

UNICEF

Sudan Country Programme Evaluation (2018-2023)

INCEPTION REPORT

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List of Acronyms

AfDB	African Development Bank
AoR	Area of Responsibility
APR	Annual Progress Report
BHA	Bureau for Humanitarian Assistance
C4D	Communication for Development
CCPN	Community Child Protection Network
CERF	Central Emergency Response Fund
CHW	Community Health Worker
CHWN	Community Health Workers' Network
CMAM	Community Management of Acute Malnutrition
CO	Country Office
CP	Country Programme
CPE	Country Programme Evaluation
CPr	Child Protection
CSSPR	Commission on Social Safety Nets and Poverty Reduction
DSRSG	Deputy Special Representative of Secretary General
DSWG	Durable Solutions Working Group
DWSU	Drinking Water and Sanitation Unit
Dy Rep	Deputy Representative
ECD	Early Childhood Development
EQ	Evaluation Question
ET	Evaluation Team
EU	European Union
FCDO	Foreign and Commonwealth Office (DFID)
FGM	Female Genital Mutilation
GAVI	Global Alliance for Vaccines and Immunization
H&N	Health and Nutrition
HC	Humanitarian Coordinator
HDPN	Humanitarian Development Peace Nexus
ILO	International Labour Organisation
iMCI	Integrated Management of Childhood Illness
INGO	International Non-Government Organisation
IOM	International Organisation for Migration
IYCF	Infant Young and Child Feeding
MCCT	Mother and Child Cash Transfer
MCHD	Maternal & Child Health Department
MENARO	Middle East & North Africa Regional Office
MOH	Ministry of Health
MOSS	Ministry of Social Services
MSA	Ministry of Social Affairs
NATCOM	National Committee
NCCW	National Council of Child Welfare
NNGO	National Non-Government Organisation
OCHA	Office for Coordination of Humanitarian Affairs
ODF	Open Defecation Free
PBF	Peace Building Fund
PHC	Primary Health Centre
PRM	Population Refugees and Migration
PSN	Programme Strategy Notes
QA	Quality Assurance
RC	Resident Coordinator
RD	Regional Director
SBC	Social Behaviour Change

SCCW	State Council of Child Welfare
SHF	Sudan Humanitarian Fund
TL	Team Leader
TOC	Theory of Change
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNITAMS	United Nations Integrated Transition Assistance Mission in Sudan
WFP	World Food Programme
WHO	World Health Organisation

1 Introduction

1. This inception report relates to the evaluation of the Country Programme of the United Nations Children's Fund (UNICEF) for Sudan for the period 2018-2023. The report outlines the key elements of the evaluation framework, methodology and data analysis approaches the evaluation will follow. The evaluation is planned to be carried out between August and November 2022. The purpose of the inception phase is to prepare a detailed evaluation framework and to develop a conceptual and organisational plan to ensure a robust and credible evaluation.
2. The Evaluation Team has proposed a few changes to the Evaluation Questions presented in the Terms of Reference (ToR) of the evaluation. Refer to section 7, Table 1, for details.

2 Purpose, scope and evaluation objectives

3. As per the ToR, the purpose of the Country Programme Evaluation (CPE) is to provide impartial and independent evidence to assist the Country Office, and partners (government, implementing partners, donors, the UN country team) to identify the results achieved, the gaps, and the key bottlenecks, with a particular focus on how UNICEF integrated and can apply a nexus approach in its programming. The objective of the evaluation is to produce an independent and useful evaluation report that provides accountability, learning and forward-looking recommendations. The evaluation will provide accountability to UNICEF, partners, and rights-holders; elaborating whether UNICEF, through the implementation of its Country Programme, was fit for purpose and strategically well positioned to respond to national and refugee needs.
4. To advance this, the specific objectives of the CPE, in line with the ToR, are as follows:
 - Assess key UNICEF contributions to the attainment of the results at the outcome level, including cross-cutting strategies, based on existing evidence and analysis, and identify key challenges and lessons learned.
 - Identify the opportunities and potential strategic shifts for the next country programme vis a vis UNICEF's comparative advantage and potential ways to integrate the nexus approach more systematically.
 - Based on the evolving situation in Sudan and the potential strategic shifts identified, assess whether UNICEF CO is "fit for purpose", in terms of strategic positioning, the current implementation modalities and decentralized operations.
5. The CPE will cover all activities planned and / or implemented during the period 2018-2023 within each programme component as well as cross-cutting strategies. However, the UNICEF's strategy in Sudan will be analysed in its entirety, meaning that the evaluation will aim to provide an overall assessment at the highest level, rather than at the individual programme area-level. A special attention will be given to the efforts made by UNICEF in building the capacities of the Government and national partners and to the strategic role UNICEF has played in terms of overall systems strengthening.
6. The CPE will also assess the CP's responsiveness to the COVID-19 pandemic and the extent to which UNICEF has adapted its strategy and actions to the changing implementation environment. The temporal scope to be assessed by the CPE includes the overall implementation period from 2018-2022. The geographical scope will cover the entire country, both at the national and the sub-national levels.

3 UNICEF Sudan CPD – Key outcomes and outputs

7. The CPD and related programme strategy notes (PSN) provide details of the aims and key objectives of the country programme (CP) which was initially planned for the period 2018-2021, then extended to 2023. With an overall budget of USD241 million, the CP aims to contribute to 8 of the 17 Sustainable Development Goals (SDGs) and contributes to UNDAF 2018-2022, through the focus areas related to *social services, governance, rule of law and institutional capacity development and community stabilization*. **The CP is clustered along the following four intertwined programme components:** Child survival and development with USD107 million (44% of overall budget), Education and learning with USD 43 million (18% of overall budget), Child protection with USD29 million (12% of overall budget), Policy, evidence and social protection with USD12 million (5% of overall budget), which are further enabled by a fifth focus area, i.e., Programme Effectiveness with USD50 million (21% of overall budget).

8. The four components and related outcomes and outputs are presented below (Box 1).

Box 1: CPD Outcomes and outputs, UNICEF Sudan

Child survival and development

Outcome 1: Health and Nutrition – by 2022, more children under the age of five years and women of reproductive age utilize high-impact, quality health and nutrition services:

- Support to government at national and subnational levels to strengthen capacities and develop evidence-based and equity, multi-sector focused policies, plans and budgets to improve health and nutrition services;
- Strengthening health systems and communities through capacity building to deliver integrated high-impact health and nutrition services;
- Providing Infant and Young Child Feeding (IYCF) services to severely malnourished children along with reliable access to safe drinking water, sanitation and hygiene;
- Strengthening capacities at the national, state and locality levels to design, implement and monitor demand generation interventions for promoting key family practices and behaviour change for high impact nutrition and health services.

Outcome 2: Water, Sanitation and Hygiene (WASH) – by 2022, more children and their families are living in an open defecation free environment, using improved drinking water sources and adopting improved hygiene practices.

- Providing access to basic sanitation facilities and supporting communities to adopt adequate hygiene practices;
- Providing communities with equitable and sustainable access to improved drinking water facilities;
- Supporting the government through institutional capacity and systems strengthening to scale-up equitable and sustainable access to basic improved WASH services in schools and health facilities.

Education and learning

Outcome 3: Education – by 2022, more children have access to early stimulation and quality basic education and learning in inclusive and safe school environments.

- Supporting the establishment of second-chance education learning opportunities in emergency and non-emergency situations so that more out-of-school children in Sudan, especially girls and those in the most vulnerable situations, access quality pre-primary and alternative learning opportunities;
- Increasing capacity of the education system to deliver quality and inclusive education services in conducive learning environments throughout the continuum of formal or non-formal schooling, from pre-primary to primary and into secondary;
- Enhancing the governance and managerial capacity of the Ministry of Education and Higher Education and other institutions to effectively legislate, plan, coordinate, and budget the provision of equitable and inclusive education opportunities.

Child Protection

Outcome 4: Child Protection – by 2022, more children are protected from violence, abuse, and exploitation and benefit from improved response and prevention systems.

- Strengthening the national capacity and accountability through policy advocacy of the Ministry of Social Affairs to address legal gaps in the protective environment and more effectively implement existing laws and policies on child protection, policies and budgets integrated across sectors;
- Supporting institutional and capacity development of Ministry of Security and Social Development, Ministry of Justice, Ministry of Interior and FCPU professionals to deliver specialized child protection services at state and locality levels, in line with international standards and referral mechanisms;
- Supporting the capacities of children, families, and communities to protect themselves by enhancing the knowledge and skills of rights-holders, establishing formal community commitments, and supporting risk mitigation activities promoting practices and behaviours that protect children and women.

Policy, evidence and social protection

Outcome 5: Policy, evidence and social protection – by 2022, disadvantaged and excluded children are benefiting from improved policy environment and strengthened social protection system.

- Strengthening capacities of national and sub-national government partners for evidence-informed child-centred policy formulation, planning and budgeting;
- Strengthening institutional capacities of government partners to develop and deliver child-sensitive social protection, particularly to children and families in the most vulnerable situations.

Programme effectiveness

Outcome 6: Programme Effectiveness – The country programme is efficiently designed, coordinated, managed and supported to meet quality programming standards within the priorities for affected populations in achieving results for children.

- UNICEF staff and partners are provided with guidance, tools and resources to effectively design, plan and manage programmes;
- UNICEF staff and partners are provided with tools, guidance and resources for effective advocacy on child rights issues;
- Strategies to address cross-cutting issues related to child rights are developed and applied.

4 Inception activities

9. The inception phase focused on the following activities:
- A limited number of preliminary briefings and inception meetings with the UNICEF Sudan country office (CO) and the Middle East & North Africa Regional Office (MENARO)
 - A preliminary review of key documents (listed below in paragraph 3)
 - Finalisation of the evaluation questions based on the suggested questions provided in the Terms of Reference (ToR) for the evaluation, as annexed (Annex 1)
 - Identification of key stakeholders
 - Identification of evaluation judgment criteria and required data; map data that may be available to address the evaluation questions and develop data gathering strategies to fill where gaps exist
 - Preparing a comprehensive evaluation matrix, with judgment criteria against each evaluation question and mapping data requirements, potential sources and data collection methods
 - Developing a detailed method of evaluation and agree a broad work plan for the evaluation

4.1 Stakeholder mapping

10. The main stakeholders for this evaluation include the following typologies:
- UNICEF Sudan Country Office
 - UNICEF Middle East & North Africa Regional Office (MENARO)
 - Government Ministries, departments and organizations
 - Donors to UNICEF programme
 - Other UN and related agencies
 - International and national NGOs
 - Community-level groups
 - Private sector
11. A detailed table offering an overview of major stakeholders for this evaluation and their respective level of interest in the evaluation is included in Annex 3.

4.2 Desk review and arising relevant issues

12. A range of documents provide detailed information related to plans, strategies and policies on various aspects of the country programme, including relevant government policies, and APRs provide a good account of progress on key activities and outputs being made every year. However, evidence to track outputs and aggregated outcomes is difficult to find in these reports. A limited number of evaluation reports on a few programme areas (CMAM evaluation, Tigray refugee response) are available which the evaluation will draw on. A full list of documents consulted is included in Annex 4.
13. Detailed analysis of context is provided in various UNICEF documents namely, CPD, APRs, and situation updates from time to time. The ouster of the decades-old Bashir regime in April 2019 heralded a fresh start for the country, with a transition government coming into power. This was followed by another momentous event – the signing of the Juba peace agreement in early 2020. All these created a sense of optimism and euphoria in the country and ushered in a new era of development. Several reforms undertaken by the transition

government prompted the international community to lift decades-old embargoes, end sanctions and grant Sudan access to international development funding which it was denied previously.¹ A number of major donors including the World Bank and International Monetary Fund (IMF) stepped in to assist the country in its transition process, with several donors moving to multi-year flexible funding. Taking its cue from the transition government, the United Nations reconfigured its structure in the country and mandated the newly created United Nations Integrated Transition Assistance Mission in Sudan (UNITAMS) to support the mobilisation of economic and development assistance, and the United Nations Secretary-General's Peacebuilding Fund started implementing a series of projects.

14. **This brought in a major shift during 2019-2021 as development funding started pouring in, while previously funding was limited to humanitarian actions funded through the Humanitarian Response Plans (HRP).** This however was short-lived. The military coup in October 2021 rolled back all the progress that was made as it dissolved the transition government and declared a nationwide state of emergency. Breakdown of the entire governance system and systematic violations of child rights and human rights forced aid agencies to cease official development assistance. The resulting situation led to continued deterioration in the security environment characterised by armed conflict, intercommunal clashes, human rights violations, including conflict-related sexual violence, and criminal activity. To cap it all, the escalating prices and supply bottleneck, both nationally and internationally, have led to increased food insecurity and hardship for people.² Humanitarian assistance has once again replaced development aid. Life-saving humanitarian assistance continued to be funded with more donor restrictions on Government engagement.³ **UNICEF programme was reoriented towards life-saving and life-sustaining interventions, with little engagement on policies and upstream activities at the federal level. However, UNICEF is able to continue its engagement at technical level with local authorities and institutions in the frontline of delivery of basic services for children at state and district levels.**
15. These changes in the country context did not warrant a redrafting of the CPD which was broad enough to allow this shift from development focus to a more humanitarian focus. However, delivery modality changed significantly as UNICEF moved away from working with government – an overwhelming two-thirds of funds were spent through the government system pre-coup – to delivering through NGOs. **The evaluation needs to examine how UNICEF managed this shift over a short period, and yet stayed on course to deliver on its CPD outputs and outcomes for the children.**

¹ UNICEF Sudan, *2021 End of Year Results Summary Extended Narrative*

² United Nations Security Council, *Situation in the Sudan and the activities of the United Nations Integrated Transition Assistance Mission in the Sudan - Report of the Secretary-General, S/2022/172*, 2 March 2022

³ United Nations Security Council, *Situation in the Sudan and the activities of the United Nations Integrated Transition Assistance Mission in the Sudan - Report of the Secretary-General, S/2022/172*, 2 March 2022

5 Evaluation framework and approach

16. The evaluation will use a three-pronged approach combining (a) *theory-based approach*, (b) *data-driven approach* based on CPD results framework, and (c) *evaluation matrix* with a set of evaluation questions based on evaluation criteria to build a strong evidence-base (Figure 1). This is underpinned by contribution analysis as explained in the following paragraphs.

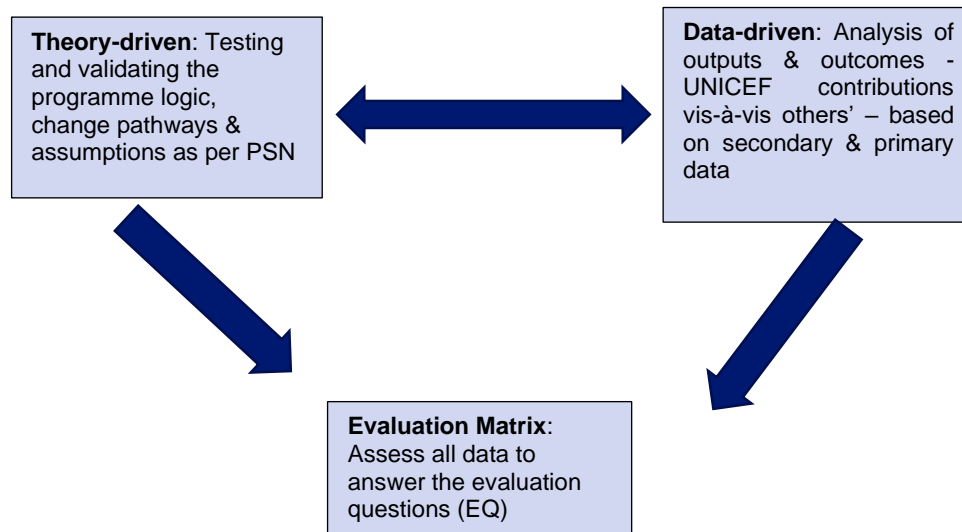


Figure 1: Evaluation framework using three-pronged approach

17. This framework will allow for identification of UNICEF contributions in particular. This is crucial as a number of outcomes and outputs aimed at the national and subnational systems level are complex and involve interaction of various factors independent of UNICEF interventions. There may be multiple agencies besides UNICEF which are often working on complementary interventions. The main steps in such a contribution analysis will involve the following:

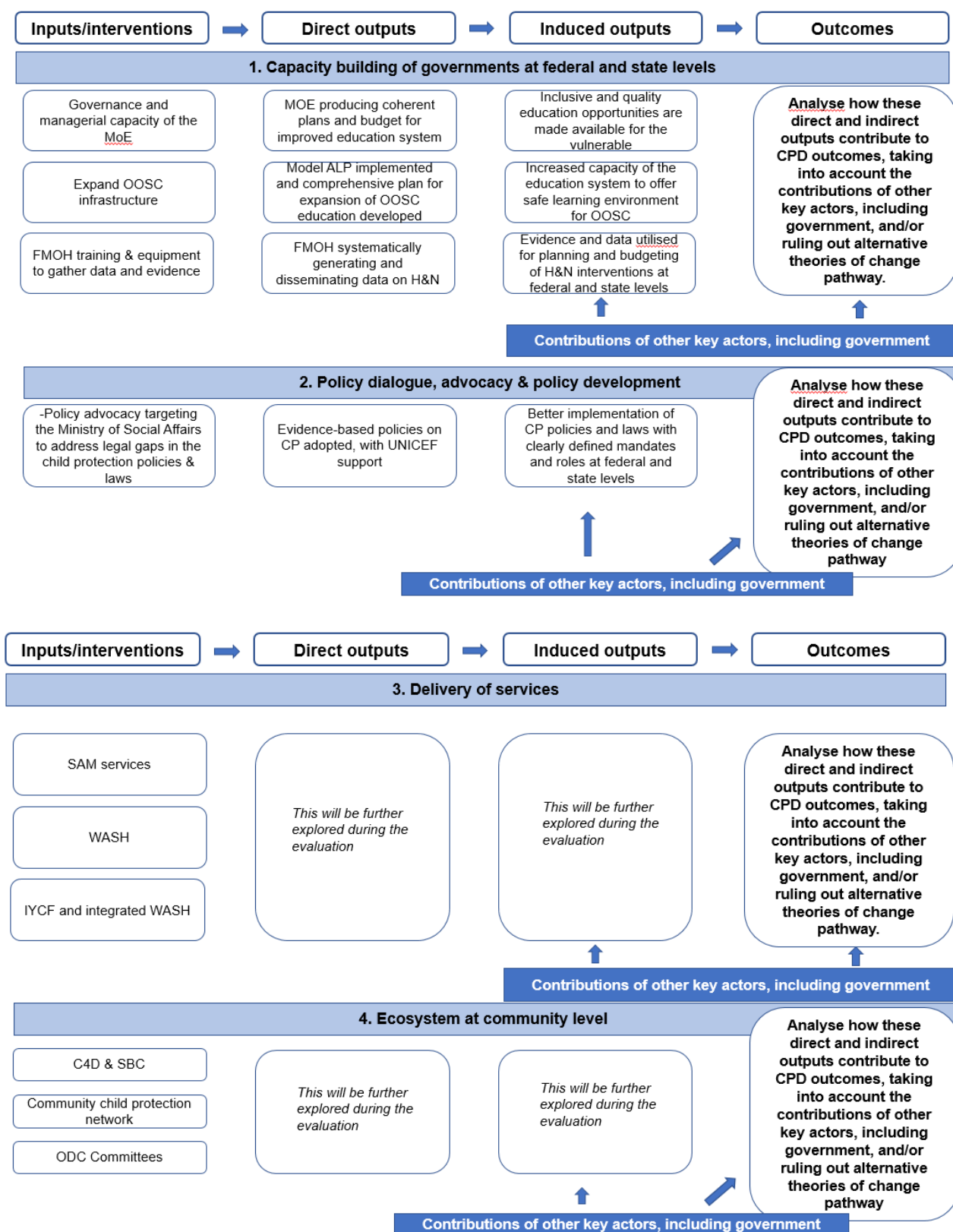
- Take stock of the theory of change and assumptions for each main programme component;
- Assess the resulting performance or contribution story for each of the outputs within each programme component;
- Gather performance data at output and outcome levels;
- Reassess the contribution story and challenges to it in light of what the data is telling us;
- Seek out additional empirical evidence; and
- Revise and strengthen the contribution story – what has worked and what has not?

