information and documents.	Informants. Will be interviewed during country visits if/as feasible and relevant. stakeholder's views on the key results of the programmes	LP	Head of departments
Civil society and private sector					
Children First Association	Engaged in awareness raising and other activities of UNICEF	Informants and providers of relevant background data, information and documents.	Informants. Will be interviewed during country visits if/as feasible and relevant. Stakeholder's views on the key results of the programmes	C	Head of departments
Private sector – TBC					

Stakeholder	Interest/role in implementation of the UNICEF Oman Country programme	Potential contribution to the evaluation	Purpose of consultation (areas of UNICEF work to talk about; specific themes to address)	Level of importance of the meeting (Critical/Desirable/Less priority to meet with the indicated representative)	Contact
International stakeholders					
WHO	Engaged in awareness raising and other activities of UNICEF	Informants and providers of relevant background data, information and documents.	Informants. Will be interviewed during country visits if/as feasible and relevant. stakeholder's views on the key results of the programmes	C	Representative

Annex 4: Interview Guides

Interview Guide for UNICEF team in Oman

This guide shall serve as basis for interviews and discussions with UNICEF team.

INTERVIEW GUIDE

Background information	
Name of interviewer	
Institution/organization	
Location	
Date of meeting	

Refers to Q no.	Question	Response
Relevance		
1	What have been the main government priorities in the areas of: • IECD services • Protection of children from violence • Inclusion of children with disabilities How did the UNICEF Country Programme reflect these priorities?	
2, 4	In what ways does the UNICEF Country Programme respond to the needs and priorities for children (boys and girls)?	
	What are the main ways in which UNICEF integrates: • equity, • HRBA and • gender equality as cross-cutting issues within the UNICEF Country Programme results framework, implementation strategies and reporting? What is missing?	
10	What have been the main programme implementation strategies for UNICEF in Oman? What was missing in your opinion?	
Effectiveness		
3, 6	To what extent were the planned programme results achieved? Please elaborate in terms of: – improved evidence based legislative and policy frameworks for improvement of access to: – IECD services – Protection of children from violence – Inclusion of children with disabilities	
	Which factors promoted implementation?	
	Were there factors hindering implementation/challenges?	
4	To what extent did the programme effectively mainstream gender?	

Refers to Q no.	Question	Response
3, 5	To what extent has UNICEF managed to contribute to achieving child rights? Have there been any missed opportunities? Which ones?	
7, 8	If there were any unintended negative outcomes, which were the three detrimental ones?	
	How were they handled?	
	If there were any unintended positive outcomes, which were the three most important ones?	
	How were they handled?	
10	To what degree has UNICEF managed to select appropriate implementation strategies? How about: • Advocacy • Capacity building • Support to establishment of the evidence base • Policy support • Other types of support What has been the main added value?	-
Efficiency		
9	What has been the overall budget for the Country programme? Has it been sufficient? How did UNICEF strategise and implement resource mobilization strategy?	
	How were UNICEF's own resources allocated and managed?	
11, 12	What have been the main examples of efficiency gains, or losses? How did UNICEF manage them? What is missing?	
Sustainability		
13	Has there been a change in Government's policies within sectors under programme priorities prior and post programme implementation? Pls, provide examples.	
13	What was the legislative framework before and after the programme?	
	What was the policy framework before and after the programme?	
14	What was the envisioned sustainability in the short and long term?	
	What can promote sustainability in the short and in the long term?	
	What puts sustainability at risk in the short and in the long term?	
14	What was the state of the services for boys and girls before the programme?	
	What is the state of the services for boys and girls after the programme?	

Interview guide for national government stakeholders with whom UNICEF has direct engagement within given sectors

This guide shall serve as basis for interviews and discussions with central level government stakeholders with whom UNICEF have direct engagement (i.e. Ministry of Education, Ministry of Social Development, etc.)

