

Multi-country evaluation of UNICEF's Response to the Venezuela outflow crisis



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Inception Report

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Virginia Thomas – Team Leader
Ricardo Solé Arqués – Senior Health Expert
Elisabeth Lictévout – Senior WASH Expert
Silvia Hidalgo – Humanitarian Adviser
Julia Durand – Evaluation Manager
Alesia O'Connor – Researcher



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The views presented in this report are those of the authors and do not necessarily represent the views of UNICEF.

Abbreviations & Acronyms

AAP	Accountability to Affected Populations
AGD	Age, Gender and Diversity
ASRH	Adolescent Sexual Reproductive Health -
C4D	Communication for Development
CEAP	Corporate Emergency Activation Procedure
CO	Country Office
CWC	Communication with Communities
DAC	Development Assistance Committee
EC	European Commission
ECHO	European Civil Protection and Humanitarian Aid Operations
FAO	Food and Agricultural Organisation of the UN
FGD	Focus Group Discussions
GBV	Gender-based Violence
HQ	Headquarters
HT5	Humanitarian Track Five Project
IASC	Inter-Agency Standing Committee
IDP	Internally Displaced Persons
IMQA	Internal Management & Quality Assurance System
LACRO	Latin America and Caribbean Regional Office
L2	Level 2 Humanitarian Crisis
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
RMRP	Regional Refugee and Migrant Response Plan
PRRO	Protracted Relief and Recovery Operation
RO	Regional Office
RRI	Refugee Response Index
RRMP	Rapid Response to Population Movements
SADD	Sex and Age Disaggregated Data
SGBV	Sexual and Gender Based Violence
TOR	Terms of Reference
UN	United Nations
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNDSS	UN Department of Safety & Security
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UN-SWAP	United Nations System Wide Action Plan
WASH	Water, Sanitation & Hygiene
WFP	World Food Programme
WHO	World Health Organisation

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Table 1. Definitions¹

<p>Migrants - There is no internationally agreed on definition of migrants – usage varies by context and purpose. The International Organisation for Migration defines a migrant as “a person who moves away from his or her place of usual residence, whether within a country or across an international border, temporarily or permanently, and for a variety of reasons”. For data collection purposes, the United Nations Statistics Division defines an international migrant as “any person who changes his or her country of usual residence”. To calculate the actual number of international migrants, the United Nations Population Division bases its estimates on official statistics on the foreign-born or those with foreign citizenship. Most of these definitions include refugees and asylum seekers, even though persons in these situations have considerably different reasons for leaving, vulnerabilities, legal status and challenges, etc.</p>
<p>Refugees - are individuals who have been granted protection in another country because of a well-founded fear of persecution on account of race, religion, nationality, membership in a particular social group, or political opinion. Refugees are defined and protected by international law.</p>
<p>Unaccompanied and separated children - have been separated from their parents or primary caregivers. If they are accompanied by other adult relatives, they are considered separated; if no adult relative is with them, they are considered unaccompanied.</p>
<p>Children on the move - is an umbrella term that describes children who have left home for any reason, including conflict, violence, disasters, lack of opportunities or other threats to their well-being. They can be in transit or have found new residence within their country or outside their country. They may be alone or with a caregiver or parent.</p>

1. Context of the Evaluation

This inception report is a culmination of a preliminary review of documents and inception phase interviews with UNICEF LACRO technical advisors and senior management, as well as senior management and technical staff in UNICEF COs in Brazil, Colombia, Ecuador, Peru and Trinidad and Tobago. The purpose of this report is to present the evaluation team’s understanding of the evaluation requirements, including its purpose, scope, evaluation questions, methodology, and revised workplan. This report is the first deliverable within the evaluation process.

The evaluation team used the inception phase to better understand UNICEF’s information needs and migration issues and the needs of migrant populations and host communities in transit and receiving countries. In addition to reviewing key documents, the evaluation team undertook more than 39 preliminary interviews with UNICEF staff and representatives of key donors to understand their main decision-making and information needs that the evaluation can help to address (see Annex 1 for list of persons interviewed). In addition, the evaluation team carried out a light-touch evaluability assessment and recreated a regional level Theory of Change and CO level Theories of Action in order to establish the theoretical underpinnings that will be tested through the course of the evaluation.