18. The CPD and the revised programme strategy notes⁴ provide clear articulation of country programme goals, outcomes and outputs, with the latter showing theories of change (TOC) on each outcome (see Annex 2). The TOCs will help guide data collection relevant to the theories and explain cause and effect in relation to the various interventions. If intended outcomes were not achieved, the causal pathway in the TOCs can help trace-back and identify through the steps of the results chain where actual results deviated from the original plan. They will also provide a framework for identifying unanticipated outcomes (both positive and negative). **The use of the TOCs will also identify the mechanisms of change, as well as the assumptions, risks and context that supported or hindered the results. This will be supplemented with empirical evidence obtained from a sample of interventions/projects/activities (see section on Evaluation methods).** This will be based on a bottom-up approach involving identification of *direct* and *induced* outputs which will then be analysed for their contributions to the outcomes articulated in the CPD. This is represented in the following figure (Figure 2). **UNICEF interventions are classified under four broad types of actions/inputs:**

- (a) capacity building of governments at federal and state levels
- (b) policy dialogue, advocacy and policy development
- (c) interventions towards delivery of services, and
- (d) strengthening the ecosystem at community level.

⁴ UNICEF Sudan, *Revised Consolidated Programme Strategy Note*, March 2021

Figure 2: Tracing the pathway to realised outcomes (Illustration only)⁵



⁵ In this diagram the pathway has been shown for a few interventions/activities for illustration purpose only; it does not map all interventions or outputs. A list of activities/interventions that are intended to be examined during the evaluation is shown in the section of sample selection (Section *Evaluation methods*).

19. The team will apply a **gender-responsive approach** across the whole evaluation to respond to the criteria of relevance and effectiveness, and it will be integrated throughout the analysis. The team will assess the extent to which UNICEF interventions have been gender-sensitive and gender-responsive by looking at the following aspects: i) evidence of a gender analysis at the design stage of the strategy and interventions (e.g. needs assessments focusing on gender and incorporated into the design of the intervention); ii) evidence of quality engagement and participation of women in the various steps of implementation; iii) evidence of how gender issues were addressed by the intervention, and the results achieved in each area; iv) existence of M&E data disaggregated by sex and age.
20. In addition, the evaluation will be **utilization-focused**: Since one of the objectives of this evaluation is to generate lessons to inform future CPD, it will be important to ensure that the primary stakeholders (presumably including various key national and subnational counterparts, besides UNICEF) understand and feel ownership of the evaluation findings. To ensure this, it will be necessary that the evaluation team (and UNICEF evaluation manager) engage with the key primary stakeholders during the evaluation process - this will help prepare the groundwork for use and reinforcing the utility of the evaluation later on.

6 Evaluation criteria, evaluation questions and evaluation matrix for CPD evaluation

21. The ToR specifies the key evaluation criteria to be used in this evaluation. These are based on the OECD/DAC criteria, namely: Coherence, Relevance, Efficiency, Effectiveness and Sustainability, with the addition of a criterion focusing on Gender and Human Rights. The criterion of impact is not included in this evaluation.
22. Based on the evaluation questions (EQ) outlined in the ToR, the evaluation team (ET) developed an evaluation matrix mapping the EQs and corresponding judgment criteria (JC), as well as indicative methods and sources of data that will enable the evaluation team to address the EQs systematically (see Annex 3). The JCs are based on the ET's understanding of the country context, the CPD and results framework, as well as the national policies and priorities related to UNICEF's programme areas, obtained through preliminary desk reviews and initial meetings with a small number of key senior managers.
23. The process of development of JCs enabled a rapid evaluability assessment to check that all evaluation questions can be addressed based on the *potential availability* of data that can be generated during the evaluation. It needs to be noted that the rapid evaluability assessment was not totally systematic as it relied mostly on desk review of documents that were available in a folder shared with the evaluation – at the time of drafting the IR, the folder was still being populated. Despite this limitation, the ET feels that EQs as framed in the ToR are largely evaluable, with some amendments being made to a number of questions. There was overlap between two EQs (EQ7 & 8) and one EQ (15) was complicated for an evaluation of this nature to address it adequately (see Table 1 below). In addition, based on the ET's understanding of the ToR and core expectations articulated by senior management whom the ET have had preliminary discussions with, the issue of nexus (humanitarian-development-peacebuilding) merits an EQ of its own. **Furthermore, sustainability is a core criterion under the OECD/DAC evaluation guidelines, and it was noted that the ToR did not have any EQ to address this criterion, though it referred to sustainability among the criteria for this evaluation. The ET has therefore developed three additional EQs which should provide adequate data to draw conclusions on sustainability.** The following Table presents a summary of ET observations on the EQs and its recommendations to make necessary changes.

Table 1: Amendments suggested and rationale

EQ as per ToR	Challenge(s) with the EQs	Amendments suggested
EQ4. To what extent did the design and the interventions of the Country Programme Document integrate cross-cutting issues such as equity, gender, disability, inclusion, adolescent and youth, technology and innovation (including technology for development (T4D)), social and behaviour change (SBC) and prevention of sexual exploitation and abuse (PSEA)?	Understanding of the operating context shows that conflict-sensitivity is a major issue in programming in Sudan. The EQ in the ToR did not include this aspect.	Suggest adding “conflict-sensitivity” to the EQ. The revised EQ will be: “To what extent did the design and the interventions of the Country Programme Document integrate cross-cutting issues such as conflict-sensitivity, equity, gender, disability, inclusion, adolescent and youth, technology and innovation (including technology for development (T4D)), social and behaviour change (SBC) and prevention of sexual exploitation and abuse (PSEA)?
EQ7. Did the country programme and its strategies lead to improvement in the allocation and use of resources in the concerned programme areas, and improved more efficient processes with partners?	The highlighted part of the EQ will be answered while addressing the EQ8 (as below).	The EQ 7 is framed as: “Did the country programme and its strategies lead to improvement in the allocation and use of resources in the concerned programme areas?”
EQ8. How well do the workflow and processes involving implementing partners perform, and have they improved over time?	NA	No change suggested
EQ15. To what degree is UNICEF Sudan office fit for purpose, to deliver key results to the most vulnerable children and young people, in terms of structure (field offices), strategies (nexus approach, peacebuilding, centralised planning and monitoring), implementation methods (direct implementation, through government or other partners), scalability, and adapting to changing realities on the ground through responsive implementation modalities?	The highlighted part of the EQ is a complicated question which centres on organisation structure review. This is also a sensitive issue, and merits a review in itself. An evaluation of this nature does not have the time and capacity to devote to a systematic analysis of this issue. Further, the emphasis on “centralised” planning and monitoring may lead to overlooking the work done in field offices; while the evaluation needs to cover both.	Delete the highlighted part of the EQ. The revised EQ is framed as: “To what degree are UNICEF Sudan’s strategies (nexus approach, peacebuilding, planning and monitoring), and implementation methods (direct implementation, through government or other partners) enabling it to respond at scale and adapt to changing realities on the ground through responsive implementation modalities?”
NA	While EQ15 in the ToR touches upon nexus to a limited extent, this issue merits a more in-depth examination.	Suggest adding a new EQ (16): “How successful has UNICEF programming been in terms of integrating a nexus approach linking its development, humanitarian and peacebuilding activities, and what challenges, if any, does it face in this regard?” ⁶
NA	No EQ on sustainability in the ToR	Propose new EQ18: “To what extent are institutional capacity, policy and regulatory

⁶ The ET notes that the emphasis on triple nexus was not envisaged in the original CPD, and the use of this construct in programming came about only since the formation of the transition government. Therefore, the depth to which an evaluation can go looking for evidence of nexus programming may be limited when it comes to assessing outcomes. However, the evaluation will take a forward-looking approach and examine how opportunities for nexus programming are being explored.

EQ as per ToR	Challenge(s) with the EQs	Amendments suggested
		frameworks in place that will support the continuation of benefits?"
NA	-	Propose new EQ19: "To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?"
NA	-	Propose new EQ20: "Which outputs and outcomes have the most likelihood of sustainability and being adopted by partners and why?"

24. The evaluation will thus cover a total of 20 EQs: coherence – 1; relevance – 4; efficiency – 5; effectiveness – 6; sustainability – 3; cross-cutting issues – 1. A detailed evaluation matrix using the EQs is presented in Annex 3.

7 Evaluation methods

7.1 Data collection: methods and sample

25. A **mixed-methods approach** will be used as this type of evaluation requires both deductive and inductive analysis to be used to assess performance and processes. Mixed methods combining key informant interviews (KII), desk review of key documents and community interviews/focus groups including transect walks/project visits will enable the evaluation team to triangulate information and perspectives from multiple sources. The following data collection methods will be used:

26. *Secondary data collection/desk review:* The ET has already starting mapping out and reviewing all documents related to UNICEF's CPD and various interventions which include, project/grant proposals, progress reports, APRs and evaluation reports. Keyword searches and other document analysis tools will be used where the volume of documentation requires this. Using a document repository, contents of documents in relation to the judgment criteria in the evaluation matrix will be summarised and assessed by the evaluation team. **These will be combined with data gathered from other methods (KII, FGDs) and sources during the analysis.**

27. *Stakeholder consultations and meetings:* For key informant interviews, the evaluation will use **purposive sampling** - i.e., based on an informed judgment by the evaluators (after initial briefing and preliminary desk research). Sources have been selected for their ability to contribute relevant and representative data to answer the evaluation questions. The stakeholder map has been used to **draw key informants from different and multiple stakeholder groups**. Key informant interviews (KII) will be held in the main evaluation phase using the interview tools developed by the ET based on the judgment criteria. As the evaluation progresses, stakeholder consultations will be used increasingly to elicit opinion or explore in more detail specific aspects emerging from the documents review and initial analyses. The selection of key informants was informed by the need for the evaluation to ensure that a range of stakeholder groups were selected from headquarters and state/local level agencies and departments. **Additional key informants may be added through snowball technique as the evaluation progresses. For a start, the following key informants will be targeted** (the precise list of interviewees will be defined later on with the support of UNICEF CO):

Table 2: Key informant interviews intended

Stakeholder group	Key informants	Potential No. of KIIs
UNICEF CO & FOs	Rep, Dy Reps (2), Chief of Field Ops, Chief of Social Policy, Programme Manager Peacebuilding, Social Policy Manager, Emergency Specialist, Chiefs of FOs (6), Education Specialist, Information Management Officer (Edu & CPr), Chief-WASH, WASH Cluster Coordinator, Information Management Officer (WASH & Nutrition), Chief Advocacy & Communication, Chiefs of Education, Health, Child Protection,	55 KII

Stakeholder group	Key informants	Potential No. of KIIs
	Planning & Monitoring (4), Evaluation Specialist, Child Protection and PSEA Specialist, SBC Specialist, C4D Officer, Resource Mobilisation Manager, Nutrition Manager, Health Manager, H&N Specialist, Health Specialist, Nutrition Specialist, WASH Enviro-Sanitation Manager, Sector Specialists from regions (6), Programme Associate Education, Youth & Adolescent Officer, Early Childhood Education Officer, Programme Associate CPr, CPr Specialists (3), Finance Specialist, Supply & Logistics Manager, Field Office staff (6)	
UNICEF MENARO	RD, Dy RD, Specialists/Regional Advisers CPr, WASH, Emergency (3)	5 KII
GoS Federal	MOH/ MCHD (3); NCCW; MSA; Central Bureau of Statistics; DWSU; WES; National Council for Literacy and Adult Education (NCLAE); National Centre for Curriculum and Education Research (NCCER), The National Centre for Early Childhood Care and Development (NCECCD); CSSPR, Ministry of Planning & Finance; MoSS (poverty unit)	12 KII
State level agencies/ departments	State Water Corporations (2); State/District Education Authorities (4); State/District Health Authorities (5); State/district Social/children welfare department (4); State sanitation authorities (3)	18 KII
UN agencies and related	Child Protection AoR Coordinator, Education Cluster Coordinator, WASH Cluster Coordinator, UNITAMS (3), UNDP, RC/HC, OCHA (2), ILP, WHO (2), UNHCR, IOM, WFP (3), FAO, UNESCO, World Bank, AfDB, Durable Solutions Working Group, Health Cluster Coordinator, UNFPA (Saleema Initiative), Inter-agency Cash Transfer Working Group, GiZ	25 KII
NGOs & private sector	A mixture of 10 INGOs and 10 NNGOs – at country office level as well as field level – working on multiple sectors; ⁷ 3-4 private sector organisations ⁸	30 KII
Donors	Germany, FCDO, CERF, South Korea, Japan, PRM, USAID/BHA, ECHO, Netherlands, Global Fund, GAVI, KfW, EU, Global Programme on Education, Education Above All Foundation Qatar, US NATCOM, SIDA, German NATCOM, OCHA (SHF focal point), German Cooperation BMZ	15
Total		165 KIIs⁹

28. *Field visits to programme/project implementation sites:* The ET has tentatively identified two states for field visits – Darfur (North & S/E) and Kassala subject to access, security as well as government clearance for such visits. Darfur and Kassala certainly appear to be good candidates as visit to these two regions will provide a breadth of exposure to the work on the ground, ranging from humanitarian to peacebuilding and resilience. The ET will be open to suggestions from the country office. ***During these visits, semi-structured interviews with state level officials/ local authorities will be conducted to ascertain their perspectives on UNICEF's role vis-à-vis capacity building, service delivery or community-level interventions in their areas.*** KIIs with UNICEF and NGO partner agency staff will also be conducted during these field visits.

29. ***At community level individual and group interviews (FGDs) will be carried out with community members.*** The ET is unable to provide a detailed consultation plan at this stage, as this will depend on the local protocols as well the implementing partners' protocols (see further in section on Data collection

⁷ A tentative list developed by ET from a reading of the documents (and based on frequency of grants made in recent years) is as follows: **WASH:** Sudanese Red Crescent Society, Islamic Relief Worldwide, CARE International, Norwegian Church Aid, Sudan Social Development Organization, Peace Lights for Rural Development Organization; **CPr:** Entishar Charity Society, Islamic Relief Worldwide, Mutawinat Benevolent, Child Development Foundation Khartoum; **Education:** IRW, Norwegian Refugee Council, Save the Children, Autash Association For Peace And Development; **Health & Nutrition:** Catholica Relief Services, IRW, Waad Organization for Development, World Vision; **C4D:** Anhar Organization For Peace And Humanitarian Work, Peace Lights For Rural Developments Organization

⁸ From the preliminary desk reviews, the ET could not get a good flavour of the type of private sector organisations UNICEF engages with. The ET intends to obtain more detailed information during the KIIs with UNICEF staff and then select 3-4 organisations for further data collection on private sector role.

⁹ This is the intended/targeted number of interviews. As often happens in this kind of evaluations, one can expect 15-20% *no-shows* or *unavailability*. Overall, the ET expects to realise approximately 125-130 interviews. This is a realistic number for the ET comprising 3 consultants – assuming an average of 12 KIIs in a day, with rest of the time budgeted for travel and field visits, FGDs etc.

protocols). **Broadly, the ET will attempt to have group or individual meetings with the following entities or their representatives – attempt will be made to have meetings with both men and women either separately or in combined groups, depending on what is feasible in the local culture:**

- Village water & sanitation committees
- Community Child Protection Network (CCPN)
- Community health workers (CHWs)
- ODF Communities

30. The ET envisages **group discussions with children** in middle/high schools (13+ years old) to be carried out in classroom settings in the presence of teachers to discuss issues around integrated WASH in schools. Similar discussions will also be held with children/adolescent groups in ALP/OOSC programme. This evaluation does not envisage any individual interviews with children or any interaction with children of primary-school-going age. The actual feasibility of engaging with children needs to be cleared by the CO management and the Steering Committee.

31. The total **number and type of FGDs** intended during the evaluation is shown in the following Table. More details are provided in the Evaluation Matrix.

Table 3: Foreseen number and type of FDGs

Stakeholder group for FGD	Location & broad issues to be covered	Average no. of participants expected per group	Total no. of FGDs and duration of each
Implementing partner NGOs	Kassala/Darfur: policy & practice changes at local level; UNICEF's integrated approach; workflow and UNICEF processes; UNICEF's work on nexus/resilience and its approach	6-10	4; Up to 90 minutes
UNICEF Field staff	Kassala/Darfur: integrating conflict-sensitivity; mainstreaming C4D, gender issues; innovations	6-10	2; 90-120 minutes
Community members/groups	Kassala/Darfur: Functioning of WASH/CHW/CCPN/women groups and results at community level; behaviour and practice changes at community level; community perspectives on resilience and sustainability	8-12	3; up to 90 minutes
School students	Integration of WASH in schools; perspective on ALP/OOSC	15-20	2; 30-35 minutes
Total number of FGDs			11

32. On the whole, the various stakeholders will be consulted between August and September, while the participation of the main stakeholders will also be required till November for commenting and finalization of the evaluation outputs. No stakeholder will be compensated for their participation in the evaluation.

33. **Case analysis:** During the field visits, the ET envisages using a case-oriented approach for gathering in-depth information from a range of sources and generating observations for comparison between cases to derive their **theoretical logic, key processes and partnerships promoted, key policies and practices changed, UNICEF's role, and their direct and induced outcomes for children**. These case-based analytical methods will test contribution and will complement the TOC based contribution analysis discussed earlier. The case analysis will be used to investigate specific assumptions and cause-effect relationships in the CPD design, to verify and ground-truth findings, and to provide detailed context-specific observations for the evaluation analyses. Based on the preliminary review of key documents and progress reports, **the ET has selected the following interventions for deep-dive study as these putatively represent some of the strategic interventions of UNICEF over the past four years:**

- GPE partnership for educational sector policies and planning and improve access to quality basic education for children, especially those who are out-of-school and emergency-affected
 - Social cohesion and peacebuilding work in West Darfur in partnership with UNDP and UNITAMS
 - School health, WASH and nutrition promotion
 - Joint programme with WHO, UNFPA and DFID to scale up and accelerate efforts to reduce FGM/C prevalence in Sudan through the Saleema Initiative
 - State and district level capacity for data collection and monitoring of malnutrition among children, including data collection at district and PHC levels
 - Role of CHWN and CCPN
 - Private sector partnership
 - Promotion of resilience in WASH programme – moving from a service-delivery approach to longer term solutions
 - Integrating peacebuilding in UNICEF programme
 - ODF certification and validation
 - Integrated programme in Kassala.¹⁰
34. *Cross-cutting issues*: During the evaluation, cross-cutting issues of gender integration and gender equality, PSEA, vulnerability, conflict-sensitivity and C4D will be integrated in all interviews and group discussions undertaken by the ET.