INTERVIEW GUIDE

Background information	
Name of interviewer	
Institution/organization	
Location	
Date of meeting	

Refers to Q no.	Question	Response
General		
all	How long have you cooperated with UNICEF? What have been the main areas of your cooperation with UNICEF?	
Relevance		
1, 2, 3, 6	- What have been the significant political, social and economic developments in the country's priorities when it comes to: - IECD services - Protection of children from violence - Inclusion of children with disabilities (focus on the area in which the national stakeholder engages)	
	What do you think of UNICEF contribution?	
	Did contextual changes require a revision of the UNICEF programme? How flexible was UNICEF to respond to arising needs? What is missing?	
1, 2	Were the UNICEF programme implementation strategies relevant to the context in Oman?	
	If not, why were they not relevant?	
Effectiveness		
3, 5, 6, 7, 10	What were the results and outcomes of the [UNICEF-supported activities]?	
	In your opinion, were these activities effective (i.e. did they achieve planned programme results)? Why/ why not?	
	Have the [UNICEF-supported activities] strengthened the technical or financial capacities of your [Ministry/team/division]? If so, how? If not, why do you think this is?	
	In your opinion, have the [UNICEF-supported activities] strengthened legislative and policy frameworks for improvement of access to services in your area of work? If so, how? If not, why do you think this is?	
	In your opinion, have the [UNICEF-supported activities] promoted better access to evidence? If so, how? If not, why do you think this is? (Probe: Are you aware of UNICEF studies/research?)	
	Which factors promoted implementation?	

Refers to Q no.	Question	Response
	Were there factors hindering implementation?	
	Have there been missed opportunities? How can they be tackled in the next programme?	
4	To what extent did the programme effectively mainstream gender? What is missing?	
8	If there were any unintended negative outcomes, which were the three most important ones?	
	How were they handled?	
	If there were any unintended positive outcomes, which were the three most important ones?	
	How were they handled?	
Efficiency		
9, 11, 12	Were the [UNICEF-supported activities] implemented on time?	-
	Were the human and materials resources allocated towards the [UNICEF-supported activities] sufficient? If not, why?	
	Were the [UNICEF-supported activities] implemented within budget?	
	In your opinion, was the budget allocated towards these activities sufficient? Why/ why not?	
Sustainability		
13	Can you offer any examples of change in Government's policies within sectors under programme priorities prior and post programme implementation?	
13	What was the legislative framework before and after the programme?	
	What was the policy framework before and after the programme?	
14	What was the envisioned sustainability in the short and in the long term?	
	What can promote sustainability in the short and in the long term?	
	What puts sustainability at risk in the short and in the long term?	
14	What was the state of the services for boys and girls before the programme?	
	What is the state of the services for boys and girls after the programme?	

Interview guide for CSOs

This guide shall serve as basis for interviews and discussions with CSOs who may not be very familiar with UNICEF's work programme, but may serve as a source of information about current country contexts/reforms and results within given area in which such CSO engages.

INTERVIEW GUIDE

Background information	
Name of interviewer	
Institution/organization	
Location	
Date of meeting	

Refers to Q no.	Question	Response
General		
all	How long have you cooperated with UNICEF? What have been the main areas of your cooperation with UNICEF?	
Relevance		
1, 2, 3, 6	- What have been the significant political, social and economic developments in the country's priorities when it comes to: - IECD services - Protection of children from violence - Inclusion of children with disabilities (focus on the area in which the national stakeholder engages) What do you think of UNICEF contribution?	
Effectiveness		
3, 5, 6, 7, 10	What were the results and outcomes of the [UNICEF-supported activities]?	
	In your opinion, were these activities effective (i.e. did they achieve planned programme results)? Why/ why not?	
	Have the [UNICEF-supported activities] strengthened the technical or financial capacities of your [Ministry/team/division]? If so, how? If not, why do you think this is?	
	In your opinion, have the [UNICEF-supported activities] strengthened legislative and policy frameworks for improvement of access to services in your area of work? If so, how? If not, why do you think this is?	
	In your opinion, have the [UNICEF-supported activities] promoted better access to evidence? If so, how? If not, why do you think this is? (Probe: Are you aware of UNICEF studies/research?)	
	Which factors promoted implementation?	
	Were there factors hindering implementation?	
	Have there been missed opportunities? How can they be tackled in the next programme?	
4	To what extent did the programme effectively mainstream gender? What is missing?	

Refers to Q no.	Question	Response
8	If there were any unintended negative outcomes, which were the three most important ones?	
	How were they handled?	
	If there were any unintended positive outcomes, which were the three most important ones?	
	How were they handled?	
Sustainability		
13	Can you offer any examples of change in Government's policies within sectors under programme priorities prior and post programme implementation?	
13	What was the legislative framework before and after the programme?	
	What was the policy framework before and after the programme?	
14	What was the envisioned sustainability in the short and in the long term?	
	What can promote sustainability in the short and in the long term?	
	What puts sustainability at risk in the short and in the long term?	
14	What was the state of the services for boys and girls before the programme?	
	What is the state of the services for boys and girls after the programme?	