1.1 Context of the Evaluation: the Venezuela Migration Crisis (VMC)

The crisis in Venezuela has caused the greatest exodus in history in the Latin American and Caribbean region (LAC), with approximately 5.4 million refugees and migrants that are hosted by LAC countries, including an estimated 1.4 million children that require protection and aid as of December 2020. UNICEF’s response to this crisis, both at country and regional levels, constitutes the object of the evaluation. The sections below detail the political, social, economic, demographic and programmatic context of the VMC and some highlights of the country programmes that be taken under consideration.

¹ International Organisation for Migration, Key Migration Terms; Department of Economic and Social Affairs, Statistics Division, Recommendations on Statistics of International Migration, Revision 1, 1998; United Nations Population Division, International Migrant Stock 2019; UN General Assembly, Convention Relating to the Status of Refugees, 28 July 1951, as modified by the 1967 Protocol; United Nations High Commissioner for Refugees, Guidelines on Policy and Procedures in Dealing with Unaccompanied Children Seeking Asylum, UNHCR, p. 1, 1997; International Committee of the Red Cross, et al., Inter-agency Guiding Principles on Unaccompanied and Separated Children, p. 13, 2004.

Political, social and economic drivers of the Venezuela Migration Crisis (VMC)

The recent Review of the UNICEF L2 Response in Venezuela (June 2020) has highlighted the push factors that have provoked and sustained the VMC. Since the Government declared an economic state of emergency in Venezuela in March 2016, provision of basic needs and services have collapsed: *“irregular provision of basic services like electricity and water affects the daily life and well-being of the whole population, particularly outside the capital. At a household level, 43 per cent have reduced the number of daily meals due to gas shortages, 25 per cent do not have sustainable access to potable water and 40 per cent of households have daily cuts of water supply. Health facilities are badly affected by the water shortage and electricity cuts which have caused many deaths due to life support systems failing⁵ and intrahospital infections. Public servants’ salaries have collapsed to around \$3-5 per month. Almost 120,000 teachers have left the profession in recent years due to low salaries. It is estimated that almost 1 million children are out of school.”²*

The on-going humanitarian, health and economic challenges are complicated by a persistent leadership conflict between the Maduro government and Juan Guaidó, leader of the National Assembly, who proclaimed himself president on Jan. 23, 2019, using a constitutional provision. The United States and other governments recognized Guaidó as the interim president. China, Russia and several other countries, as well as the Venezuelan military, declared their support for Maduro. Both factions met in Mexico in August 2021, with Norway serving as a mediator³. The prolonged political impasse and economic sanctions have resulted in rising unemployment, inflation and difficulty in accessing food and other basic necessities, including medicine, forcing millions of Venezuelans to flee the country.

Context for Migration Affected Countries

As migrant flows steadily increased through the course of 2018, they have taxed the already limited resources of host countries. In the last years, under the L2 Emergency Procedure, UNICEF has expanded its work in the LAC region and delivered much needed health, protection, nutrition, water, sanitation supplies and Communication for Development (C4D) as part of emergency response. The majority of Venezuelan refugees and migrants move through Brazil, Colombia, Ecuador, Guyana, Peru and Trinidad de Tobago (Figure 1) where UNICEF has activated a Level 2 (L2) Corporate Emergency Activation Procedure (CEAP), beginning in February 2019 to June 2021. The determination of what constitutes an L2 is laid out in the UNICEF’s Procedure on Regional Emergency Activation for Level 2 Emergencies⁴, which specifies the roles of each organisational level (CO, RO and HQ), and is based on analysis of five criteria: scale, urgency, complexity, capacity and reputational risk. It is designed for the UNICEF’s response (sectors and cross-cutting areas) to be timely, appropriately assessed, and designed and executed according to the Core Commitments for Children in Humanitarian Action (CCCs). The five countries included in this evaluation have scaled-up their field presence and service delivery modalities to attend to the needs of these children on the move along transit routes, at border points and at urban destinations. In the past year, UNICEF has further adapted to the COVID-19 pandemic, shifting some efforts to adapt its programming to ensure continuity of services and technical assistance.

Based on the increasing scale, urgency, complexity and capacity of the crisis, a Global L3 CEAP was triggered in March, following the COVID-19 outbreak. The L2 activation resulted from multiple events, including the border closure between Venezuela and Colombia and Brazil, multiple power outages in Venezuela and worsening socio-political and economic situation, which contributed to women and children being denied basic services. The massive arrival of Venezuelans implies new pressures, especially in countries where large inequalities persist and where the productive transition to sectors with high added value is incomplete.