7.2 Data analysis

35. Throughout the data collection phase, the individual ET members will be reviewing the data obtained against the JCs and the team will meet regularly to compare notes and weigh up the evidence against the JCs. Desk review of key documents will be carried out simultaneously and any **evaluative** data from the desk review will also be looked at during this process. Additionally, all the emerging evidence from KIIs, FGDs and ET observations during field visits will be tested against the TOCs outlined in UNICEF documents. This process of regular review may also, through snowball effect, lead to refining of some of the tools or identification of additional data points. Data collection and preliminary analysis will go hand in hand to a large extent. This process of regular review and reflection by the ET will enable pulling all the data together as throughout the process, the JCs will be central to all the team's discussions and analysis.
36. **Contribution analysis will be used together with process tracing techniques**, as well as case based analytical methods that test contribution. This will involve tracing the changes *within-case* and then comparing these against plausible alternative cases (for example, assuming that the contribution 'x' could have come from a non-UNICEF intervention). Expected as well as unexpected effects may be explored through the development and evidence-based testing/nullification of alternative or rival causal theories. Process tracing focuses on testing the strength of evidence for each step in the causal chain under examination.
37. Both the primary and secondary data will be subject to **content analysis**, following an essentially interpretative approach, classifying findings in view of providing concrete suggestions and recommendations. Documents, consultation/interview notes and qualitative data from will be analysed to identify common trends as well as diverging patterns for each of the EQs. It will also help the evaluators in **triangulation of different sources of data**.
38. **Equity and gender equality issues and a human rights lens** will be part of our entire exercise of analysing the data and interpreting it. The extent to which gender equality dimensions are integrated in the programme design and implementation, and how the rights and needs of beneficiaries are reflected in the design and addressed during implementation will be analysed, with due attention to gender and vulnerability.
39. **Rigorous data triangulation** will be undertaken to validate data gathered during the course of the evaluation. This will be done mainly through comparing information gathered through multiple sources and methods. **Where discrepancies occur that cannot be resolved, the ET will be careful in using such data for**

¹⁰ The project "Improved education and child protection services for migrant and vulnerable children in Eastern Sudan" (Kassala), financed by the German KfW represents a comprehensive model. The project provided an integrated package of quality social services (education, child protection, Water, Sanitation and Hygiene)

drawing conclusions or lessons and recommendations. This evaluation will utilise the following types of triangulations that will serve to highlight any inconsistencies between different data sources. These are:

- *Methods triangulation* - both qualitative and quantitative data will be used to elucidate complementary aspects of the same subject;
- *Data source triangulation* - which involves examining the consistency and reliability of different data sources within the same methods;
- *Theory triangulation* - which involves using alternative theories to interpret and examine the data obtained
- *Validation* – preliminary analysis and presentation of initial findings to UNICEF to test and validate key evidence.

8 Data protection protocol and evaluation ethics

40. Protecting personal data is essential in any evaluation so as to respect dignity and ensure security of all stakeholders involved. The ET agrees to maintain confidentiality of data obtained/provided, accessed and produced during the course of this work; this does not affect statutory rights to whistleblowing. Data in file share locations are to be removed on completion of the evaluation.
41. In coordination with local stakeholders and implementing partners (IPs), the ET will ensure that the evaluation complies with all local and international data protection and privacy laws. **Any personal data collected will be minimal and will be anonymised in the report; for any community/beneficiary interviews, no name(s) or personal details will be recorded at all, except their gender (M/F) and location (district, town, village).** For all other stakeholders (key informants), although their names and title (function/role in an organisation) will be collected by the ET for analysis of any trend with regard to information/data collected, their names or any details will not be presented in the report produced by the ET in any way that information presented can be traced back to an individual interviewee, unless authorised otherwise by the latter in writing. **No audio or video tapes will be used for interviews with communities.**
42. If the ET needs to interact with any children in a classroom setting or outside, this will be done in accordance with child protection protocols of UNICEF and the local organisation, where relevant. **No child will be interviewed by the ET without the explicit permission and presence of a parent or teacher or guardian. The actual participation of children will anyway be further discussed with UNICEF.**
43. The ET is aware of the obligation not to publish or otherwise communicate to third parties, through any medium whatsoever, any information on the communities/beneficiaries. In their communication with all stakeholders, the ET will explain these commitments and procedures in a transparent way in order for stakeholders to understand the data protection protocol and based on that, they can decide whether to participate or not in the evaluation.
44. The ET will follow the UNEG ethical guidelines¹¹ throughout the evaluation process. The main ethical issues anticipated in this evaluation relate to the stakeholders whom the evaluators will interview and engage with, and involve considerations of confidentiality, data protection, protecting vulnerable respondents, and ensure that the evaluation process avoids causing harm. In specific terms, the evaluators will adhere to ethical principles for evaluations which include:
- i. *Principle 1: Informed consent* – the ET will inform participants how information and data obtained will be used, processed, shared, disposed of, prior to obtaining consent. First, informed consent of stakeholders will always be sought. Stakeholders will be informed of the purpose of data collection and will be offered the opportunity to withdraw from the process at any time. Second, all data will be collected under the guarantee of confidentiality. If it is decided that the evaluators want to attribute evidence to a particular stakeholder, the former will seek their written consent first (see Annex 6 and Annex 7 for Informed Consent).
 - ii. *Principle 2: Avoiding harm* – the ET will ensure that the basic human rights of individuals and groups with whom they interact, as well as their health and safety (risks related to Covid-19, for example) are protected. The ET will ensure that all risks are discussed with UNICEF and that mitigation plans are drawn up prior to any data collection.

¹¹ UN Evaluation Group, 'UNEG Ethical Guidelines for Evaluation', 2020

- iii. *Principle 3: Treatment of participants* – the ET is aware of differences in culture, local customs, religious beliefs and practices, personal interaction and gender roles, disability, age and ethnicity, and will be mindful of the potential implications of these differences when planning, carrying out and reporting on the evaluation. This particular principle will inform the approach to any community-level engagement in this evaluation.
- iv. *Principle 4: Voluntary participation* - participation in the evaluation should be voluntary and free from external pressure. Information should not be withheld from prospective participants that might affect their willingness to participate. All participants have a right to withdraw from the evaluation and withdraw any data concerning them at any point without fear of penalty.
- v. *Principle 5: Ensuring confidentiality* – the evaluator will respect people’s right to provide information in confidence, and will ensure that information cannot be traced to its source, if the latter is an individual. No audio or video recording will be used during interviews and any survey conducted with communities at any point.
- vi. *Principle 6: independence and impartiality of the evaluators* - while a participatory process will lead the consultant’s engagement with UNICEF staff and other stakeholders, impartiality and independence will be strictly maintained;

45. As for **COVID-19 protocols**, the first rule will be to follow all UNICEF and country COVID-19 protocols, applying to all team members. Beyond this, Lattanzio has included an extra layer of COVID-19 protocols aimed at protecting team members, duty-bearers and rights-holders. This includes the following:
- All team members, who are fully vaccinated, will abide to all COVID-19 protocols in place in Sudan.
 - All team members will take their temperatures every morning and evening while in field.
 - Any team member with any symptoms consistent with being COVID-19 positive will isolate and test, and will not engage with other team members, duty-bearers or rights-holders until a negative test result is secured.
 - Outdoor meetings will be held as possible.
 - Distancing and masking rules will be applied to any group meetings/discussions.
 - Masks will be worn at all times by the data collectors in the proximity with any other persons. In high-risk situations, N95 masks will be required. Where continuous masking is not possible (e.g., meals), distancing will be increased. Where masks are not possible, the team will endeavour to be outside at these times.

9 Governance and management of the evaluation

46. The evaluation was commissioned and managed by the UNICEF Regional Office for the Middle east and North Africa. The evaluation team is composed of three members (two women and a man) – Team Leader, and two senior evaluators – with complementary areas of expertise, including excellent evaluation expertise with thorough knowledge of humanitarian programming and UNICEF strategies. Additional support is also provided internally by the Lattanzio KIBS’ in-house staff, specifically through the researcher who is also acting as evaluation manager, and by the involvement of a Senior staff member who will provide external-to-the-team peer-reviewing and quality assurance.

Table 4: Team members’ role and responsibilities

Team member	Key role
Abhijit BHATTACHARJEE	<p>He is the Team Leader (TL) and lead author. He represents the central coordinating figure within the evaluation and he organises the team’s work and all the activities. He is responsible for the liaison with the client on any technical issue, as well as with the stakeholders. He is responsible for the quality and the timely delivery of all outputs.</p> <ul style="list-style-type: none"> • At the inception phase, he is responsible for designing the evaluation framework, leading the kick-off online meeting and the initial interviews; • He supervises data collection and analysis and lead the visit to Sudan, both at central and state level; • In the reporting phase, he leads the PPT presentations of all deliverables as well as consolidating all inputs from the other

	<p>team members and the outcomes of the analysis into the Final Report.</p> <p>He interacts with Lattanzio Evaluation Manager along the whole evaluation exercise and will dialogue with the Quality Advisor in each sensitive juncture.</p> <p>He leads on sectoral areas of triple nexus, health & nutrition (H&N).</p>
Magda GHONEM	<p>She is the Senior evaluator, support the TL and contribute in all stages of the evaluation including data collection.</p> <ul style="list-style-type: none"> • At the inception phase, she Supports the Team Leader in the elaboration of the methodology and definition of the evaluation framework; • She plays an important role in conducting the data collection, specifically participating in the primary data collection in Sudan, supervised by the TL; • She contributes to all the other deliverables of the evaluation, including the evaluation final report and participating in all workshops and presentations. <p>She leads on the sectoral areas of WASH and social protection.</p>
Viktoria Perschler-Desai ¹²	<p>She is the Senior evaluator, support the TL and contribute in all stages of the evaluation including data collection.</p> <ul style="list-style-type: none"> • At the inception phase, she contributes to the design of the framework of the evaluation, to the desk and the stakeholder analysis; • She supports the team in all activities related to data collection phase, supporting the conduction of key informants' interviews and focus group discussions. • She contributes to all the other deliverables of the evaluation, including the evaluation final report and participating in all workshops and presentations. <p>She leads on Child Protection, ECD, Education</p>
Manuela AIELLO	<p>As Evaluation Manager, she is responsible for continuous support to the ET. She is the administrative focal point and the initial Quality control. She is also the liaison/point of contact for the client.</p> <p>As Research Assistant, she supports the work of the evaluation team with evaluation design and data collection and provide assistance in desk research where needed. She participates in preparations, team meetings and in team discussions to collate and analyse findings, including participation in the validation workshops and debriefing sessions when preliminary findings and results will be presented.</p>
Elena BUONOMINI	<p>She is the Quality Assurance (QA) Adviser. The QA will guarantee an objective supervision on the evaluation process and the deliverables. The QA Advisor:</p> <ul style="list-style-type: none"> • guarantees an objective supervision of the evaluation process and the deliverables; • oversees the rigor and logical application of the agreed methodology; • reviews the quality of deliverables to ensure they meet UNICEF and UNEG quality standards.

¹² Mrs. Perschler-Desai replaces the original expert who was not available.

10 Quality Assurance

47. The **Quality Assurance System (QAS)** will intervene step-by-step providing the most appropriate type of quality support according to the phase of the process and the activity taking place. Our quality assurance will directly ensure that the evaluation team follows the OECD/DAC, the UNEG Norms and Standards and Ethical Guidelines, UNICEF's Evaluation Policy, the GEROS Quality Standards, the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, the UN SWAP Evaluation Performance Indicator, UNICEF Procedure for Ethical Standards in Research, Evaluation, and Data Collection and Analysis, and UNICEF's Evaluation Reporting Standards.
48. Our quality control is an ongoing process throughout the entire process of the evaluation and will be run in **full coordination with UNICEF**. Our quality control covers therefore various inter-related **dimensions**, including:
- *Adherence* to UNEG norms and standards and with UNICEF Evaluation Policy for development evaluation;
 - *Process* organisation within the evaluation team and applied methodologies according to best professional standards;
 - *Timeliness* and reliability of service delivery;
 - Stakeholder and client *relationship* management;
 - Ongoing assessment of (potential) quality defects and timely execution of *mitigation measures* in coordination with the Client;
 - *Independent and impartial process*;
 - *Robustness* of the methodological process illustrated in the inception report and then implemented during the field and reporting phase, and, thus, robustness of the analysis and relevant findings;
 - *Completeness* of the study in response to the needs of the client.
49. For each conclusion in its final version, the following elements are subject to ex post verification: it is based on the findings of the evaluation and based on sufficient evidence; it expresses a judgement on the assessed intervention; it is expressed in a balanced and fair way.
50. We pledge to formulate useful recommendations, by making a clear distinction between strategic recommendations and suggestions regarding their implementation. We give special importance to the "co-development" of recommendations, which implies a process of dialogue and joint reflection with UNICEF and the main stakeholders while drafting the recommendations themselves. For each recommendation, the following elements are verified: it is linked to at least one conclusion; it relates to the challenges identified during the inception phase of the evaluation; it seems realistic; the recommendations are not too many and are prioritised.
51. The QAS will be specifically performed at three levels: Team Leader level, Evaluation Manager level, and Advisory level:
- The **Team Leader** (TL), Mr Abhijit Bhattacharjee, as main officer responsible for the quality of the deliverables, will act as the main focal point between the team members and will ensure that each team member is completely aware of the tasks to be performed, and able to provide high standard inputs on the basis of his guidance.
 - The **Evaluation Manager** (EM), Manuela Aiello, will be the supervisor figure and will act in the capacity of "certification of the quality process" following the pattern of an ISO system, ensuring that all agreed steps of the quality process are enforced and all building blocks have to be put in place.
 - The **Quality Advisor** (QA), Elena Buonomini, is a LKIBS senior staff (Head of the International Evaluation Unit) that will review the quality of the final outputs as well as supervise the quality of the whole process.

52. Specifically, on the **quality of the evaluation deliverables**, the key steps of the quality assurance will include: (i) document consolidation by Team Leader; (ii) coordination by the Evaluation Manager; (iii) quality Assurance control by the Quality Advisor; (iv) final proof reading and editing. At key stages, the reports will be reviewed by the evaluation team according to the quality assurance feedback. In addition to the above-described quality system, the evaluation team will be continuously supported by LKIBS staff for all administrative and organisational issues (i.e., contracts and finance, organisation of travel, security, translation of documents, and so on).

Figure 3: Quality assurance of evaluation outputs



11 Main deliverables and Implementation schedule

53. The following timeline is envisaged for the various stages and main deliverable of this evaluation.

Table 5: Timeline for the UNICEF CPE implementation

Key tasks	Date(s) during which completed	Responsibility
1. Submission of draft inception report (IR)	13 August	ET
2. Comments on inception report	15 August	UNICEF
3. Incorporation of comments and submission of final IR	18 August	ET
4. Steering Committee – approval of Inception Report	22 August	UNICEF
5. Communication from CO to all stakeholders for participation in evaluation interviews and prepare interview schedule	18-24 August	UNICEF
6. Provide all progress reports and other documents for to ET	01-20 August	UNICEF
7. Commencement of country visit by ET	26 August	ET
7. Country data collection	28 Aug -15 Sep	ET
8. Exit debrief and presentation of preliminary findings at the end of the country visit as part of data validation	11 Sep	ET
9. ET depart Sudan (while the other team members will continue the data collection till 15 September)	12 Sep	ET
10. Data analysis, triangulation, consolidation and drafting of report	14 Sep – 12 Oct	ET
11. Submission of 1 st draft evaluation report	13 Oct	ET
12. Consolidated comments in a comments-matrix on 1 st draft evaluation report to ET	13 -27 Oct	UNICEF
13. Revision of draft report and preparation of penultimate draft, with executive summary & comments audit trail	28 Oct – 03 Nov	ET
14. Submission of penultimate draft	04 Nov	ET

Key tasks	Date(s) during which completed	Responsibility
15. Final comments on penultimate draft to consultant	10 Nov	UNICEF
16. Incorporate comments on 2 nd draft and produce final report with summary	12 Nov	ET
17. Submission of final report	13 Nov	ET

54. This is a particularly tight timeline for a Country Programme Evaluation. CPEs do indeed usually have a longer timeframe. In this case, the ET commits to this tight timeline in consideration of the specific and important needs of the UNICEF CO and RO. The successful implementation of the evaluation along this timeline will require full commitment and proactive participation on the part of all key stakeholders, as well as, on Lattanzio's side, special attention to potential risks (see Section on Limitations and risks) and prompt capacity of mitigating any negative effects and putting in place adequate solutions.

55. In such a tight timeframe, the following support from UNICEF CO will be necessary to facilitate data collection by the ET during the country visit:

- Facilitate introductions with key informants where appropriate and ensure that key informants are aware of the independent nature of the evaluation
- Scheduling/facilitating appointments for the ET with key informants
- Obtaining necessary security clearance from the Government and other relevant institutions for field visit
- Assistance with booking internal flights (UN/EU) for the team.

12 Limitations and risks

56. The following table presents the potential risks associated to the implementation of this evaluation and the mitigation strategies that Lattanzio and the ET will be ready to put in place, in full transparency and cooperation with UNICEF.

Table 6: Risks and mitigation

Risks and limitations of the Evaluation	Mitigation strategies identified
Data availability: A number of CPD outputs targeted various institutions of the federal government on policies and capacity development. However, since the military coup of October 2021, due to sensitivities associated with continuing engagement at policy level, some of the activities had to be suspended, though engagement continues at technical level.	This does limit the ET's ability to gather data from some of the key agencies with which UNICEF has had engagements in the past on policies related to children's welfare, social protection, education, etc. To a certain extent, the ET will overcome this limitation through engagement at technical levels in the states, facilitated by UNICEF.
Slippage in the evaluation schedule due to delays in delivering outputs and/or in receiving comments.	From our side, we will reduce this risk by ensuring constant monitoring of the evaluation process and by providing timely and effective responses to any unexpected event. At the same time, while respecting the rights of participating organisations and officials to provide their inputs, there is a need to properly enforce the timeliness of commenting rounds.
Social desirability bias which limits the ability to share negative feedback (culturally norms).	Culturally sensitive approach by experienced researchers, using tools in which questions are worded in ways that are evidenced to reduce interference of social desirability bias in data collection.
National or local security threats restrict travel / in-country movements are not feasible outside the Capital city.	Lattanzio will liaise with the CO and the RO to effectively monitor the national and local security situation in line with its safeguarding policy and duty of care. While in Khartoum, the actual feasibility of in-country field visits will be assessed. Should these not be possible, remote data collection will be carried out to the extent possible and where feasible.
Slippage in the evaluation schedule due to COVID-19 or other related travel restrictions	The evaluators will be able to travel to Sudan. The evaluators are fully vaccinated with proof of vaccination. Lattanzio remains flexible in terms of the planning of the work in close collaboration with UNICEF, with consideration that domestic travel could be complicated or restricted
Health risks caused by COVID-19 for the team and for the stakeholders involved in the evaluation	All the rules and the safety protocols adopted by the Government and by UNICEF will be strictly followed by the evaluators and adopted during the face-to-face data collection.
Availability / engagement of respondents and poor cooperation among stakeholders concerned due to busy schedules or lack of appreciation of the evaluation	It is expected that UNICEF will facilitate the activities of the evaluation team by providing the necessary support, such as support in identifying key informants early during the inception phase and develop and validate the interview schedule as a priority. The team will also use acquaintances and knowledge of the context to maintain close relations with stakeholders to ensure smooth operation and thus accomplish the assignment as foreseen.
The evaluation is being undertaken concurrent to implementation. It may be difficult to distinguish between issues that are inherent to the design and implementation of the intervention, and the regular, non-systemic challenges or "teething problems" that are particular to the launch of any new arrangement or intervention.	The evaluation team will work with the providers to review any challenges encountered in implementation, and identify whether these are endemic to the intervention design, or whether they are incidental. Any uncertainties in this regard will be discussed in the final report.

Annex 1 – Terms of Reference

Justification / Background

Sudan had achieved designation as a lower middle-income country in 2019, only to regress back to lower income by 2020. Even prior to the current economic crisis and global pandemic, there were substantial disparities in child-specific social indicators between states. Sudan ranked 170 out of 189 countries and territories in the 2020 Human Development Index. Some 46.5 per cent of the population lives in poverty, with the rural areas being the most affected. Nearly 51 per cent of Sudan's population are aged below 18 mainly due to high population growth at 2.4 per cent annually. Rapid urbanization characterizes the demographic changes, with over a third of the population now in urban areas. Rural-urban migration is being driven in part by conflict, drought and desertification, as well as the search for better economic opportunities and access to basic services. This situation led to an ongoing protracted and multi-faceted needs, with significant numbers of internally displaced people and displacement-affected communities, refugees and vulnerable residents including children requiring assistance, combined with underdevelopment and a need to address the root causes of vulnerability.

The economy is contracting since 2011, with GDP declining from USD 55.0 billion in 2011 to USD 21.3 billion by 2020. COVID-19 preventative measures such as travel restrictions and curfews further impacted the economy, particularly affecting the urban poor in daily wage-earning employment in the informal sector. Sudan is experiencing high income poverty in 2022 with an estimated 9.8 million people – 22 per cent of the population having crisis or worse levels of food insecurity, with 13.6 per cent of children under five experiencing global acute malnutrition¹³.