Interview guide for UN and other development partners

This guide shall serve as basis for interviews and discussions with development partners (Donors, other UN Agencies, other organisations dealing with child rights).

INTERVIEW GUIDE

Background information	
Name of interviewer	
Institution/organization	
Location	
Date of meeting	

Refers to Q no.	Question	Response
Relevance		
1, 2, 3, 6	- What have been the significant political, social and economic developments in the country's priorities when it comes to: - IECD services - Protection of children from violence - Inclusion of children with disabilities (focus on the area in which the national stakeholder engages)	
	What do you think of UNICEF contribution?	
	How UNICEF could support/supporting other stakeholders in addressing challenges? If not, why not?	
1,2	Were the UNICEF programme implementation strategies relevant to the context in Oman?	
	If not, why were they not relevant?	
Effectiveness		
3, 5, 6, 7, 10	What do you think of UNICEF contribution? Are you aware of any positive/negative outcomes of UNICEF's work in Oman?	
	In your opinion, have the [UNICEF-supported activities] strengthened legislative and policy frameworks for improvement of access to pre-school/general education services? If so, how? If not, why do you think this is?	
	Have the [UNICEF-supported activities] strengthened the technical or financial capacities of your [Ministry/team/division]? If so, how? If not, why do you think this is?	
	In your opinion, have the [UNICEF-supported activities] strengthened legislative and policy frameworks for improvement of access to services in your area of work? If so, how? If not, why do you think this is?	
	In your opinion, have the [UNICEF-supported activities] promoted better access to evidence? If so, how? If not, why do you think this is? (Probe: Are you aware of UNICEF studies/research?)	
	Have there been missed opportunities? How can they be tackled?	
	Do you have any plans to implement joint activities with UNICEF over the next few years? If not, why not?	

Refers to Q no.	Question	Response
Sustainability		
13, 14	In your view, what are the main challenges to sustainability for implementation of priorities in your programme area in the short and long term?	

Annex 5. Ethical Review Clearance Letter

(to be added once the Letter is obtained).

Annex 8: Terms of Reference

Enclosed as a separate pdf. file

Annex 9. Informed Consent Form

Informed Verbal Consent Form

Title: Evaluation of the UNICEF Country Programme

Before agreeing to participate in this evaluation, it is important that you read the following explanation. This statement describes the purpose, procedures, risks, discomforts, and precautions of the program. Also described are the alternative procedures available to you, as well as your right to withdraw from the study at any time. No guarantees or assurances can be made as to the result of the evaluation.

Explanation of Procedures: The purpose of this meeting is to explore your experiences with and views about implementation of the UNICEF Country Programme, main results, hindering factors and drivers and your opinions about the opportunities ahead of UNICEF in the next cycle of cooperation with the government of Oman. Participation in this evaluation involves a series of questions and asking for your responses. Your responses will inform the operationalisation of the next UNICEF Country Programme, therefore your contribution is very important to identify the achievements and challenges, draw lessons and structure forward looking recommendations. Our discussion today will take app. 45 minutes.

Risks and Discomforts: The decision to participate in this study is entirely up to you, and you have the right to refuse to take part in the study at any time without affecting your relationship with the evaluator or UNICEF. There are no risks or discomforts that are anticipated from your participation in this evaluation. However, you have every right to not to answer any type of questions that might cause discomfort.

Confidentiality and use of data collected through the interview: The information gathered during this study will remain confidential. The notes collected by the evaluator contain only the name of the institution and not your name. This means that your personal information will not be included in any written form, so it will not be available to anyone. The notes that we are taking will be used only internally for the purpose of our analysis only and will be strictly confidential and not to be shared with any person. The written version of interviews will be destroyed at the completion of the evaluation. Data compiled in reporting will be aggregated so that individual responses cannot be traced to specific locations or individuals.

Withdrawal without Prejudice: Participation in this study is voluntary; refusal to participate will involve no penalty. Each participant is free to withdraw consent and discontinue participation in this interview at any time without prejudice from the evaluator or UNICEF.

Payment: You will not be compensated in any way for participation in this study.

Agreement: This agreement states that you have received a copy of this informed consent and that you have agreed verbally to participate in the interview.