COVID-19 has highlighted and exacerbated the risks faced by children on the move. Not only is access to essential services, such as WASH, education, food, etc. a major challenge, but COVID-19 has disrupted access to international protection and regular migration pathways for children on the move.

² UNICEF. Review of the UNICEF L2 Response in Venezuela, June 2020, p.vii

³ Human Rights Watch, <https://www.hrw.org/world-report/2021/country-chapters/venezuela>

⁴ UNICEF. UNICEF PROCEDURE ON REGIONAL EMERGENCY ACTIVATION FOR LEVEL 2 EMERGENCIES Document Number: EMOPS/PROCEDURE/2019/002, effective date 1 June 2019

Figure 1. Venezuelan Refugees and Migrants in the Region



Source: RMRP 2021.

Working in close cooperation with national and local governments, host communities, and partners, in particular IOM, UNHCR and other UN agencies, UNICEF is actively engaged in leading/co-leading the Communication, Communication with Communities (CwC)/Communication for Development (C4D), Education, WASH, Nutrition and Support Spaces, particularly for Child Protection and Education Working Groups. UNICEF actively participates in the Gender-Based Violence (GBV), Information Management and Cash Based Interventions groups, among others. At the regional level UNICEF plays a key role in promoting health, nutrition, WASH, education and child protection for migrant and refugee children. As of 31 March 2021, UNICEF US\$9.5 million available toward this appeal: US\$7.5 million carried over from 2020 and US\$2.2 million received in 2021.

Profiles of Venezuelan Migrants

While data is limited, particularly during the COVID-19 pandemic which has seen as border closures and an increase in irregular population movements, a recent publication by WFP-UNICEF and IOMs displacement monitoring data and other sources, suggest that the profile of Venezuelan migrants and their specific vulnerabilities have changed over time⁵. 2020 data suggests it is currently made up mainly of young and economically active population: and that well educated and upwardly mobile Venezuelans were among the first to leave, followed by subsequent waves of more vulnerable migrants as the crisis has progressed⁶. In terms of gender, IOM data suggests that the migratory flow for Colombia and Peru tends to be 51-52 per cent male and 48-49 per cent female. According to data compiled by the 2019 DTM surveys, 60 per cent of respondents were female in Brazil, while in Trinidad and Tobago they were 42 per cent⁷. IOM data suggests that they are mainly traveling to settle in urban centres to access employment and basic services. It has also highlighted the presence

⁵ WFP, UNICEF, Social protection and Venezuelan migration in Latin America and the Caribbean in the context of COVID-19, 2021

⁶ Ibid

⁷ Chaves-González & Echeverría-Estrada, 2020

of highly vulnerable populations, including single parent families; pregnant and nursing women; families with young children; unaccompanied children and those who have been separated from their families; and disabled individuals⁸.

During the COVID-19 pandemic, including the children on the move and their families have come under new pressures with:

- increase in the number of domestic violence cases was reported across the board, mainly against women and girls⁹ and in some countries belonging to this study, gender-based violence against migrant women increased significantly during the state of emergency declarations¹⁰.
- Prolonged school closures as of March 2020 and as of October, with some countries not yet having returned to in-class learning. Migrant children and adolescents are among the groups with the most limited access to education and in the context of the pandemic, the gaps in obtaining technology and connectivity are barriers to their access to virtual education.
- The adult and working-age population has been greatly affected by the measures of suspension or reduction of economic activities, leading some migrant families to choose to return to Venezuela, leading to increasing rates of poverty.

Overview of Regional Response Strategies

According to the Evaluation Terms of Reference, UNICEF, with governments and partners, has prioritized three strategic objectives: (1) promote and advocate for the rights of migrant, refugee and internally displaced children and their families, including indigenous populations; (2) ensure access to child and social protection, education, prevention of gender-based violence, early childhood development, health, nutrition and WASH services for migrant, refugee, and children in host communities; and (3) promote social inclusion and integration by ensuring access to social services and humanitarian cash transfers; the regularization of children's and families' legal status; strengthened social policies and national/local capacities; and strong linkages between humanitarian action and development programmes.

However, a preliminary review of the documentation provided to the evaluation team shows that no formal theory of change or strategy document clearly laying out the response priorities at LACRO level were ever formally approved, and the framing the response pillars have somewhat shifted over time. For this reason, in Section 5, the evaluation team has endeavoured to recreate a regional level theory of change or strategic framework which will be validated and refined through the course of the data collection phase (See below).