Humanitarian crises, including protracted conflict and displacement, natural disasters, epidemics, emergency-level malnutrition and food insecurity, all remain major challenges. It is estimated that 14.3 million people will need humanitarian assistance in Sudan in 2022, 7.8 million¹⁴ of whom are children. Sudan has over three million IDPs and is hosting 1.1 million refugees, one of the largest numbers in Africa. These figures are expected to increase as crises continue in neighboring countries, especially South Sudan and Ethiopia.

Children in the armed conflict zones of Jebel Marra, Blue Nile and Nuba Mountains had gone a decade without access to basic services such as education, polio and measles vaccinations, nutrition services, water and sanitation facilities, and child protection until being recently reached by humanitarian assistance in 2021. Children on the move remain one of the most vulnerable groups in Sudan. There is an absence of a favorable protection environment for refugees, asylum-seekers, internally displaced persons and other persons on the move. The threats to children-at-risk and vulnerable women include discrimination, exploitation, abuse and violence.

COVID-19 has amplified existing vulnerabilities in Sudan with wide ranging impact on the physical and mental well-being of children and families heightening risk of violence, abuse and neglect, especially of girls and women. Prior to the pandemic over three million children were estimated to be out-of-school – more than half of them girls. School closures tied to the pandemic disrupted the attendance of at least 9.6 million children in 2020 alone, with additional disruptions caused by political unrest before and after the start of the pandemic. The education system is facing several challenges including poor quality, insufficient classroom space, lack of trained teachers and funding.

Ongoing political crisis further jeopardizes progress made towards democracy and respect for human rights. In 2019, a power-sharing agreement between military and civilian leadership was established to form a transitional government after long-time ruler Omar al-Bashir was ousted, with a plan for full democratic election in 2023¹⁵. The events have posed challenges for the UN System to programming and delivering to meet the continued needs on the ground, the nexus programming in Sudan faces increased level of uncertainty. Since the change of government 25 October 2021, marches and other spontaneous protests have been held by civilians, during which 76 people have been killed and over 2,200 people have been injured (as of 24 January 2022).¹⁶

¹³ Humanitarian Needs Overview (HNO), 2022

¹⁴ Ibid

¹⁵ UN News, 2021 <https://news.un.org/en/story/2021/10/1103902>

¹⁶ Security Council Report, 2022. <https://www.securitycouncilreport.org/monthly-forecast/2022-02/sudan-10.php>

UNICEF Country Programme in Sudan

UNICEF has been delivering programmes in Sudan since 1952, with a permanent office in Khartoum since 1974. UNICEF is mandated by the United Nations General Assembly to advocate for the protection of children's rights, to help children fulfil their basic needs and to expand their opportunities to reach their full potential i.e. to survive and thrive. UNICEF is one of the largest UN agencies in Sudan, with more than 400 personnel and an annual programme delivery of around USD 130 million. The central office in Khartoum and 12 other offices cover all 18 states of Sudan. UNICEF Sudan Country Office implements activities in partnership with a variety of national, state, and local government and civil society partners. Central to the implementation of UNICEF's programme in Sudan is decentralized delivery, working at the state, locality and community levels. UNICEF works with partners in remote areas to reach children in inaccessible locations strengthening the systems for determining the geographic focus for the country program towards the most deprived localities with multi-sectoral deprivations most acutely affecting child survival and development.

In line with the UNICEF Strategic Plan 2018-2021, and policies and strategies of the Government of Sudan, the country programme aimed to achieve equitable outcomes for the poorest, most-in-need and hardest-to-reach children through addressing humanitarian needs while building the resilience of families and communities against future shocks and linking with sustainable development interventions. The Sudan Country Programme 2018 -2022 contributes to eight of the 17 Sustainable Development Goals, and jointly contributes to UNDAF 2018 – 2022, focus area three related to social services; focus area four related to governance, rule of law and institutional capacity development; and focus area five related to community stabilization.

The programme was developed jointly by the Government and UNICEF to with a view to align with the priorities defined in the Sudan National Strategic Development Plan 2017-2020, as well as the multi-year Humanitarian Strategy 2017-2019. Programmatic integration is a key strategy in the country programme, and in collaboration with the government at national and sub-national levels, the integration of multi sectoral community based interventions are planned to impact on equitable child survival and development, education and learning outcomes and safe protection of children. Together with its partners, UNICEF supports enhancing national capacity, systems strengthening, developing public policy and national legislation for the reform of sustainable basic social services for children and women.

The overall goal of the country programme 2018-2022 is to contribute to national efforts to enable all children and adolescents in Sudan, especially those in the most vulnerable situations, to have their rights progressively fulfilled and to develop to their full potential in an inclusive and protective environment. The country programme has five components: (a) child survival and development; (b) education and learning; (c) child protection; (d) policy, evidence and social protection; and (e) programme effectiveness.

UNICEF Sudan's Country Programme 2018-2021 has been extended by one year to 2022¹⁷. The United Nations Country Team (UNCT) agreed on an extension of United Nations Development Assistance Framework for Sudan (UNDAF) and common country framework to 2023 and is currently finalizing the process with Headquarters. If this decision goes ahead, UNICEF will request for another year extension of its country programme to best align itself with the UN system in Sudan.

Despite the recent shifts in country context, the United Nations remains fully committed to the nexus approach and to continue delivering on current humanitarian and development programmes with an emphasis on resilience and peace building. UNICEF during the country programme adapted to the changing situation by establishing a presence in Gedarif to respond to the influx of Ethiopian refugees. Programmatic changes during the country programme were a prioritization of partnerships with private sector, integrating peacebuilding across programme areas, and incorporating construction and engineering staff across the country to support improved infrastructure. In the context of the current political crisis, UNICEF is considering the implementation modalities (i.e. through (a) government, (b) NGOs, or (c) direct delivery through contracts).

UNICEF responds to emerging humanitarian situations in accordance with the Core Commitments for the Children in Humanitarian Action. The pandemic affected the capacity of government actors due to constraints on in-person work. Although government partners reopened, the pandemic continues to

¹⁷ https://www.unicef.org/executiveboard/media/6846/file/2021-PL28-Extensions_of_CPs-EN-ODS.pdf

strain resources and disrupt typical workflows. The ongoing political crisis has affected government services due to uncertainty around leadership, staffing disruptions, and internal feuds over the political process. This has had an adverse impact on capacity building, program implementation and monitoring and supervision.

Child survival and development

Child survival and development consists of an integrated package of interventions including health, nutrition, sanitation and hygiene delivered to address the root causes of child mortality and morbidity, particularly child malnutrition, focusing on addressing the inadequate coverage and quality of lifesaving interventions.

Outcome 1: Health and Nutrition – by 2022, more children under the age of five years and women of reproductive age utilize high-impact, quality health and nutrition services:

- Support to government at national and subnational levels to strengthen capacities and develop evidence-based and equity, multi-sector focused policies, plans and budgets to improve health and nutrition services;
- Strengthening health systems and communities through capacity building to deliver integrated high-impact health and nutrition services;
- Providing Infant and Young Child Feeding (IYCF) services to severely malnourished children along with reliable access to safe drinking water, sanitation and hygiene;
- Strengthening capacities at the national, state and locality levels to design, implement and monitor demand generation interventions for promoting key family practices and behaviour change for high impact nutrition and health services.

Outcome 2: Water, Sanitation and Hygiene (WASH) – by 2022, more children and their families are living in an open defecation free environment, using improved drinking water sources and adopting improved hygiene practices.

- Providing access to basic sanitation facilities and supporting communities to adopt adequate hygiene practices;
- Providing communities with equitable and sustainable access to improved drinking water facilities;
- Supporting the government through institutional capacity and systems strengthening to scale-up equitable and sustainable access to basic improved WASH services in schools and health facilities.

Education and learning

The programme aim is to ensure more children in Sudan are in school and learning. UNICEF focused on strengthening national education systems to be more inclusive and equitable in their delivery of quality education services to the children in most vulnerable situations who are out of school.

Outcome: Education – by 2022, more children have access to early stimulation and quality basic education and learning in inclusive and safe school environments.

- Supporting the establishment of second-chance education learning opportunities in emergency and non-emergency situations so that more out-of-school children in Sudan, especially girls and those in the most vulnerable situations, access quality pre-primary and alternative learning opportunities;
- Increasing capacity of the education system to deliver quality and inclusive education services in conducive learning environments throughout the continuum of formal or non-formal schooling, from pre-primary to primary and into secondary;
- Enhancing the governance and managerial capacity of the Ministry of Education and Higher Education and other institutions to effectively legislate, plan, coordinate, and budget the provision of equitable and inclusive education opportunities.

Child Protection

This programme component focuses on four child protection thematic areas: implementation of the Action Plan and Reintegration of Children Associated with Armed Conflict/ addressing grave violations MRM in the context of armed conflict and humanitarian crises; justice for children; harmful practices

against children prioritizing FGM/C and child marriage; and prevention and responding to separation of children.

Outcome: Child Protection – by 2022, more children are protected from violence, abuse, and exploitation and benefit from improved response and prevention systems.

- Strengthening the national capacity and accountability through policy advocacy of the Ministry of Social Affairs to address legal gaps in the protective environment and more effectively implement existing laws and policies on child protection, policies and budgets integrated across sectors;
- Supporting institutional and capacity development of Ministry of Security and Social Development, Ministry of Justice, Ministry of Interior and FCPU professionals to deliver specialized child protection services at state and locality levels, in line with international standards and referral mechanisms;
- Supporting the capacities of children, families, and communities to protect themselves by enhancing the knowledge and skills of rights-holders, establishing formal community commitments, and supporting risk mitigation activities promoting practices and behaviours that protect children and women.

Policy, evidence and social protection

The programme component aims to generate evidence, strengthen capacities of national and state level government agencies to analyze and use evidence and data for planning and ensure adequate budget allocation and efficient financial disbursement for capital investment in health, nutrition, water and sanitation, education, and social protection. More specifically UNICEF supports the government in the ongoing development of legislation and policy reforms for adequate public financing and child rights, developing an integrated social protection pilot system and generation of sound evidence for public advocacy and scaling up high impact social protection systems.

Outcome: Policy, evidence and social protection – by 2022, disadvantaged and excluded children are benefiting from improved policy environment and strengthened social protection system.

- Strengthening capacities of national and sub-national government partners for evidence-informed child-centred policy formulation, planning and budgeting;
- Strengthening institutional capacities of government partners to develop and deliver child-sensitive social protection, particularly to children and families in the most vulnerable situations.

Programme effectiveness

UNICEF works with the Ministry of International Cooperation and line ministries, centrally and in field offices, to ensure that the programme is effectively managed, coordinated, monitored and evaluated, for the efficient delivery of results. UNICEF also provides cross-sectoral support for the mainstreaming of gender-responsive programming and accountability to affected populations and ensures coherence and coordination in emergency preparedness and response and resilience-strengthening actions across sectors.

Outcome: Programme Effectiveness – The country programme is efficiently designed, coordinated, managed and supported to meet quality programming standards within the priorities for affected populations in achieving results for children.

- UNICEF staff and partners are provided with guidance, tools and resources to effectively design, plan and manage programmes;
- UNICEF staff and partners are provided with tools, guidance and resources for effective advocacy on child rights issues;
- Strategies to address cross-cutting issues related to child rights are developed and applied.

Purpose and Objectives of the Evaluation

Under the new Evaluation Policy of UNICEF Country Programme Evaluations are mandatory for every second cycle. Sudan Country Office did not have a Country Programme Evaluation during its last cycle and is therefore mandated to conduct a Country Programme Evaluation.

Purpose and Use

The purpose of the evaluation is to provide impartial and independent evidence to assist the Country Office, and partners (government, implementing partners, donors, the UN country team) to identify the results achieved, the gaps, and the key bottlenecks. As the country programme did not formally envision the full extent of the humanitarian programming, the evaluation should have a strong focus on the nexus approach given the multiple crises and humanitarian initiatives implemented in Sudan by the UNICEF country office. The learning will primarily benefit the UNICEF Country Office, as well as contribute to the UN system joint programming in Sudan and the programming of partners in Sudan.

Objective:

The objective of the independent evaluation of the UNICEF Country Programme (2018 - 2023), acknowledging the verbal agreement of the UNICEF's Executive Board to extend the programme to 2023, is to produce an independent and useful evaluation report that provides accountability, learning and forward-looking recommendations. The evaluation will provide accountability to UNICEF, partners, and rights-holders; elaborating whether UNICEF, through the implementation of its Country Programme, was fit for purpose and strategically well positioned to respond to national and refugee needs.

More specifically, the objectives of the evaluation are to:

- Assess key UNICEF contributions to the attainment of the results at the outcome level, including cross-cutting strategies, based on existing evidence and analysis, and identify key challenges and lessons learned.
- Identify the opportunities and potential strategic shifts for the next country programme vis a vis UNICEF's comparative advantage and potential ways to integrate the nexus approach more systematically.
- Based on the evolving situation in Sudan and the potential strategic shifts identified, assess whether UNICEF CO is "fit for purpose", in terms of strategic positioning, the current implementation modalities and decentralized operations.

Scope

The evaluation will assess key results achieved and strategies applied within the current UNICEF Country Programme as articulated through the Country Programme Document outcomes and outputs. It will cover all activities planned and / or implemented during the period 2018-2023 within each programme component (education, health and nutrition, WASH, child protection and social protection as well as cross-cutting strategies (gender, adolescent and youth, C4D, T4D, PME, etc.). While initially the humanitarian response was integrated in the programmatic interventions foreseen during the development of the country programme, the evaluation will acknowledge the interventions especially humanitarian and peace building ones that were amended during the period 2018 and 2023. The management of the programme and the monitoring and reporting system are part of the scope.

In addition to the intended results of the country programme the evaluation will aim to identify unintended effects. The evaluation will include the OECD DAC criteria of Relevance, Coherence, Efficiency and Sustainability but exclude Impact from the evaluation. In addition, it will look at gender, human rights. The evaluation will focus on higher level strategic results and not aim to conduct a detailed analysis of all sectors of the country programme. The evaluation is summative looking at the results during the implementation of the country programme.

Evaluability

The Country Programme Document is clear on the different areas of delivery. The programme strategic notes provide enough of a basis to start the evaluation. Gaps in understanding of the theory of change will be addressed during the inception phase. Monitoring data is available and a number of evaluations of aspects of the country programme have already been conducted. Monitoring and reporting data seem to be in principle available and will form a key element of the evaluation.

Evaluation questions:

The evaluation aims to answer the following questions:

Coherence

- To what extent are the Country Programme Document and subsequent humanitarian responses aligned with national strategies, the strategy of the system wide country team, other UNICEF strategies (e.g. UNICEF strategic plan, regional Strategy, CCCs, gender mainstreaming, the peace building agenda, the triple nexus, SDGs, etc.), and other agencies strategies?

Relevance

- To what extent has the country programme addressed the most urgent needs of girls and boys in Sudan?
- To what extent has the Country Office been able to respond to changes in national and district level needs, rights, and priorities or to shifts caused by crises or major political changes? To what extent has the Country Office invested into the right programming? What are the main emerging opportunities that the Country Office should prioritize?
- To what extent did the design and the interventions of the Country Programme Document integrate cross cutting issues such as equity, gender, disability, inclusion, adolescent and youth, technology and innovation (including technology for development (T4D)), social and behaviour change (SBC) and prevention of sexual exploitation and abuse (PSEA)?
- What are the key comparative advantages of UNICEF and to what extent is UNICEF Sudan leveraging them? To what extent are synergies within the UN system leveraged? Which areas should UNICEF Sudan focus on?

Efficiency

- Did the country programme use the resources (financial and human resources) in the most economical manner to achieve its objectives?
- Did the country programme and its strategies lead to improvement in the allocation and use of resources in the concerned programme areas, and improved more efficient processes with partners?
- To what extent have programme strategies been effective in supporting delivery of country programme outputs and outcomes? What can be learned about the most effective programme strategies for achievement of programme results?
- To what degree, have the delivery strategy balanced reaching the most vulnerable and reaching sufficient numbers of needy children?

Effectiveness

- To what extent were programme outputs delivered and did they contribute to progress toward stated programme outcomes?
- Were there positive / negative unintended outcomes? Could they have been foreseen and managed?
- To what extent did partnerships or coordination mechanisms at national and local levels, established with other key actors e.g. government at national and local levels, civil society, INGOs, NGOs, other UN agencies etc. contribute to the delivery of results for children?
- To what extent has UNICEF's Country Programme contributed to improving performance of Government institutions / service providers, systems, mechanisms, policies / strategies?
- To what degree is UNICEF Sudan office fit for purpose, to deliver key results to the most vulnerable children and young people, in terms of structure (field offices), strategies (nexus approach, peacebuilding, centralized planning and monitoring), implementation methods (direct implementation, through government or other partners), scalability, and adapting to changing realities on the ground through responsive implementation modalities?

Gender and Human Rights

- To what extent are equity concerns, human rights and gender equality consistently integrated in all aspects of programming and implementation, including policy and advocacy?

Stakeholders

- UNICEF Country Office, Regional Office and Headquarters
- Government of Sudan and its line ministries
- Other UN agencies
- Implementing Partners and INGOs/ NGOs

- Donors

Methodology

This section provides the preliminary direction of the methodology. The methodology is based on UNEG norms and standards and refers to relevant UNEG and UNICEF guidance materials such as the guidance on integrating human rights and gender into evaluation. It will be further elaborated during the inception phase in the annexes of the inception report including the research instruments and evaluation matrix. Duplication of efforts will be avoided. Therefore, previous evaluations of sections of the country programme document will be integrated in this evaluation.

If the security and the COVID situation allows the evaluation will be conducted with the evaluation team visiting Khartoum as well as a representative selection of field offices to gain a better understanding of the situation on the ground and the various implementation environments in the country. This will allow the team to discuss with implementing partners as well as district and regional government representatives and potentially beneficiaries in some locations. Key informants especially from the government partners, implementing partners and UNICEF should be interviewed to get a deeper understanding of the political limitations, the relevance of the programme for the various stakeholders and how the different strategies fit together. Focus groups might be conducted with staff from partners¹⁸, UNICEF or with beneficiaries as appropriate.

The methodology is applying a mixed methods approach and will be as participatory as possible. Information from the different lines of inquiry will be triangulated to improve the reliability of the findings and to ensure that the recommendations are grounded in the reality. Documents to be reviewed will include but are not limited to government strategies and policy documents, the UNDAF documentation, UNICEF strategic documents, evaluations and reports produced by Sudan Country Office, monitoring and progress reports concerning the different elements of the country programme. Geospatial data, government surveys and other general information of the country will be reviewed. If relevant additional primary data collection at larger scale will be initiated. The evaluation might also benefit from the baseline efforts for the social cohesion programme.

Special attention will be given to the disaggregation of data by gender and other groups relevant. The methodology will ensure that the numbers of men, women, boys and girls are sufficient to disaggregate findings by gender where appropriate.

The research instruments as included in the inception report will go through an ethical review process to ensure compliance with UNICEF policies for data collection.

Ethical conduct

The evaluation consultancy will follow United Nations Evaluation Group (UNEG) ethical conduct guidance in data collection and verbal or written consent will be required from participants before commencement of any interview.

The inception report, data collection tools and consent forms will go through an independent ethical review body before proceeding to the fieldwork stage of the evaluation. All data collected and confidential information shared during the evaluation shall be kept in a password protected system by the evaluation team.

Limitations

Some of the data might be sensitive and access restricted. To mitigate this the evaluation will collect data from as many sources as possible as well as highlight any potential biases in data used in the evaluation. For areas with access limitations the team will use remote data collection techniques and individual key informant interviews.

Distribution

As part of the quality assurance processes the evaluation team will present preliminary findings and recommendation to relevant internal and external stakeholders. In the following discussion stakeholders can reflect on the preliminary findings with the goal to make them more relevant to the

¹⁸ Selected from the stakeholders mentioned in the section above

country office. Commenting on the draft report will be afforded to all institutional stakeholders interviewed during the primary data collection. After the report is finalized a dedicated distribution workshop will be facilitated to discuss the findings of the report as well as to design the actions that will address the recommendations of the evaluation report. Additional sectoral working meetings and discussions of the findings and recommendations might be facilitated ahead of the distribution workshop for those sections that require more in-depth discussions.