Overview of Country Level Response Strategies

As a result of the push factors generated within Venezuela, UNHCR has called on the international community to recognize Venezuelans as a group as refugees, based on the wider criteria outlined in the 1984 Cartagena Declaration. The majority of Latin American states have signed the declaration, which extends protection to *"persons who have fled their country because their lives, security or freedom have been threatened by generalized violence, foreign aggression, internal conflicts, massive violation of human rights or other circumstances which have seriously disturbed public order."*¹¹ Of the countries included in this study, those signatories to the Cartagena Declaration have taken measures with respect to these commitments; only Trinidad and Tobago is not a signatory¹² although it is a signatory to the 1951 Refugee Convention and its Optional

⁸ R4V, 2020h

⁹ UN Women, 2020

¹⁰ R4V, 2020b

¹¹ Paragraph III(3) of the Cartagena Declaration recommends a refugee definition that covers, in addition to those included in the 1951 Convention definition, 'persons who have fled their country because their lives, safety or freedom have been threatened by generalized violence, foreign aggression, internal conflicts, massive violation of human rights or other circumstances which have seriously disturbed public order.'

https://www.oas.org/dil/1984_cartagena_declaration_on_refugees.pdf

¹² Trinidad and Tobago is however signatory of the 1951 Convention and Protocol.

Protocol. Trinidad and Tobago has taken a very different political attitude and approach to the provision of services to and inclusion of Venezuelan children on the move and their families.

1.2 Object of the evaluation

Through a regional lens and five country case studies in Brazil, Colombia, Ecuador, Peru and Trinidad and Tobago, this evaluation will review the diverse ways that UNICEF has responded to VMC, given the specific opportunities and constraints of national contexts, government policies, and through its development and humanitarian interventions. Here we briefly outline some of the key learning opportunities presented by each country case study.

Brazil

In 2020, Brazil hosted over 260,000 Venezuelans migrants and refugees, 50,000 of whom live in the northern states of Roraima, Amazonas and Para, where UNICEF's multi-sectoral services and monitoring focused on 73 locations, including 22 official shelters and 20 informal settlements. UNICEF cooperates and coordinates with Operação Acolhida, the Government of Brazil's migration operation, through the Brazilian Army to provide screening, reception and transit centres in the Northern States. UNICEF secured continuity of multi-sectoral services for the most vulnerable and implemented specific measures to address COVID-19 related challenges. For the purposes of this evaluation, it will be important to focus on:

- Brazil's efforts to ensure access to services, enhanced protection of children and access to GBV prevention and referral, which includes capacity building and reinforcement of local structures.
- In terms of reaching the most vulnerable populations, a focus will be the appropriateness of the response provided to indigenous people in Venezuela in terms of age, gender and culturally appropriate instruments and strategies.
- UNICEF has avoided duplicating existing systems; hence it will be valuable to assess the challenges addressed, in terms of capacity building, linking emergency and development actions and integrating them in long term planning processes.
- The ultimate incorporation of migration flows and the application of the Children on the Move frameworks, the challenges and opportunities experienced and how they are factored in UNICEF COs as a new paradigm for the long term are particular areas of interest for the evaluation.
- Explore upstream and downstream advocacy and capacity building, route-based approach, key transit areas and border crossings services and protection, services and assistance in urban settlements, indigenous communities, social cohesion/tensions with local host communities.

Colombia

UNICEF Colombia has multiple emergencies occurring simultaneously: a pre-existing challenge of internal displacements and violence, the Venezuelan migration crisis, as well natural disasters and the COVID-19 pandemic. The migratory influx has shed light on structural weaknesses and drawn attention to the limited presence of social institutions in several rural areas, including border regions¹³. In 2020, Colombia continued being the recipient of the highest number of refugees and migrants from Venezuela, hosting an estimated 1.72 million people, that is approximately 37 per cent of the 4.6 million Venezuelans in the region. In addition to this population, the country hosts Colombian and binational returnees (nearly 845,000 in August 2020)¹⁴, as well as Venezuelans in transit and crossing the border on a temporary and repeated basis, known as pendular movements. Of particular interest for the evaluation to consider will be:

- In 2020, UNICEF Colombia developed a new Country Programme Document¹⁵ that radically redefines how UNICEF conceptualises migration within its regular development programme. It breaks down sectoral silos by defining a country programme taking a population/issue-based approach. In this

¹³ UNICEF, LACRO Situation Report, December 2020

¹⁴ Ibid

¹⁵ UNICEF, Colombia Country Programme Document, 2020

context, how does it define which migration-related activities/outputs are funded under 'emergency' modalities, and which under 'development', and what, if any, challenges does it face in programming for the 'nexus'? How to report results that correspond to humanitarian and development interventions, while avoiding double counting?