Expected Tasks and Deliverables

The contract will have the following deliverables: Inception Report, Presentation of Preliminary Findings and Recommendations, Draft Report, Final Report, Response to the Comments Matrix. In the table below the tentative timeline is laid out. In several of the stages more than one person would work on the deliverable in parallel.

Task	Time working days	Workdays of the team	Responsibility
Inception report	10	25	Consultants
Acceptance of inception report ¹⁹	5		Evaluation manager / steering committee
Field work	20	70	Consultants
Presentation of preliminary findings	1	2	Consultants
Draft report	14	23	Consultants
Commenting process	10		Evaluation manager to coordinate
Final report	5	5	Consultants

The Report will follow the UNICEF guidelines and be cognizant of relevant UNICEF and UNEG guidelines for evaluation.

Payment Schedule

The company will be paid upon completion of key deliverables.

Main deliverable	Indicative timeline after contract signing (in weeks)	Payment schedule (%)
Inception report	3	20
Presentation of preliminary findings and recommendations	14	30
Final report (inclusive of summary of the findings and recommendations in form of infographics in both Arabic and English) as well as the completed comments matrix	16	50

Official travel involved

Ideally the team of consultants will travel to the focus countries for the data collection. Travel will be under the responsibility of the contractor in accordance with UNICEF's rules and tariffs. All travel costs should be planned properly in the technical proposal and included in the financial proposal. Please note that if selected, the contract can be a supporting document to obtain entry visa (if necessary). UNICEF will be unable to secure travel visas. Flight costs will be covered at economy class rate as per UNICEF policies.

Travel costs should be included as a separate component on cost proposal and the contract and paid against actual travel undertaken. There could be a situation where is not possible due to the pandemic.

Team Composition - Desired Qualifications, Specialized Knowledge or Experience

The below sets out the tentative workload of the different specialist, as well as the required skills for the different team members. Ideally the team is mixed in terms of gender and cultural backgrounds. The

¹⁹ In case the report is not accepted an additional commenting process might be necessary.

subject matter experts need to have a very good understanding of the local context and are preferably from Sudan.

Team leader	50 days
Nexus expert	35 days
Programme expert	40 days

Team leader	<ul style="list-style-type: none"> • Relevant master’s degree (evaluation, development studies economics, social science, etc.) • Experience in leading evaluation teams in politicized environments • Experience in managing evaluations in the UN system • Good understanding of the child rights agenda • Good understanding of integrating gender and human rights into evaluations • Strong interpersonal skills • Ability to work with senior officials • Cultural sensitivity
Nexus expert	<ul style="list-style-type: none"> • Relevant master’s degree (development studies, humanitarian studies, social sciences, etc.) • Excellent understanding of the HPD nexus approach • Experience with humanitarian, peace and development work • Experience in sudden onset humanitarian situations • Experience in protracted crisis situations • Previous participation in evaluations
Programme Expert	<ul style="list-style-type: none"> • Relevant master’s degree (engineering, water systems, development studies, humanitarian studies, social sciences, etc.) • Expertise in one or several of the following sectors: WASH, Health and Nutrition; Education; Child Protection; Social Protection • Understanding of the policy environment for the relevant sectors

Contract Management

The evaluation will be guided by a steering committee approving the terms of reference and endorsing the final version of the inception report, as well as provide guidance should major new challenges arise that would affect the timely completing of the evaluation. The **direct management** of the evaluation will be done by the regional evaluation advisor. The Sudan Country Office will ensure that all relevant documentation is available to the consultants and support the arrangement of meetings with relevant stakeholders.

The team leader will coordinate the inputs of the team and be responsible for the quality of the deliverables. The consultant company will support the evaluation team and backstop the team where required and do quality assurance for all deliverables submitted to UNICEF. The team members will primarily focus on their area of expertise but will engage with the team leader and the evaluation manager on issues relating to the quality of the evidence of the overall evaluation.

Performance indicators for evaluation of results

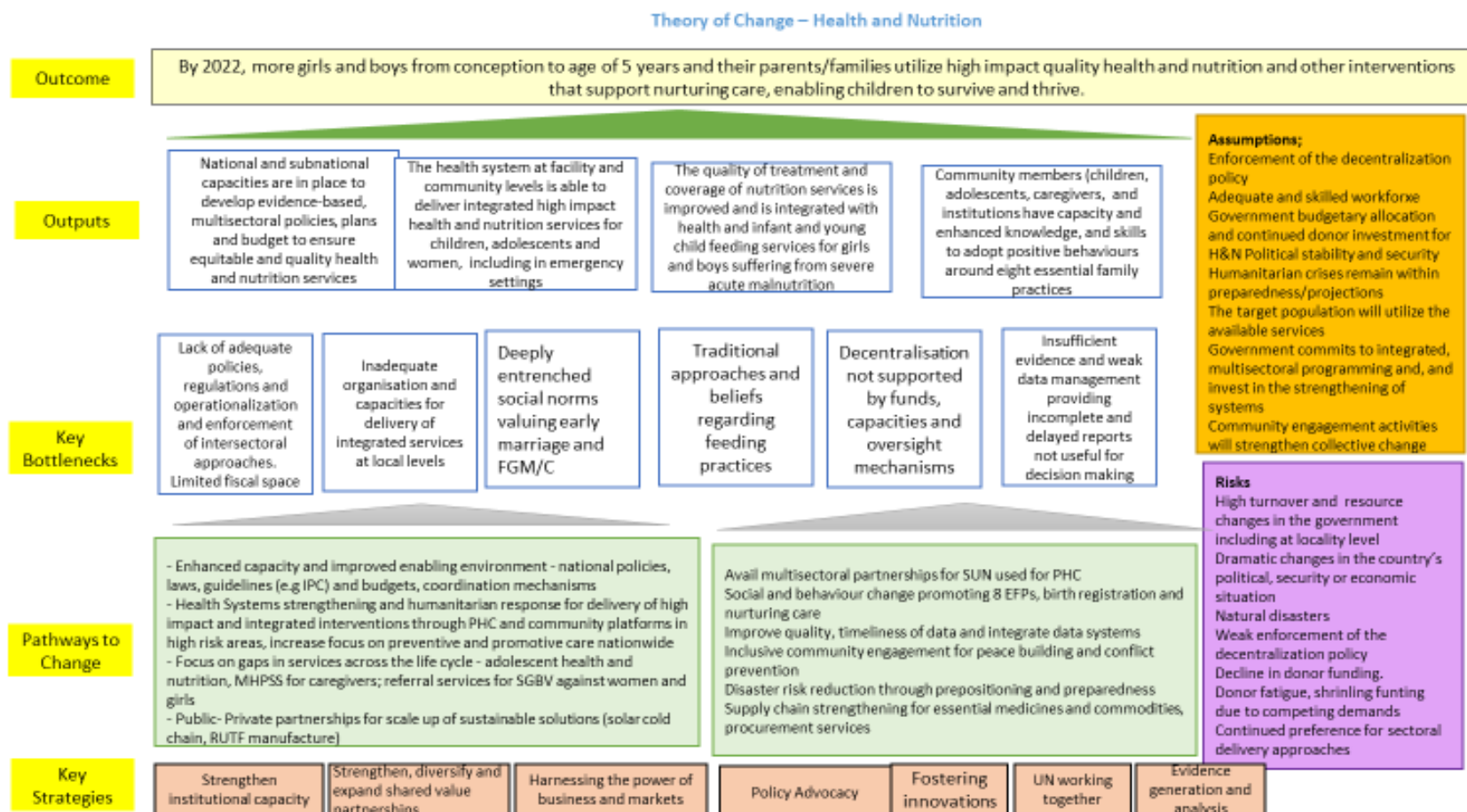
All tasks have been delivered in a timely manner as indicated in the TOR/Contract. High quality of work and results achieved correspond to the specification of the TORs. Deliverables are submitted on time and the quality of work should be acceptable to UNICEF. Overall performance at the end of the contract will be evaluated against the following criteria: timeliness (as per the timelines agreed with UNICEF), responsibility, initiative, communication, and quality of the services delivered.

Frequency of performance reviews

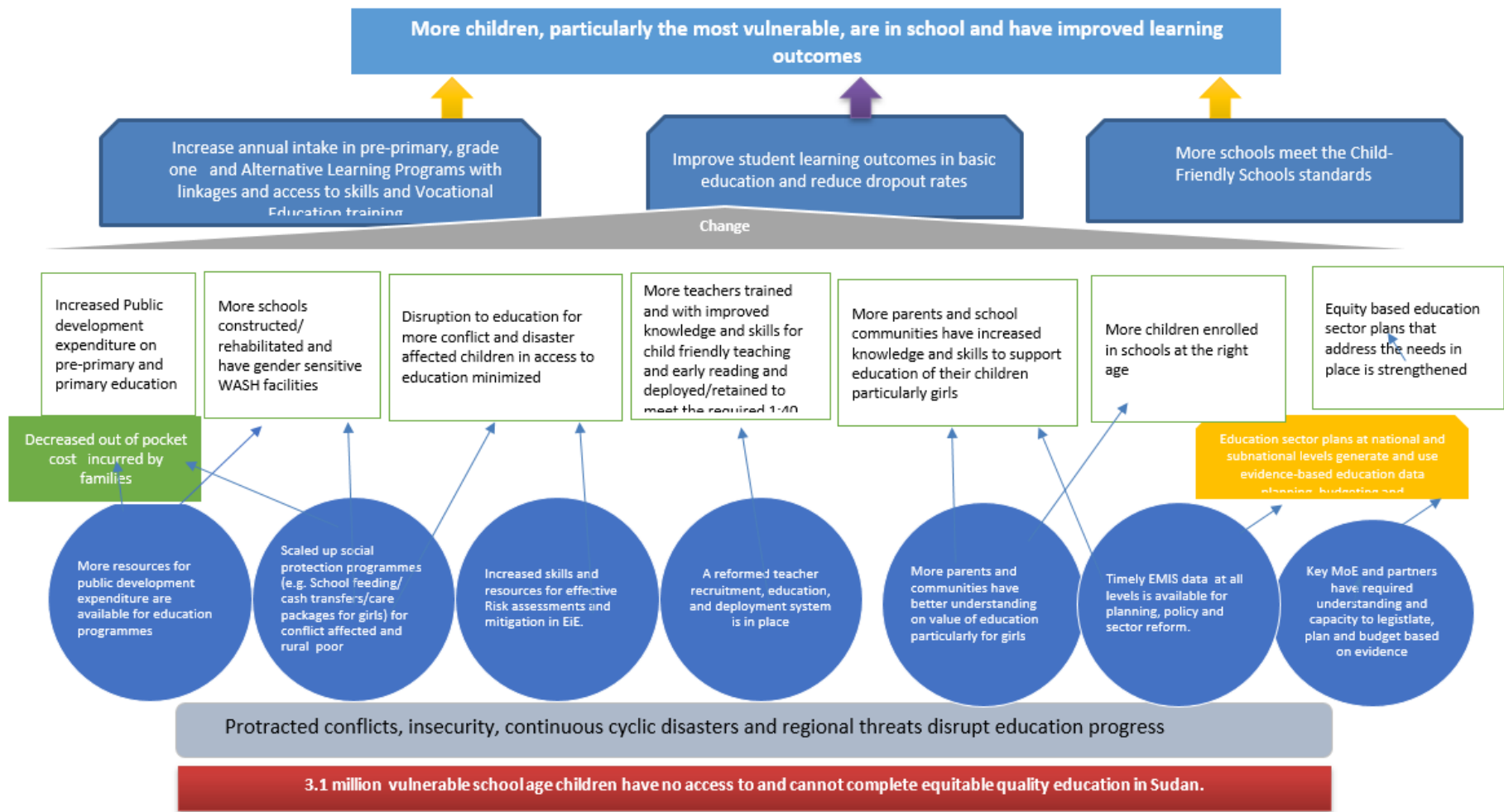
A formal performance review will be performed at the end of the contract. The quality of the deliverables will be assessed, and when satisfactory installments will be paid.

Annex 2 - Theory of Changes per outcome

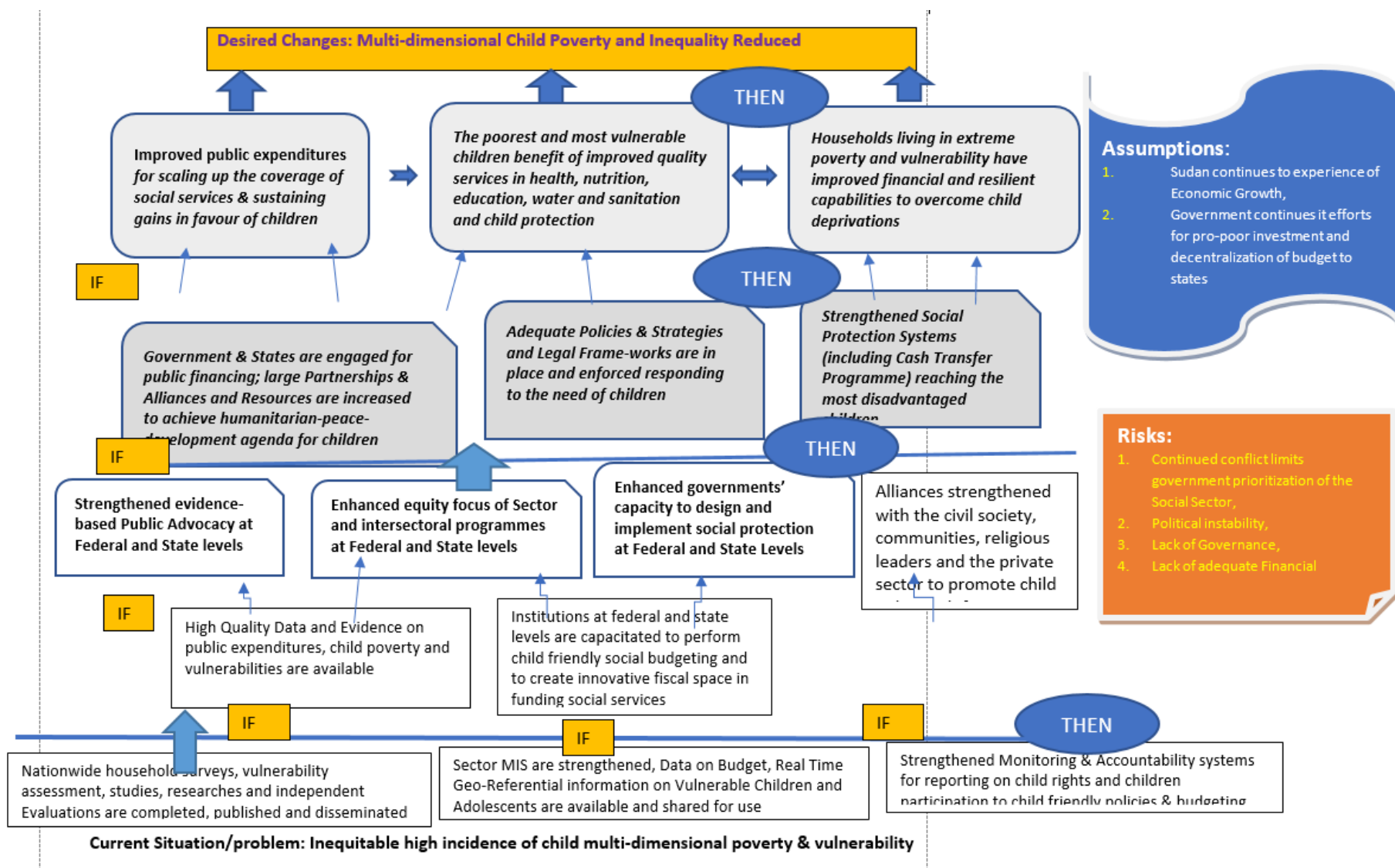
Theory of change: health and nutrition



Theory of change: education



Theory of change: policy, evidence and social protection



Annex 3 – Key stakeholders, UNICEF Country Programme (2018-2023)

Major Stakeholders and their nature of involvement in the country programme	Level of interest in the evaluation
<p><i>UNICEF CO:</i> The country office (CO) is the main stakeholder of the evaluation because it has an interest in enhancing accountability towards the Government, donors, partners and beneficiaries. The CO also needs to learn from the evaluation to inform decision-making and where relevant, use the findings to develop its future country programme.</p>	Direct - High
<p><i>UNICEF MENARO:</i> In the light of MENARO’s strategic and accountability role vis-a-vis the COs in the region, it has a direct stake in the evaluation in ensuring that the portfolio is relevant, coherent, effective and efficient. The evaluation findings will also inform decision-making on the development of regional and national approaches to future programming.</p>	Direct - High
<p><i>Various Government Ministries/Departments/organisations</i> are the main counterparts responsible for delivery of various outputs under the CPD:</p> <ul style="list-style-type: none"> - Ministry of International Cooperation: overall aid coordination - Ministry of Finance & Economic Planning: Coordination in the field of child-sensitive budget analysis and family support programme - Ministry of Health (MOH)/Maternal & Child Health Directorate (MCHD): Primary Health Centres (PHCs) and Nutrition programme – community management of acute malnutrition (CMAM), Integrated Young and Child Feeding (IYCF) & growth monitoring services; Integrated Management of Child Illness (IMCI) & integrated community case management (iCCM); information and data management related to health, esp. Maternal, neonates, child health and adolescents (MNCHA); cold chain and warehouses management system; Extended Programme of Immunisation (EPI) and malaria prevention - National Council for Child Welfare (NCCW), State Council for Child Welfare (SCCW), Ministry of Social Affairs (MSA), Ministry of Security & Welfare – Child protection - Central Bureau of Statistics, Poverty Unit (Ministry of Social Security and Welfare): national data on poverty and child welfare (measuring/monitoring child income poverty and child multi-dimensional poverty and child-focused vulnerability analysis; beneficiary of capacity building - Ministry of Irrigation & Water Resources (Drinking Water and Sanitation Unit) and State Water Corporations: WASH - Ministry of Education: education and school health and sanitation - Commission on Social Safety Nets and Poverty Reduction (CSSPR) in the Ministry of Social Security & Welfare: social protection - Ministry of Planning & Finance: Cash transfer programme 	Direct – Medium to High
<p><i>Donors to UNICEF programme:</i> Donors have a direct stake in the findings from this evaluation as these may inform their future programming and financing priorities. Major donors and interventions funded by them are:</p> <ul style="list-style-type: none"> - WASH: Germany, FCDO, CERF, South Korea, Japan - Health & Nutrition: Germany, FCDO, CERF, SHF, PRM, USAID/BHA, ECHO, Netherlands, Global Fund, GAVI - Education: Netherlands, Germany, KfW, FCDO, Japan, US Fund, EU, Global Programme on Education, Education Above All Foundation Qatar, US NATCOM, SIDA 	Direct – Medium to High

Major Stakeholders and their nature of involvement in the country programme	Level of interest in the evaluation
<ul style="list-style-type: none"> - Child protection: Germany, German NATCOM, Netherlands, USAID, Japan, Population, Refugees and Migration (South Sudanese Refugees) - Emergency response to Tigray refugee crisis: PRM, CERF - Female genital mutilation (FGM) initiative: EU, Germany, FCDO, Sweden, Netherlands - Vaccine programme (immunisation and COVID): Global Alliance for. Vaccine and Immunisation (GAVI) - Social cohesion & COVID response: EU Instrument for contributing to Stability and Peace (IcSP) - COVID response: FCDO, Japan - Maternal & Child Cash Transfer (MCCT): Germany - Malaria control: Global Fund 	
<p><i>Other UN & related agencies:</i></p> <ul style="list-style-type: none"> - UN Integrated Transition Assistance Mission in Sudan (UNITAMS) and UNDP: social cohesion and peacebuilding work in West Darfur - Resident /Humanitarian Coordinator: Overall interagency coordination, UNSDCF, CERF/SHF management at country level - World Bank, IMF, UNDP, AfDB, Islamic Development Bank, WFP, ILO: Social Protection Working Group - ILO: Child protection - WHO: Health & Nutrition - WFP, OCHA, UNHCR, IOM: inter-agency cash transfer working group - WFP: Social Cohesion and Resilience in Darfur joint project with UNICEF - UNEP UNHCR, UNDP, UNICEF, IOM, UN-Habitat and FAO: HDPN, PBF project in Darfur, Durable Solutions Working Group - UNESCO Institute for Statistics (UIS): Education 	Indirect - Medium
<ul style="list-style-type: none"> - IRC, ZOA, Concern Worldwide, ALIGHT, MSF-Holland: Health - Relief International (RI): Emergency nutrition programme - Save the Children (STC): PHC - American Refugee Committee: CMAM - Concern Worldwide: Health, Nutrition, WASH and C4D - ANHAR Organisation for Peace & Humanitarian Work: H&N, C4D - Patients Helping Fund – H&N, C4D - SRCS: H&N, WASH - Addition for Disaster Assistance & Development: H&N - CRS: Integrated H&N, WASH, Education and Peacebuilding - Islamic Relief Worldwide: H&N, C4D - World Relief Khartoum: H&N, WASH, C4D, Education and CP - Peace Lights for Rural Development Organisation: Education - Refugee Education Working Group (involving NRC, Save the Children, IRW) - Child Development Foundation Khartoum: Child protection - Sudanese Coalition for Education for All: Education 	Indirect – High
<p><i>At community level</i></p> <ul style="list-style-type: none"> - Trained community health workers (CHWs) - Community-Led Total Sanitation (CLTS) programme - Community Child Protection Network (CCPN) - Open defecation-free (ODF) communities 	Indirect - low

Annex 4 – Documents consulted

The following key documents were studied during the inception period:

- UNICEF Strategic Plan (2018-2021)
- UNICEF Country Programme Document (2018-2021)
- UNICEF Evaluation guidelines
- UNEG norms and standards
- Project Progress Reports
- UNICEF Sudan Annual Progress Reports (APR) for 2018, 2019, 2020, 2021
- Programme Strategy Notes
- Policies and strategies (including relevant policies of the Government of Sudan) related to various thematic/ programme issues relevant to UNICEF (child protection, education and early childhood development, health & nutrition, WASH, social protection)
- A number of evaluation reports: UNICEF Sudan, Independent Evaluation of 10 Year Justice for Children Programming in Sudan 2007-2017 With Focus On the Family and Child Protection Units, United Nations Children’s Fund, 2019; Mutunga, Joseph., Thoria Bakri and Magdi Dafalla, Real-Time Evaluation (RTE) of The UNICEF Tigray Response In Sudan, United Nations Children’s Fund, 2022

Annex 5 – Evaluation Matrix

Evaluation criteria and EQ	Judgment criteria	Data sources	Method of data collection	Data analysis method
COHERENCE: The compatibility of the interventions with other interventions in a country, sector or institution. The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa.				
<p>1. To what extent are the Country Programme Document and subsequent humanitarian responses aligned with national strategies, the strategy of the system wide country team, other UNICEF strategies (e.g. UNICEF strategic plan, regional Strategy, CCCs, gender mainstreaming, the peace building agenda, the triple nexus, SDGs, etc.), and other agencies strategies?</p>	<p>Relevant support at national and provincial levels to improve capacities to plan, monitor and implement the National Strategic Development Plan 2017-2020 and the SDGs as articulated in the five outcomes of the UNDAF 2018-2021, particularly the social services outcome, as well as the National Health Sector Strategic Plan (2017-2021), National Reproductive, Maternal, Neonatal and Child Health Strategy (2016-2020); National comprehensive Multi-Year plan for immunization (2021 to 2025), the WASH Sector Strategic Plan; and the Sudan National Sanitation and Hygiene Strategic Framework, the National Roadmap for making Sudan Open Defecation Free by 2022.</p> <p>Simultaneously, in line with CCCs and UN humanitarian strategies and plans,²⁰ UNICEF has responded appropriately to natural disasters, conflict, and UN’s COVID-19 response plan.</p> <p>UNICEF is also actively contributing to nexus, peacebuilding and social cohesion objectives outlined in the Integrated Strategic Framework for the Darfur.</p>	<p>CPD, AMPs, Annual Progress Reports (APR), UNDAF 2018-2021, relevant policies and frameworks of the Government, UNICEF</p> <p>Federal and state MOH, MoIWR, WASH and Health Cluster/Sector Coordinators</p> <p>HC, UNITAMS, OCHA, MOH, WHO, key humanitarian partners; APR</p> <p>UNITAMS, UNDP, WFP, Durable Solutions Working Group; APR</p>	<p>Desk review</p> <p>Key Informant Interviews</p> <p>KII & desk review</p> <p>KII & desk review</p>	<p>Meta-analysis of UNICEF programme priorities and actions and comparison with Government priorities</p> <p>Qualitative analysis of mixed-methods data</p>

²⁰ Multi-Year Humanitarian Strategy 2017-2019, Humanitarian Response Plans for the years 2020, 2021, and 2022.

Evaluation criteria and EQ	Judgment criteria	Data sources	Method of data collection	Data analysis method
RELEVANCE: The extent to which the intervention objectives and design respond to beneficiaries' and implementing partners' (IP) needs, policies, and priorities, and continue to do so, if circumstances change.				
2. To what extent has the country programme addressed the most urgent needs of girls and boys in Sudan?	<p>UNICEF ensured significant coverage of the humanitarian needs of the children, especially addressing the needs of the SAM-affected children with integrated nutrition, WASH and health programmes</p> <p>Addressed the capacity needs of federal and state MOH and MOE to provide services (including necessary immunization) to infants, children and adolescents.</p> <p>UNICEF child protection interventions targeted policy changes and practices at community levels.</p>	<p>HNO, HRP, AMPs, APRs, MTR, Humanitarian Situation updates; FMOH/SMOH, UNICEF partners, ECHO, USAID, Korea, UNICEF Nutrition, health & WASH section & FOs.</p> <p>AMPs, APRs, MTR, Global Fund reports; FMOH/SMOH, District Health authorities, WHO, UNICEF health section.</p> <p>APRs, implementing partners' (IP) reports; CP partners, CCPN, CHWN.</p>	<p>Desk review; KII</p> <p>FGDs with partners and community networks/members; Semi-structured interviews (SSI)</p>	<p>Qualitative analysis of mixed-methods data</p> <p>Analysis of mixed-methods data – qualitative and quantitative</p>
3. To what extent has the Country Office been able to respond to changes in national and district level needs, rights, and priorities or to shifts caused by crises or major political changes? To what extent has the Country Office invested into the right programming? What are the main emerging opportunities that the Country Office should prioritize?	UNICEF demonstrated flexible planning and implementation of interventions in response to (a) COVID emergence in 2020; (b) floods, droughts and conflicts during 2018 - 2022; (c) transition in the country in mid-2020; and (d) military coup and subsequent instability and economic hardships caused by multiple factors, including global economic forces (galloping inflation, food crises, etc)	<p>Situation updates and updated humanitarian appeals, APRs, HNOs, PSNs;</p> <p>HC/RC, UNITAMS, OCHA, Cluster Coordinators for Health, WASH, Education, Food Security & Nutrition, Protection, UNICEF staff, USAID, FCDO, Germany, Japan, Korea, ECHO.</p>	<p>Desk review</p> <p>KII</p>	<p>Analysis of mixed-methods data</p> <p>Synthesis of conclusions drawn from analysis of contextual changes, response gaps and UNICEF's</p>

Evaluation criteria and EQ	Judgment criteria	Data sources	Method of data collection	Data analysis method
	Evidence of a systematic review of priorities following the Covid and military coup - both TOC and results framework revisited in order to adjust these to re-prioritized programme			comparative advantage
4. To what extent did the design and the interventions of the Country Programme Document integrate cross-cutting issues such as conflict-sensitivity, equity, gender, disability, inclusion, adolescent and youth, technology and innovation (including technology for development (T4D)), social and behaviour change (SBC) and prevention of sexual exploitation and abuse (PSEA)?	<p>All programme interventions have integrated cross-cutting issues of conflict-sensitivity, equity, gender equality, disability, inclusion, adolescent and youth in needs assessment, programme formulation, implementation and monitoring, and mainstreamed T4D, SBC and PSEA in implementation of all activities at community level.</p> <p>Opportunities for innovation and programme adjustments, where appropriate, were proactively explored.</p> <p>Delivery of all programmes at local levels demonstrate conflict-sensitivity.</p>	<p>Needs assessment/situation assessment reports, project progress reports and APRs, CO gender strategy and conflict analysis;</p> <p>UNICEF partners in WASH, Health, CP, Nutrition and Education; UNICEF programme staff in CO and FOs; UNFPA.</p>	<p>Desk review</p> <p>KII; FGDs with UNICEF field staff</p>	Analysis of mixed-methods data
5. What are the key comparative advantages of UNICEF and to what extent is UNICEF Sudan leveraging them? To what extent are synergies within the UN system leveraged? Which areas should UNICEF Sudan focus on?	UNICEF programme demonstrated a balance of <i>scale, agility and responsiveness, quality and breadth and depth of partnership</i> in specific areas of programming, as well as recognised by key partners as the lead agency in these areas.	FMOH/SMOH, MOE, MoIWR, NCCW, SCCW, MSA, other implementing partners, USAID, Germany, FCDO, Japan, Korea, Dutch, Sweden, Norway, PRM, EU, UNCT members and UNITAMS.	KII	Qualitative analysis of interview data and synthesis of conclusions on UNICEF's comparative advantage and leveraging the resources of other UN agencies.

Evaluation criteria and EQ	Judgment criteria	Data sources	Method of data collection	Data analysis method
	UNICEF able to draw on the expertise of other UN agencies when necessary and work jointly with them.			
EFFICIENCY: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.				
6. Did the country programme use the resources (financial and human resources) in the most economical manner to achieve its objectives?	All major projects/interventions demonstrate Cost, Quality, Timeliness (CQT) factors taken into consideration throughout the implementation cycle. Internally UNICEF teams and sections work in an integrated manner to build synergy in programme and operations.	Finance and operations data on funds disbursement, major cost drivers, major decision timelines; UNICEF staff; partner staff	Desk review, KII FGD with IP staff	Quantitative analysis, timeline analysis of major project implementation
7. Did the country programme and its strategies lead to improvement in the allocation and use of resources in the concerned programme areas?	Programme strategies and resource allocations reflect prioritisation of the needs of vulnerable children and adolescents. UNICEF's footprint on the ground overlaps child vulnerability map.	Child vulnerability map for all the states; UNICEF resource allocation data and APRs; UNICEF staff and partners	Desk review, KII	Comparison of UNICEF programme footprint against child vulnerability map
8. How well do the workflow and processes involving implementing partners perform, and have they improved over time?	Evidence that UNICEF's decision-making, support and funds release to the implementing partners are timely and appropriate, and across various teams within UNICEF there is coherent and consistent communication with partners.	Partner staff, CO staff; progress reports	Desk review KII FGD with IPs	Time-line analysis, Case analysis
9. To what extent have programme strategies been effective in supporting delivery of country programme outputs and outcomes?	Analysis of outputs and outcomes show clear contribution of the strategies ²¹ employed in programme delivery, and it is possible to identify strategy(ies) that	FMOH/SMOH, MOE, NCCW, DWSU, MSA, CSSPR, UNITAMS, Durable Solutions Working Group,	KII; SSIs/FGDs with communities (WASH/CHW/CCPN groups); site visits	Qualitative analysis of interview data and synthesis of

²¹ Strengthen institutional capacity; policy advocacy; development of models for replication; SBC; evidence generation and analysis; strengthen and diversify shared value partnerships; UN working together; innovations; and private sector partnerships (Source: PSN).

Evaluation criteria and EQ	Judgment criteria	Data sources	Method of data collection	Data analysis method
What can be learned about the most effective programme strategies for achievement of programme results?	delivered the best quality, coverage and cost-effectiveness.	NGO partners, UNICEF staff; communities, schools	(PHC, WASH, CMAM centres) and school visits.	conclusions on strategies employed.
10. To what degree have the delivery strategy balanced reaching the most vulnerable and reaching sufficient numbers of needy children?	UNICEF's strategies enabled it to ensure maximum coverage and targeting of the most-vulnerable children in response to the scale of the needs, including reaching out to children in neglected/hard-to-reach or conflict-affected areas.	HNO, HRP, AMPs, APRs, MTR, Humanitarian Situation updates; FMOH/SMOH, UNICEF partners, ECHO, USAID, Korea, UNICEF Nutrition, health & WASH sections & FOs. District Health authorities.	Desk review; KII FGDs with FO staff	Analysis of mixed-methods data – qualitative and quantitative
EFFECTIVENESS: The extent to which the interventions achieved, or are expected to achieve, their objectives and results, including any differential results across groups.				
11. To what extent were programme outputs delivered and did they contribute to progress toward stated programme outcomes?	Contribution analysis shows that UNICEF interventions are contributing to the six outcomes and related outputs under the, and this is validated by the results chain in the theories of change in different sectoral programmes. All programme activities are planned and implemented in a conflict-sensitive manner and C4D is mainstreamed across all programme.	PSNs, APRs, MTR, evaluation reports on key interventions, partners progress reports; FMOH/SMOH, MOE, DOE, MSA, NCCW, SCCW, UNICEF partners, ECHO, USAID, Korea, UNICEF Nutrition, education, health & WASH section & FOs, ; Communities.	KII, desk review SSIs/FGDs with communities (WASH/CHW/CCPN groups); site visits (PHC, WASH, CMAM centres)	Contribution analysis through mixed-method data; process tracing
12. Were there positive / negative unintended outcomes? Could they have been foreseen and managed?	Evidence per EQ 11 analysed for any unintended outcomes outside of the CPD	Linked to EQ11	Desk review	Linked to EQ11
13. To what extent did partnerships or coordination mechanisms at	Evidence shows that UNICEF's involvement and role in various	APRs, programme reports; UNITAMS, OCHA, RC,	KII, desk review	Qualitative analysis

Evaluation criteria and EQ	Judgment criteria	Data sources	Method of data collection	Data analysis method
national and local levels, established with other key actors e.g., government at national and local levels, civil society, INGOs, NGOs, private sector, other UN agencies etc. contribute to the delivery of results for children?	coordination mechanisms (sector coordination/Clusters), DSWG, UNCT, UNHCT strengthened the overall work in the sectors/ Clusters as well its own work with partners.	DSWG members, UNCT members, Government lead of different sectors at Federal and state levels; private sector companies		
14. To what extent has UNICEF's country programme contributed to improving performance of Government institutions / service providers, systems, mechanisms, policies/strategies?	Direct & induced outputs related to (a) development and implementation of policies/strategies/legal framework, (b) government staff and system capacity strengthening, (c) better implementation of service delivery at local levels, (d) data and evidence gathering at federal and state levels as per the CPD outputs.	FMOH/SMOH, MOE, MoIWR, NCCW, SCCW, MSA, other implementing partners, local authorities (health, education, welfare) at district levels	KII, desk review	Contribution analysis through mixed-method data; process tracing
15. To what degree are UNICEF Sudan's strategies (nexus approach, peacebuilding, planning and monitoring), and implementation methods (direct implementation, through government or other partners) enabling it to respond at scale and adapt to changing realities on the ground through responsive implementation modalities?	Linked to findings on all EQs (particularly EQs 6, 7 and 10) of this evaluation and the conclusions drawn therefrom.	NA	NA	Meta-analysis of all evidences and findings
16. How successful has UNICEF programming been in terms of integrating a nexus approach linking its development, humanitarian and peacebuilding activities, and what	Over the course of the CP, short-term emergency response planned and delivered has increasingly taken into account the need to promote resilience and peacebuilding.	UNICEF programme staff; implementing partners – state and local governments, and NGO partners; Community	KII; FGD with IPs and community groups/ members	Qualitative analysis

Evaluation criteria and EQ	Judgment criteria	Data sources	Method of data collection	Data analysis method
challenges, if any, does it face in this regard? ²²	UNICEF actively leveraging opportunities for joint/joined up approach to triple nexus programming with other UN agencies	groups; WFP, WHO, UNDP & UNITAMS		
GENDER and VULNERABILITY ISSUES: The extent to which gender equality, human rights and vulnerability are mainstreamed into all aspects of UNICEF programme.				
17. To what extent are equity concerns, human rights and gender equality consistently integrated in all aspects of programming and implementation, including policy and advocacy?	CPD and all programme proposals demonstrate equity issues and gendered analysis of poverty and vulnerability; progress reports disaggregate data based on gender and disability; conflict-sensitivity in all stages of programme cycle	CPD and APRs, project progress reports; UNICEF staff and partners	Desk review and KII	Analysis of mixed-methods data – qualitative and quantitative
SUSTAINABILITY: The extent to which the net benefits of the intervention continue, or are likely to continue beyond the life of a project/programme.				
18. To what extent are institutional capacity, policy and regulatory frameworks in place that will support the continuation of benefits?	Policies, regulatory framework and capacities (incl. at state and local level) improved and partnerships for continuation of relevant practices and outcomes by relevant government agencies are in place.	FMOH/SMOH, MOE, MoIWR, NCCW, SCCW, MSA, other implementing partners, local authorities (health, education, welfare) at district levels, community groups; Government budget allocations	KII & desk review; FGDs with community members/groups	Qualitative analysis
19. To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development	Evidence of multi-stakeholder partnerships involving government, NGOs, UN agencies, private sector and development partners to continue the critical results obtained through the CPD.	Implementing partners, other UN agencies, donors	KII & desk review	Qualitative analysis

²² The ET notes that the emphasis on triple nexus was not envisaged in the original CPD, and the use of this construct in programming came about only since the formation of the transition government. Therefore, the depth to which an evaluation can go looking for evidence of nexus programming may be limited when it comes to assessing outcomes. However, the evaluation will take a forward-looking approach and examine how opportunities for nexus programming are being explored.

Evaluation criteria and EQ	Judgment criteria	Data sources	Method of data collection	Data analysis method
partners to sustain the attained results?				
20. Which outputs and outcomes have the most likelihood of sustainability and being adopted by partners and why?	Local authorities and community structures in place and taking ownership of key initiatives that will continue producing relevant outputs and outcomes	Local authorities and community structures/ leaders	KII & FGD	Qualitative analysis

Annex 6 - Interview Guides (Not for distribution or sharing with interviewees)

1. UNICEF staff (COs & MENARO)

(Interviewer: at the start, provide brief introduction about the aim of the evaluation, evaluation protocol and ethics and how data will be used, outline confidentiality protocol, obtain permission to take notes, agree time needed for the interview – about 50-60 minutes – with some individuals, the evaluator may need to negotiate more than one session; introducing each other).

Before each interview, the interviewer to select maximum of 6-8 priority questions for each individual interviewee, depending on an understanding of the latter's role and functional expertise. Questions may be amended/adapted/ supplemented as the interviews progress to allow for deeper probing.

My name is _____, and I'm part of the evaluation team, hired by a company called Lattanzio, implementing the evaluation of UNICEF Country Programme in Sudan. This evaluation covers the period from 2018. The aim of the evaluation is to help UNICEF and its partners strengthen their programming in Sudan and plan for the future.

As part of the evaluation, we are speaking with those who are stakeholders around UNICEF programming. We are interested in hearing your experience and your attitudes about UNICEF's programming and actions.

Note that there is no compensation for your involvement here today.

Consent

You are not being forced to take part in this evaluation. However, we would really appreciate it if you do share your thoughts with us. If you choose not to take part in answering these questions, you will not be affected in any way whatsoever. If there is a particular question you do not want to answer, we will skip it. If you agree to participate, you may stop participating in the interview at any time and tell us that you do not want to continue.

Confidentiality

The information you provide us with will be treated confidentially. We will not be recording your name anywhere in the write up of the evaluation. All responses will be anonymous and will not be shared with anyone else. *[If you are recording, please also add]* I would like to use a digital voice recorder to ensure that all of your responses are captured accurately. The recordings will remain confidential, will not be linked to your name or position, and will only be used for writing up the interview. Upon completion of the write up, the recording will be erased.

Risks/Discomforts

We do not see any risks in your participation. However, if you have any concerns regarding the way the interview was conducted, or any other concern regarding your participation in this study, please contact _____ at telephone _____.

Request to Proceed

May we proceed? ____ - 1 Yes ____ - 2 No

With senior management and programme support staff

1. How flexible and agile was UNICEF in its planning and implementation of interventions in response to emerging challenges (for ex: (a) COVID emergence 2020; (b) floods, droughts and conflicts during 2018 - 2022; (c) transition since 2019; and (d) military coup and subsequent instability and economic hardships caused by multiple factors)? Was UNICEF's response timely and appropriate?

2. Did UNICEF review its CPD and its results framework following the outbreak of COVID and subsequent military coup which drastically changed the operating context? If not, why not?

3. How did the programmes integrate cross-cutting issues of conflict-sensitivity, equity, gender equality, disability, inclusion, adolescent and youth in needs assessment, programme formulation,

implementation and monitoring in implementation of all activities at community level? Are there challenges that still need to be overcome?

4. How do you know if the project/programme you are delivering is efficiently delivered - at the right cost, right quality and right time? Has implementation across the portfolio generally been on time and on budget? If there were challenges, how were those addressed?
5. How has UNICEF incorporated triple nexus in its programming? What specifically is different now from how UNICEF used to plan and deliver its programme in the past?
6. Who are your key partners in nexus programming, and how specifically are you working with them?
7. What system is in place to monitor outputs and outcomes from the various activities undertaken through the programme? What type of disaggregated (gender/disability) data is produced in the projects? What are the challenges in this?
8. With hindsight, could UNICEF have achieved better results doing something different with the same resources?
9. What measures have been taken to ensure that different sectors within UNICEF work in an integrated manner – what practices have changed since the MTR? What have been the results from these new practices?
10. What criteria is used for prioritisation of geographical areas for UNICEF programmes? Which particular set of poverty or vulnerability data do you use in this prioritisation, and with what periodicity (how frequently) do you review this prioritisation?
11. To what extent is UNICEF able to reach out to the children-in-need in the most vulnerable areas, especially those which are hard-to-reach? What strategy does UNICEF deploy for such outreach?
12. Is there any example of UNICEF making a distinctive contribution on any particular issue/aspect in the Clusters, UNCT, Durable Solutions Working Group or any other forum, that made a significant difference to the overall outcome in the country for the most vulnerable children?
13. Is there a system in place for generating lessons learnt and good practices? Are lessons learned and good practices generated in one part of the organisation disseminated to other functional teams? If so, can you give examples?

With WASH staff

1. What are the main criteria for selecting the targeted communities, given the lack of reliable data? Do you think you are able to target the most vulnerable communities and children? Please explain.
2. How do you go about selecting your implementing partners for WASH interventions, and how effective these partnerships have been? To what extent the partnerships have enabled you to expand your coverage? Which partnerships on WASH do you consider most strategic and why?
3. To what extent WASH interventions have taken a multi-sectoral and community-led approach? What have been the main challenges and lessons with regard to integrating WASH with other sectors?

4. Has UNICEF chosen the right technology/technical solution for WASH in different circumstances? Did UNICEF develop national standards to guide such decisions?
5. To what extent has UNICEF been successful in considering gender aspects in WASH interventions? What can be done to improve gender and minorities' equality in terms of access to WASH?
6. How was C4D and SBC integrated in your programme, and with what result? What evidence can you cite to show if this integration produced any result? Did you integrate conflict-sensitivity in the programme, and if so, how?
7. Considering the many other actors who are active in WASH sector, what differentiates UNICEF's role and contributions in the sector?
8. Overall, how successful has UNICEF been in the following programme (sub) components, and which factors contributed to the success or failure (if any)?
 - Eliminating open defecation and scaling up access to basic sanitation
 - Providing water, sanitation and hygiene facilities in schools
 - Enabling equitable and sustainable access to improved drinking water facilities
 - Improving the enabling environment of the WASH sector
9. What are the main strengths and weaknesses of UNICEF interventions related to the WASH interventions; and what would you recommend to improve the planning, operations and results of those interventions?
10. Do you think UNICEF has put in place or facilitated appropriate mechanisms for the maintenance systems of the WASH facilities? Are these working effectively? To what extent has the "Strategy for Sustainable Operation and Maintenance of Water Yards" been considered in implementing WASH-related interventions?
11. Do you think the WASH system(s) put in place with UNICEF support is sustainable? What can be done to increase their sustainability?
12. How did the Covid-pandemic and political instability impact WASH interventions? What measure, if any, were taken to cope with the challenges.

With Nutrition staff

1. What are the most significant contributions UNICEF made in addressing malnutrition among children in the past 4-5 years? What specific results have been achieved?
2. What specific aspects (policy/strategy, staff capacity, supplies and equipment, outreach programme, etc) of capacity building at national and local level has UNICEF contributed to in strengthening the institutional framework to address malnutrition?
3. Who are the other key players in the country working on nutrition? How does UNICEF differentiate its work from those of others? What are the core strengths of UNICEF's nutrition interventions?
4. Given the scale of need in nutrition sector in the country, how large/significant is UNICEF's role and contribution?

5. To what extent national and state level health & nutrition apparatuses are able to generate up-to-date information on nutrition and health status of children and how are these data used in planning nutrition and child feeding/health interventions?
6. What data do you have to show the contribution UNICEF's nutrition response is making to the lives of the vulnerable children?
7. What have been UNICEF's main success with regard to revitalising the primary health care system to combat malnutrition, address child and maternal mortality and morbidity and ensure the provision of basic services to women and children?
8. How has the MCCT helped improve access to nutrition and integrated health for children under 2 years age? What evidence do you have to show this?
9. The 2019 CMAM evaluation found the community component of CMAM weak in terms of planning, implementation, monitoring and reporting – how and what has changed since then? What evidence?
10. To what extent integration and linkages between different aspects of nutrition specific & sensitive interventions taken place - CMAM, IYCF, growth monitoring, Health, Wash, etc? What challenges encountered?
11. To what degree UNICEF programme has been able to integrate health and nutrition services? Which field offices have the strongest integrated programme, and what contributed to this?
12. How was C4D and SBC integrated in your programme, and with what result? What evidence can you cite to show if this integration produced any result? Did you integrate conflict-sensitivity in the programme, and if so, how?
13. How do you find UNICEF's internal processes of decision-making (timeliness, flexibility), communication and supporting the partners when you are implementing any activities/project with UNICEF support?
14. Would you say UNICEF has been an agile and proactive organisation in responding to emerging needs? If not, why?

With Education (ECDE, Education) staff

1. What are some of the key contributions UNICEF has made in the various areas of education (preschool/basic/secondary/out-of-school children initiative programme) in Sudan in the past 4-5 years? What specific results can be attributed to the various contributions?
2. What are some of the specific aspects of capacity building (policy/strategy, curriculum development, teacher training, school supplies and equipment, out-of-school children initiative programme, etc) at national and local level has UNICEF contributed towards in strengthening of the institutional framework to addressing issues of education?
3. What have been UNICEF's main success in the revitalization of the education sector that has made a notable impact in the quality of education, as well as the uptake and retention in the formal and out-of-school education systems to increase literacy and numeracy levels among the children?

4. What are the core strengths of UNICEF in education interventions? Given the scale of the need in the education sector in the country, how large/significant is UNICEF's role and contribution in the various levels of education?
5. Who are the other key stakeholders working in education in the country? How does UNICEF collaborate with or differentiate its work from those of the other stakeholders? Which significant partnership has UNICEF built in this sector (probe partnership with GPE, Qatar Foundation, etc)?
6. To what extent are national and state level education departments able to generate up-to-date information on the status of education among children? How are these data used in increasing the quality, enrolment/retention of children in schools and children in out-of-school programmes especially among the vulnerable and migrant children?
7. What impact are UNICEF's education responses making to the lives of the vulnerable, migrant and at-risk children? Do you have any up-to-date data to show the contribution that these responses may have made to improve the quality of education and increase the enrolment and retention of children in schools or out-of-school education programmes?
8. Has UNICEF's response included financial, structural, material and food inputs especially in early and basic education interventions? How have these helped to improve access, uptake and retention of children in schools and out-of-school education initiatives? Do you have any evidence to support that?
9. The 2018 Baseline Survey (Forcier Consulting), the 2018 OOSCI, and the 2020 SitAn reports outlined the urgent need to address education in terms of planning, implementation, monitoring and reporting specifically among the vulnerable and at-risk migrant children. How and what has changed since then? Do you have any evidence of the change?
10. Have UNICEF programmes integrated and developed linkages between education and the different services including CPr, health, WASH, nutrition, school safety, ICT, teacher training, community involvement etc. to ensure effective responses at all levels of education interventions? What challenges have been encountered?
11. What combination and degree of integration has provided the best impact in education programming? Which field offices have the strongest integrated programmes? Do you have any evidence of the impact?
12. How was C4D and SBC integrated in your programme, and with what result? What evidence can you cite to show if this integration produced any result? Did you integrate conflict-sensitivity in the programme, and if so, how?

With Child Protection (CPr) staff

1. What are some of the key contributions UNICEF has made in addressing various aspects of CPr including child marriages, FGM/C, child rights and access to justice, family environments, children in conflict situations and separated/unaccompanied children in Sudan in the past 4-5 years? What specific results can be attributed to the various contributions?
2. What are some the specific aspects of intervention (policy/strategy, direct intervention programmes, family/community programmes, etc) at national and local level has UNICEF contributed towards in strengthening of the institutional framework to addressing issues of CPr?
3. What are the core strengths of UNICEF in CPr interventions? Given the scale of the need in CPr in the country, how large/significant is UNICEF's role and contribution in the various aspects of CPr?

4. Who are the other major stakeholders working in CPr in the country? What areas of CPr response are they working in? How does UNICEF collaborate with or differentiate its work from those of the other stakeholders?
5. To what extent are national and state level children departments and services able to generate up-to-date information on the status of CPr among children? How are these data used in increasing the civil, legal and basic rights, family/community environments and alternative care especially among the vulnerable and migrant children?
6. What impact are UNICEF's CPr responses making to the lives of the vulnerable, migrant and at-risk children? Do you have any up-to-date data to show the contribution that these responses may have made to improve the quality life and special protection of at-risk children?
7. What have been UNICEF's main success in the revitalization of the CPr sector that has made a notable impact in the quality of legislation, protection and enhancement of safe spaces among the children?
8. Has UNICEF's response included financial, social, psychological and rehabilitative inputs especially among the high at-risk children intervention programmes? How have these helped to improve CPr interventions? Do you have any evidence to support that?
9. The 2019 evaluation report of Justice for Children Programming with focus on F&CP outlined the urgent need to address CPr in terms of planning, implementation, provision of viable alternatives monitoring and reporting specifically among the vulnerable and at-risk migrant children. Related reports from as early as 2016 also address FGM/C, child marriages and reproductive health, as well as guidelines providing child victims of trafficking, unaccompanied children and those in conflict situations. How and what has changed since then? Do you have any evidence of the change?
10. To what extent/degree have UNICEF programmes integrated and developed linkages between CPr and the different services including education, health, WASH, nutrition, school safety, family/community involvement etc. to ensure effective responses at all aspects of CPr interventions? What challenges have been encountered?
11. What combination and degree of integration has provided the best impact in CPr programming? Which field offices have the strongest integrated programs? Do you have any evidence of the impact?
12. How was C4D and SBC integrated in your programme, and with what result? What evidence can you cite to show if this integration produced any result? Did you integrate conflict-sensitivity in the programme, and if so, how?

With Policy and social protection staff

1. To what extent and in which ways is the social protection component linked to the other UNICEF country programme components? How is it linked to CMAM programme in particular?
2. How effectively does UNICEF coordinate with the Social Protection Working Group as well as inter-agency cash transfer working group? Any example where UNICEF has been able to bring in new idea or spearhead innovative interventions?

3. Is there any example where UNICEF was able to bring evidence-based data on child poverty to policy discussions and was able to influence government policies or programmes on social protection?
4. What specific aspect of capacity building has been targeted for the Central Bureau of Statistics? What results/outcome so far?
5. How has the current political and security environment in the country affected UNICEF's engagement in the social protection component?
6. How are beneficiaries of the MCCT being selected? How was the child vulnerability map used in targeting and design of the interventions?
7. How often is the vulnerability map used for targeting of the social protection reviewed?
8. What monitoring system has been put in place to track how cash is being used within the household?
9. Do you think MCCT can be scaled up across the country (assuming no resource constraints)? What challenges do you foresee in scaling this up?

2. Partner staff (Implementing/cooperating partners, governments)

*(Interviewer: at the start, provide brief introduction about the aim of the evaluation, ethics and how data will be used, outline confidentiality protocol, obtain permission to take notes, agree time needed for the interview – about 50-60 minutes; introducing each other. While introducing the evaluation, stress that **this is an evaluation of UNICEF programme and partnership, not of the partner itself**).*

Before each interview, the interviewer to select maximum of 6-7 priority questions for each individual interviewee - with some individuals, the evaluation team may need to negotiate more than one session, depending on an understanding of the latter's role and functional expertise. Questions may be amended/adapted/ supplemented as the interviews progress to allow for deeper probing.

My name is _____, and I'm part of the evaluation team, hired by a company called Lattanzio, implementing the evaluation of UNICEF Country Programme in Sudan. This evaluation covers the period from 2018. The aim of the evaluation is to help UNICEF and its partners strengthen their programming in Sudan and plan for the future.

As part of the evaluation, we are speaking with those who are stakeholders around UNICEF programming. We are interested in hearing your experience and your attitudes about UNICEF's programming and actions.

Note that there is no compensation for your involvement here today.

Consent

You are not being forced to take part in this evaluation. However, we would really appreciate it if you do share your thoughts with us. If you choose not to take part in answering these questions, you will not be affected in any way whatsoever. If there is a particular question you do not want to answer, we will skip it. If you agree to participate, you may stop participating in the interview at any time and tell us that you do not want to continue.

Confidentiality

The information you provide us with will be treated confidentially. We will not be recording your name anywhere in the write up of the evaluation. All responses will be anonymous and will not be shared with anyone else. *[If you are recording, please also add]* I would like to use a digital voice recorder to ensure that all of your responses are captured accurately. The recordings will remain confidential, will not be linked to your name or position, and will only be used for writing up the interview. Upon completion of the write up, the recording will be erased.

Risks/Discomforts

We do not see any risks in your participation. However, if you have any concerns regarding the way the interview was conducted, or any other concern regarding your participation in this study, please contact _____ at telephone _____.

Request to Proceed

May we proceed? ____ - 1 Yes ____ - 2 No

Directors/Senior Managers /Coordinators of IPs

Generic

1. What have been the most significant result(s)/outcome(s) achieved in specific areas supported by UNICEF, and what evidence can you cite that the achievement was due to UNICEF's support?
2. Going back to 2018, what were the key issues around the institutional capacity of your organisation? What have/has changed since then, and what have been UNICEF's specific contributions in bringing about these changes?
3. Did UNICEF support sectors or geographical areas that were not sufficiently covered by other actors?
4. Does UNICEF allow sufficient flexibility to adjust projects to changing needs?
5. Did you see UNICEF undertake any advocacy to gain access and address child rights/protection issues at the CO level (with donors, HCT, government, integrated mission)?

6. What type of disaggregated (gender/disability) data is produced in implementing your projects? What are the challenges in this?
7. Your institution must have had support from various other agencies. What has been UNICEF's distinctive contribution specifically, and how significant was this? How has this enabled you in delivery of your mandate?
8. What system is in place to monitor outputs and outcomes from the various activities undertaken through the programme?
9. What specific interventions did UNICEF undertake to ensure that you can sustain the activities at the end of UNICEF's funding?
10. Which of the key activities/interventions/outcomes will be continued even when funding by UNICEF stops?
11. Can you tell us about the different other similar development interventions (that have taken place in this area? In your opinion, were they well-coordinated? Any duplication or overlap?
12. If you are asked to outline one area/aspect where you think UNICEF needs to strengthen its work/ways of working, what would that be? Can you explain?

Sectoral areas

Questions on specific thematic areas/programme components will adapted from the questions framed for UNICEF staff as above, and as emerge from the KIIs and desk review. In doing this, ensure that the ET probes the following dimensions with regard to UNICEF support:

- (a) capacity building of governments at federal and state levels
- (b) policy dialogue, advocacy and policy development
- (c) interventions towards delivery of services, and
- (d) strengthening the ecosystem at community level (community network for child protection, CHW, etc).

3. Semi-structured interviews with community leaders and beneficiaries (individual interviews) – follow ethics protocol attached

*(Interviewer: at the start, provide brief introduction about the aim of the evaluation, ethics and how data will be used, outline confidentiality protocol, obtain permission to take notes, agree time needed for the interview – about 45-60 minutes; introducing each other; **no names of individuals to be recorded**, though to establish rapport, the interviewer may ask individual's name)*

Before each interview, the interviewer to select maximum of 6-8 priority questions for each individual interviewee, depending on an understanding of the latter's role and functional expertise. Also adapt thematic questions based on an understanding of interventions UNICEF or its partners have made in the community.

My name is _____, and I'm part of the evaluation team, hired by a company called Lattanzio, implementing the evaluation of UNICEF Country Programme in Sudan. This evaluation covers the period from 2018. The aim of the evaluation is to help UNICEF and its partners strengthen their programming in Sudan and plan for the future.

As part of the evaluation, we are speaking with those who are stakeholders around UNICEF programming. We are interested in hearing your experience and your attitudes about UNICEF's programming and actions.

Note that there is no compensation for your involvement here today.

Consent

You are not being forced to take part in this evaluation. However, we would really appreciate it if you do share your thoughts with us. If you choose not to take part in answering these questions, you will not be affected in any way whatsoever. If there is a particular question you do not want to answer, we will skip it. If you agree to participate, you may stop participating in the interview at any time and tell us that you do not want to continue.

Confidentiality

The information you provide us with will be treated confidentially. We will not be recording your name anywhere in the write up of the evaluation. All responses will be anonymous and will not be shared with anyone else. *[If you are recording, please also add]* I would like to use a digital voice recorder to ensure that all of your responses are captured accurately. The recordings will remain confidential, will not be linked to your name or position, and will only be used for writing up the interview. Upon completion of the write up, the recording will be erased.

Risks/Discomforts

We do not see any risks in your participation. However, if you have any concerns regarding the way the interview was conducted, or any other concern regarding your participation in this study, please contact _____ at telephone _____.

Request to Proceed

May we proceed? ____ - 1 Yes ____ - 2 No

1. Do you know which organisations worked in your area and what assistance they provided?
2. Did the assistance increase your ability to deal with shocks/crisis in the future? What went well?
3. What was the quality of activities delivered in your community? Were you satisfied with the quality?
4. What would you say were the lasting benefits of the intervention to the community, if any?

Depending on the location and activity implemented, interviewer to choose 4-5 appropriate questions.

5. Have you noticed in any change in WASH practices in your household and/or your community? What brought about these changes? Who/what assistance did you receive for making these changes?
6. Has technology/method chosen for your area been appropriate in your view?
7. Where is the WASH facility located and can everyone access it? Any issues about access?
8. Has women and girls' access to WASH facilities improved? If so, how?

9. Are you part of open defecation free community? What made this change possible?
10. Do you know what type of water, sanitation and hygiene facility exists in your neighbourhood school?
11. Who is responsible for maintenance of the WASH facilities? What happens in the event of a breakdown?
12. Are there cases of malnutrition or starvation among children in your area?
13. Are there specific programmes in your area to monitor and look after infants and young children for their health and nutrition status (like height, growth, weight, etc.)?
14. Are you aware if there are CHWs in your area, and if so, what is their role?
15. Where is the nearest health facility and what services do they provide?
16. Especially with regard to children's health and nutrition, have you found any improvement in the past 4-5 years? If so, what and how was that made possible?
17. If there are malnourished children, how and where do you go for diagnosis and treatment, or does anyone visit your home to advice and monitor?
18. Is there treatment facility to treat seriously malnourished or ill children in the area?
19. Do you have community child protection network in your village? What role do they perform

4. Group (focus groups) discussions with community groups

(Ideally one facilitator and one scribe for each group discussion. At the start, provide brief introduction about the evaluation, ethics and how data will be used, outline confidentiality protocol, obtain permission to take notes, agree time needed for the discussion – about one hour. Depending on the group dynamics, you may want to limit the number of questions and seek opinion from each individual participant, or leave it free flowing, ensuring it is not dominated by a few individuals or leader).

Different FGDs may focus on different issues: Functioning of WASH/CHW/CCPN/women groups and results at community level; behaviour and practice changes at community level; community perspectives on resilience. In addition to the above generic questions, specific focused questions on the above issues will be developed in due course based on emerging evidence from KIIs and desk reviews.

My name is _____, and I'm part of the evaluation team, hired by a company called Lattanzio, implementing the evaluation of UNICEF Country Programme in Sudan. This evaluation covers the period from 2018. The aim of the evaluation is to help UNICEF and its partners strengthen their programming in Sudan and plan for the future.

As part of the evaluation, we are speaking with those who are stakeholders around UNICEF programming. We are interested in hearing your experience and your attitudes about UNICEF's programming and actions.

Note that there is no compensation for your involvement here today.

Consent

You are not being forced to take part in this evaluation. However, we would really appreciate it if you do share your thoughts with us. If you choose not to take part in answering these questions, you will not be affected in any way whatsoever. If there is a particular question you do not want to answer, we will skip it. If you agree to participate, you may stop participating in the interview at any time and tell us that you do not want to continue.

Confidentiality

The information you provide us with will be treated confidentially. We will not be recording your name anywhere in the write up of the evaluation. All responses will be anonymous and will not be shared with anyone else. *[If you are recording, please also add]* I would like to use a digital voice recorder to ensure that all of your responses are captured accurately. The recordings will remain confidential, will not be linked to your name or position, and will only be used for writing up the interview. Upon completion of the write up, the recording will be erased.

Risks/Discomforts

We do not see any risks in your participation. However, if you have any concerns regarding the way the interview was conducted, or any other concern regarding your participation in this study, please contact _____ at telephone _____.

Request to Proceed

May we proceed? _____ - 1 Yes _____ - 2 No

Pick up 6-7 questions for each focus group discussion, depending on the activities the communities have been involved in:

1. What were the main needs in the community and to what extent were these met, and by whom? Where you involved /consulted in assessing the needs, how?
2. Do you know which organisations worked in your area and what type of assistance they provided?
3. Describe if and how your community was consulted on the actions that took place in your area? Did they consult women?
4. Have you noticed in any change in WASH practices in your household and/or your community? What brought about these changes? Who/what assistance did you receive for making these changes?

5. Has technology/method chosen for your area been appropriate in your view?
6. Where is the WASH facility located and can everyone access it? Any issues about access?
7. Has women and girls' access to WASH facilities improved? If so, how?
8. Are you part of open defecation free community? What made this change possible?
9. Do you know what type of water, sanitation and hygiene facility exists in your neighbourhood school?
10. Who is responsible for maintenance of the WASH facilities? What happens in the event of a breakdown?
11. Are there cases of malnutrition or starvation among children in your area?
12. Are there specific programmes in your area to monitor and look after infants and young children for their health and nutrition status (like height, growth, weight, etc.)?
13. Are you aware if there are CHWs in your area, and if so, what is their role?
14. Where is the nearest health facility and what services do they provide?
15. Especially with regard to children's health and nutrition, have you found any improvement in the past 4-5 years? If so, what and how was that made possible?
16. If there are malnourished children, how and where do you go for diagnosis and treatment, or does anyone visit your home to advice and monitor?
17. Is there treatment facility to treat seriously malnourished or ill children in the area?
18. Do you have community child protection network in your village? What role do they perform?
19. What went well, what could have been done better? Were special efforts made to consider the needs of the most vulnerable and women?
20. Did the assistance increase the community's ability to deal with shocks/crisis in the future? What factors made the difference?

5. Group discussions with school students (middle/high school) and ALP centres : follow ethics and child protection protocol as detailed in other sections of the inception report

(Ideally one facilitator and one scribe for each group discussion. At the start, provide brief introduction about the evaluation, ethics and how data will be used, outline confidentiality protocol, obtain permission to take notes, agree time needed for the discussion – about one hour. Depending on the group dynamics, you may want to limit the number of questions and seek opinion from each individual participant, or leave it free flowing, ensuring it is not dominated by a few individuals or leader).

PLEASE REFER TO THE FULL INFORMED CONSENT INCLUDED IN ANNEX 7

1. How does it feel being within the boundaries of this school - how you enjoy being here, its safety and comfort facilities, and overall experience? Have you noticed any change in the past 2-3 years? If so what?
2. Do you have adequate WASH facilities, particularly for girls in the school?
3. Have you seen any behaviour change among other children or your own community on use of water and sanitation facilities or sending their children to school? If so, what has changed, and what do you think made these happen?
4. Did you/your school play any role in this?
5. Do you know if there are problems of malnutrition and diarrhea among young children in your area? What are the communities doing to reduce the effects of these?
6. Have you noticed any change in quality of learning you receive here? What precisely? (for OOSC attendees, by a show of hand, find out the rough proportion of students attending these facilities for : (a)over 2 years; (b) 1-2 years; (c) 6-12 months; and (d) less than 6 months.
7. (Those coming to OOSC for 1+ years), what has changed for you attending this school?
8. How is the school equipping you for the world outside?

6. Semi-structured interviews with PHC staff, School teachers, CHWs, CCPN members, WASH Committee members – follow ethics protocol attached

*(Interviewer: at the start, provide brief introduction about the aim of the evaluation, ethics and how data will be used, outline confidentiality protocol, obtain permission to take notes, agree time needed for the interview – about 45-60 minutes; introducing each other; **no names of individuals to be recorded**, though to establish rapport, the interviewer may ask individual's name)*

Before each interview, the interviewer to select maximum of 6-8 priority questions for each individual interviewee, depending on an understanding of the latter's role and functional expertise. Also adapt thematic questions based on an understanding of interventions UNICEF or its partners have made in the community.

My name is _____, and I'm part of the evaluation team, hired by a company called Lattanzio, implementing the evaluation of UNICEF Country Programme in Sudan. This evaluation covers the period from 2018. The aim of the evaluation is to help UNICEF and its partners strengthen their programming in Sudan and plan for the future.

As part of the evaluation, we are speaking with those who are stakeholders around UNICEF programming. We are interested in hearing your experience and your attitudes about UNICEF's programming and actions.

Note that there is no compensation for your involvement here today.

Consent

You are not being forced to take part in this evaluation. However, we would really appreciate it if you do share your thoughts with us. If you choose not to take part in answering these questions, you will not be affected in any way whatsoever. If there is a particular question you do not want to answer, we will skip it. If you agree to participate, you may stop participating in the interview at any time and tell us that you do not want to continue.

Confidentiality

The information you provide us with will be treated confidentially. We will not be recording your name anywhere in the write up of the evaluation. All responses will be anonymous and will not be shared with anyone else. *[If you are recording, please also add]* I would like to use a digital voice recorder to ensure that all of your responses are captured accurately. The recordings will remain confidential, will not be linked to your name or position, and will only be used for writing up the interview. Upon completion of the write up, the recording will be erased.

Risks/Discomforts

We do not see any risks in your participation. However, if you have any concerns regarding the way the interview was conducted, or any other concern regarding your participation in this study, please contact _____ at telephone _____.

Request to Proceed

May we proceed? ____ - 1 Yes ____ - 2 No

1. With regard to children's health and nutrition/ quality of children's education, have you found any improvement in the past 4-5 years? If so, what and how was that made possible?
2. Have you seen any increase in attendance of children at your PHC/school over the past 2-3 years? If so, what has caused this to happen?
3. Did you have access to any new knowledge or training or resources in the past 3-4 years? If so, what precisely and who provided these?
4. Do you know if UNICEF has played any role in your area, if so, what precisely?
5. Do you think your local authorities (district health/ education) are now better equipped than before to enable your jobs better?
6. If there are malnourished children in the area, how and where do they go for diagnosis and treatment? Is there treatment facility to treat seriously malnourished or ill children in the area?

7. Do you know if there are substantial number of out of school Children in the area? Do they have any access to education? If so, what and who provides these? What is the quality?
8. What type of access to WASH facility has your PHC/school got to cater for your patients and children? Who provided these?

7. Other UN agencies

*(Interviewer: at the start, provide brief introduction about the aim of the evaluation, ethics and how data will be used, outline confidentiality protocol, obtain permission to take notes, agree time needed for the interview – about 50-60 minutes; introducing each other. While introducing the evaluation, stress that **this is an evaluation of UNICEF programme and partnership**).*

Before each interview, the interviewer to select maximum of 6-7 priority questions for each individual interviewee - with some individuals, the evaluation team may need to negotiate more than one session, depending on an understanding of the latter's role and functional expertise. Questions may be amended/adapted/ supplemented as the interviews progress to allow for deeper probing.

My name is _____, and I'm part of the evaluation team, hired by a company called Lattanzio, implementing the evaluation of UNICEF Country Programme in Sudan. This evaluation covers the period from 2018. The aim of the evaluation is to help UNICEF and its partners strengthen their programming in Sudan and plan for the future.

As part of the evaluation, we are speaking with those who are stakeholders around UNICEF programming. We are interested in hearing your experience and your attitudes about UNICEF's programming and actions.

Note that there is no compensation for your involvement here today.

Consent

You are not being forced to take part in this evaluation. However, we would really appreciate it if you do share your thoughts with us. If you choose not to take part in answering these questions, you will not be affected in any way whatsoever. If there is a particular question you do not want to answer, we will skip it. If you agree to participate, you may stop participating in the interview at any time and tell us that you do not want to continue.

Confidentiality

The information you provide us with will be treated confidentially. We will not be recording your name anywhere in the write up of the evaluation. All responses will be anonymous and will not be shared with anyone else. *[If you are recording, please also add]* I would like to use a digital voice recorder to ensure that all of your responses are captured accurately. The recordings will remain confidential, will not be linked to your name or position, and will only be used for writing up the interview. Upon completion of the write up, the recording will be erased.

Risks/Discomforts

We do not see any risks in your participation. However, if you have any concerns regarding the way the interview was conducted, or any other concern regarding your participation in this study, please contact _____ at telephone _____.

Request to Proceed

May we proceed? ____ - 1 Yes ____ - 2 No

1. In what ways and how effectively has UNICEF engaged with other UN agencies to strengthen child rights and protection issues? How actively is UNICEF advocating on access and protection issues at the CO level (with donors, HCT, government, integrated mission)?

2. How do you see UNICEF's role in sector or Cluster coordination, or its role in working with interagency groups? To what extent UNICEF supported the interagency dialogue and coordination to enhance overall development and humanitarian actions in the country?

3. Is there any evidence of meaningful engagement /linkage of UNICEF programmes with those of other agencies like World Bank, Government, UNITAMS, etc., who also have a strong emphasis on addressing vulnerability?

Further questions to be adapted from the sectoral questions developed for UNICEF staff.

8.SSIs with Development partners/donors: Questions will be developed later on after a significant number of interviews with UNICEF staff have taken place.

Annex 7 – Full Informed Consent forms

Informed Consent for Key Informant Interviews with adults

Hello, my name is [data collector's name], and I work with the company Lattanzio KIBS for UNICEF.

We are conducting an evaluation of the **UNICEF Sudan Country Programme 2018 – 2023**. For this reason, we have purposively selected individuals directly involved in UNICEF programme or who are interested parties.

You are one of the selected individuals therefore we would very much appreciate your participation in this study. Participation involves an interview with you about your experiences with the activities implemented or the fields addressed in the framework of the Programme

Your participation will take about 45-60 minutes.

The information you provide will be strictly **confidential** and never connected to you. We will put information from you together with information from other people in this study. No one will be able to tell what information came from you. When we report on this evaluation, we will not use your name, and no one will know what answers you gave.

Only the evaluators in the team will have access to this information, and all information will be stored safely under the care of the team leader and not shared with anyone else.

Your participation in this study may not benefit you directly, but it may benefit others. Your responses may improve UNICEF's work and understanding about ways to provide better services.

Your participation in this study is voluntary. We will not give you any incentives for your participation, and there is no negative consequence for deciding not to participate in the interview. If you don't want to be in the study, it is okay. If you want to be in the study now and change mind later, that is okay too. You can decide not to answer any question and can stop at any time. Your decision about whether to participate or to answer any questions will not affect any services you receive. If you choose to participate, we ask you to answer the questions honestly, so that we can understand your experience and thoughts.

Since these times are unfortunately still characterized by the risks linked to coronavirus, we assure you that we follow a strict covid-19 protocol that involves the record of temperature and continuous hand-sanitising and that I don't have any symptoms. From your side, I kindly ask you to prevent the interviewer and decline the interview if you are not feeling well or if you have any of the symptoms, please wear a face mask throughout the interview, like myself, and always maintain social distancing.

Before you say yes or no to being in this study, we will answer any questions you may have. If you join the study, you can ask me questions at any time.

You may also contact the evaluation team at the following contacts if you have any questions or concerns: Abhijit Bhattacharjee, Team Leader at abhijit@results-matter.co.uk / (+44) 7568192532; Dina Eltayeb Ali, UNICEF's Monitoring and Evaluation Specialist, at dali@unicef.org / :+(249) 156553670.

Do you have any questions now?

Do you understand everything I have explained?

Do you agree to participate in this interview?

Signature of Participant: _____

In alternative, verbal agreement is recorded.

Informed Consent for Focus Group Discussions for adults

Hello, my name is [*data collector's name*], and I work with the company Lattanzio KIBS for UNICEF.

We are conducting an evaluation of the **UNICEF Sudan Country Programme 2018 – 2023**. For this reason, we have purposively selected individuals directly involved in UNICEF programme or who are interested parties.

Since you are one of the selected participants, we would very much appreciate your participation in this study. Participation involves your inclusion in a group discussion with other people about your experiences with the activities implemented or in general the fields addressed in the framework of the Programme.

Your participation in the group discussion will take about 60-90 minutes.

The information you provide will be strictly **confidential** and never connected to you. We will put information from you together with information from other people in this study. No one will be able to tell what information came from you. When we report on this evaluation, we will not use your name, and no one will know what answers you gave. On the same line, I kindly ask you not to share with others what you will hear from the people who take part in this group discussion.

Only the evaluators in the team will have access to this information, and all information will be stored safely under the care of the team leader, and not shared with anyone else.

Your participation in this study may not benefit you directly, but it may benefit others. Your responses may improve UNICEF's work and understanding about ways to provide better services to people like you.

Your participation in this study is voluntary. We will not give you any incentives for your participation, and there is no negative consequence for deciding not to participate in the interview. If you don't want to be in the study, it is okay. If you want to be in the study now and change mind later, that is okay too. You can decide not to answer any question and can stop at any time. Your decision about whether to participate or to answer any questions will not affect any services you receive. If you choose to participate, we ask you to answer the questions honestly, so that we can understand your experience and thoughts. Please also listen while others respond. It is important to respect each other's opinions even if these are different from yours. Please do not disclose other respondents' views to anyone without their express consent.

Since these times are unfortunately still characterized by the risks linked to coronavirus, we assure you that we follow a strict covid-19 protocol that involves the record of temperature and continuous hand-sanitising and that I don't have any symptoms. From your side, I kindly ask you to prevent the interviewer and do not take part in the group discussion if you are not feeling well or if you have any of the symptoms. I kindly ask you to sanitise your hands, wear a face mask throughout the discussion, like myself and the other participants, and always maintain social distancing with me and the other participants.

Before you say yes or no to being in this study, we will answer any questions you have. If you join the study, you can ask me questions at any time.

You may also contact the evaluation team at the following contacts if you have any questions or concerns: Abhijit Bhattacharjee, Team Leader at abhijit@results-matter.co.uk / (+44) 7568192532; Dina Eltayeb Ali, UNICEF's Monitoring and Evaluation Specialist, at dali@unicef.org / :+(249) 156553670.

Do you have any questions now?

Do you understand everything I have explained?

Do you agree to participate in this focus group discussion?

Signature of Participant: _____

In alternative, verbal agreement is recorded.

Informed Consent for parents/care-giver/responsible adult of children taking part in evaluation's observations / group discussions

Hello, my name is [data collector's name], and I work with the company Lattanzio KIBS for UNICEF.

We are conducting an evaluation of the **UNICEF Sudan Country Programme 2018 – 2023**. For this reason, we have randomly selected children involved in the activities of the Programme.

Since your child is part of the project selected, we would like to ask your permission to talk to him/her.

The information we are going to collect will be strictly confidential and never connected to your child. No one will be able to tell what information came from a single interview. When we report on this evaluation, we will not use any information that may reconduct to your child.

Please note that if I observe an abuse or discloses a risk of abuse it is my duty to report it.

Only the evaluators in the team will have access to this information, and all information will be stored safely under the care of the team leader, and not shared with anyone else.

Your child participation in this study may not benefit your child directly, but it may benefit others. The learning gained through the interview may improve UNICEF's work and understanding about ways to provide better services to people like your child.

Your child's participation in this study is voluntary. We will not give you any incentives for his/her participation, and there is no negative consequence for deciding not to participate. If you don't want that your child is in the study, it is okay. If your child wants to be in the study now and change mind later or you change your mind later, that is okay too. Your decision about whether grant permission for interviews will not affect any services your child or you receive.

Since these times are unfortunately still characterized by the risks linked to coronavirus, we assure you that we follow a strict covid-19 protocol that involves the record of temperature, social distancing, continuous hand-sanitising and that I don't have any symptoms.

Before you say yes or no to allow your child to be part in this study, we will answer any questions you or your child have. If your child joins the study, you can ask me questions at any time.

You may also contact the evaluation team at the following contacts if you have any questions or concerns: Abhijit Bhattacharjee, Team Leader at abhijit@results-matter.co.uk / (+44) 7568192532; Dina Eltayeb Ali, UNICEF's Monitoring and Evaluation Specialist, at dali@unicef.org / :+(249) 156553670.

Do you have any questions?

Do you understand everything I have explained?

Do you agree that your child take part in this study?

Signature of Parent / Caregiver / responsible adult: _____

In alternative, verbal agreement is recorded.

Child subject assent statement

Hello, my name is [data collector's name], and I work with the company Lattanzio KIBS for UNICEF.

We are conducting a research study on UNICEF work in Sudan. A research study is a way to learn more about how things go and whether UNICEF work is useful.

You are one of the selected participants and we would very much appreciate your participation in this evaluation. If you decide that you want to be part of this study, you will be asked to participate in a group discussion with other children/students.

Your participation in the group discussion will take about 45-60 minutes.

We will not give you any incentives or gifts for your participation. Your participation in this study may not benefit you directly, but it may benefit others. Your responses may improve UNICEF's work and understanding about ways to provide better services to children like you.

You can decide if you want to participate or not. If you don't want to participate, it is okay. If you want to be in the study now and change mind later, that is okay too.

When we are finished with this study we will write a report about what was learned. This report will not include your name or that you were in the study. Nobody will know what you have said.

Your parents know about the study too.

During the discussion we will follow anti COVID-19 protocols (distancing and hand-sanitising). I don't have any symptoms.

Before you say yes or no to be part in this study, we will answer any questions you have. If you join the study, you can ask me questions at any time.

You may also contact the evaluation team at the following contacts if you have any questions or concerns: Abhijit Bhattacharjee, Team Leader at abhijit@results-matter.co.uk / (+44) 7568192532; Dina Eltayeb Ali, UNICEF's Monitoring and Evaluation Specialist, at dali@unicef.org / :+(249) 156553670.

Do you have any questions?

Do you understand everything I have explained?

Do you agree to take part in this study?

Signature _____

In alternative, verbal agreement is recorded.