- The emergence of new dynamics of organized armed violence in some border territories of the country has led to an increase in vulnerabilities for children and adolescents from both host communities and migrants and heightened their exposure to different forms of violence. It will be valuable to explore UNICEF Colombia's experience in the management of social conflict, peacebuilding and generating social cohesion between Venezuelan migrants and Colombians in a historically conflict-prone area. It will be important to examine the protection, inclusion and empowerment of vulnerable indigenous children on the move and their families, and also to take a comprehensive age and gender approach to all UNICEF Colombia interventions.
- UNICEF Colombia's extensive experience in building technical capacity within the Colombian government and state institutions (particularly the *Instituto Colombiano de Bienestar Familiar* ICBF) to develop its own capacity to ensure child protection for migrant children.
- Key sectors to explore in Colombia are WASH, Child Protection, Health – particularly Adolescent Sexual Reproductive Health - ASRH, Education from a route-based and nexus perspective.
- Whether and how UNICEF was able to ensure the continuity of services to migrant children and their families under an extreme COVID-19 crisis that continues to affect access to basic services, especially for the most vulnerable.
- Explore upstream and downstream advocacy and capacity building, route-based approach, key transit areas and border crossings services and protection, services and assistance in urban settlements, indigenous communities, social cohesion/tensions with local host communities.

Ecuador

Ecuador is one of the largest recipients of migrants and refugees in the region and also one of the most affected by the COVID-19 pandemic. The Refugee and Migrant Working Group estimates that the total population of Venezuelan migrants in Ecuador exceeds 415,000—among them 124,500 children and adolescents¹⁶. Although Ecuador's legal framework guarantees migrants' access to health, justice and education among other services, given the high demand for services, authorities' capacity to address all migrants' needs are limited. Additionally, the COVID-19 crisis has accentuated the vulnerabilities of migrants and refugees, who are significantly affected by the socioeconomic impact of the pandemic¹⁷. In Ecuador, UNICEF has focused on promoting the protection and inclusion for all children and adolescents in host communities. For the purposes of this evaluation, CO Ecuador's Venezuela outflow response includes some innovative and significant initiatives, as well as challenges, that we will explore during the evaluation. For the purposes of this evaluation, we will explore:

- The CO's efforts and positive outcomes in advocating with the Ecuador's government regarding Children on the move protocol
- Breaking down barriers in social inclusion of Migrants in Ecuadorian schools
- The Cash-Based Intervention in coordination with WFP and UNHCR under the UNCCS, with Ecuador being one of the pilot countries.
- WASH response lessons learned and experience capitalization and an overall effort in supporting three joint needs assessments of the Venezuelan population in Ecuador with the BPRM.
- Additionally, Ecuador's CO has emphasized the humanitarian-development nexus through specific funding (BPRM).
- Experiences and results of supporting host communities as a means to address/reduce xenophobic attitudes

¹⁶ UNICEF, 2019 and 2020 SitReps

¹⁷ UNICEF, 2019 and 2020 SitReps.

- It will be valuable also to explore with CO Ecuador their difficulties in monitoring the migrants and refugees flow, the coordination mechanisms and COs capacity and preparedness to respond to the emergency and the longer-term crisis.
- Upstream and downstream advocacy and capacity building, route-based approach, key transit areas and border crossings services and protection, services and assistance in urban settlements, indigenous communities, social cohesion/tensions with local host communities.

Peru

Peru has the second largest population of Venezuelan migrants after Colombia. The Refugee and Migrant Working Group in Peru estimates that Peru hosted 1.05 million Venezuelan migrants and refugees by December 2020, 150,000 less than in 2019 due to COVID-19, border closures and a drastically reduced influx of people on the move¹⁸. Most migrants and refugees arrived between 2018 and early 2019 through the Binational Border Service Centre (CEBAF) at the Peru-Ecuador border, but also entries made at irregular border crossings. Among incoming and settled Venezuelan families, mandatory quarantine since the COVID-19 outbreak has increased social, economic and physical vulnerability and exposure to violence¹⁹. Because most migrants and refugees work in the informal labour market and lack health coverage, parents cannot access the national health system services or social protection benefits. Barriers to accessing health and social services pushes migrants and refugees back into precarious employment and increases the risk of contagion, since overcrowded working and living conditions favour COVID-19 transmission. In the context of this evaluation, it will be important to explore:

- How UNICEF Peru adapted its response to the Venezuelan migrant crisis, to the COVID-19 emergency in a comprehensive “nexus” oriented strategy that combined humanitarian and technical assistance in Tumbes (northern border), with what success? How are key actors better prepared in Tumbes to respond to a future influx?
- Challenges and success regarding social integration and social cohesion interventions in targeted communities in North Lima, where close to 30 per cent of Venezuelans have settled – programming mainly centered on Education, Child Protection and the use Cash Transfers to support vulnerable Venezuelan migrant families.
- Good practices in terms of leveraging development resources to address the broader migration challenges (Government of Canada and ECHO for example)
- Upstream and downstream advocacy and capacity building, route-based approach, key transit areas and border crossings services and protection, services and assistance in urban settlements, indigenous communities, xenophobia, social cohesion/tensions with local host communities and response to political actions that have affected the rights of migrant children and their families.

Trinidad and Tobago

The main areas of intervention in Trinidad and Tobago are education and CP. Through its Child Friendly Spaces, UNICEF supports children’s access to intersectoral programming including education, psychosocial support, early childhood development, child protection, life-saving messages and social integration. With lockdown restrictions in place since March 2020, the Child Friendly Spaces and all other initiatives are operating online. The situation of Venezuelan children on the move resulting from the third wave of COVID-19 cases brought additional challenges to migrant and refugee families as they saw the loss of livelihoods, increase in evictions, and surge in requests for emergency nutritional support. For the purposes of this evaluation, key points to explore are:

- Restrictions on access to national systems, particularly education, and efforts to address this through engagement with religious schools’ networks; how to engage other actors, particularly the government and build longer-term solutions; UNICEF’s innovative efforts to build a system of educational accreditation without the cooperation of state authorities.

¹⁸ UNICEF. 2019 and 2020 SitReps, Annual Reports

¹⁹ UNICEF. 2019 and 2020 SitReps, Annual Reports

- The lack of registration procedures for Venezuelans arriving after June 2019 and its impact on access to essential services and protection for children and adolescents.
- How to plan targeted interventions in the absence of credible information about the actual number Venezuelan children on the move in Trinidad and Tobago.
- UNICEF's efforts to advocate for the rights of children on the move and counteract the growing xenophobia within the country.
- How to sustain UNICEF's work on behalf of children on the move in Trinidad and Tobago in the absence of a humanitarian appeal.
- Finally, UNICEF is looking to expand its use of cash-based interventions beyond the nutrition intervention for children under 5, in light of the increased needs resulting from the socioeconomic impacts of COVID-19. The evaluation can provide insight into the potential to scale up this aspect of the response.
- Upstream and downstream advocacy and capacity building, route-based approach, key transit areas and border crossings services and protection, services and assistance in urban settlements, indigenous peoples, social cohesion/tensions with local host communities.

Humanitarian Target, Achievements and Funding Context

Significant funding gaps have persisted throughout the response and the VMC has been cited as the most neglected among humanitarian crises. As found in Table 3 below, in 2019, despite a 57% funding gap, followed by a 64% funding gap in 2020. The perspectives for 2021 appear to be better, with UNICEF having received 70% of its HAC appeal, the highest of any of the agencies involved in the response. An important area to explore within the evaluation are the factors shaping donor perceptions, choices and expectations regarding the VMC in the past, present and future.

Yet, within this funding context, as shown in Table 4 below, there is a high degree of variability in the extent to which UNICEF COs have been able to meet targets in terms of the numbers of beneficiaries reached by sector and humanitarian indicator. Across sectors, UNICEF has in many cases exceeded targets, despite funding gaps, reaching over 288,000 children from migrant families and host communities in the areas of education, health, nutrition, water, sanitation and hygiene (WASH), protection and social inclusion, communication of life-saving messages and campaigns targeting growing xenophobia.²⁰ The biggest funding gaps were for advocacy/communications and C4D, followed by WASH. Yet, as shown in Table 4, C4D and Communications/Advocacy together were able to outperform targets on some indicators. It will be important to understand what factors underlie these achievements.

Table 1 shows significant variation in humanitarian funding by country, sector and by year indicating a high degree which will likely have impacted the ability of Country Offices to plan and deliver on their emergency responses. In some cases, humanitarian funding to country responses were halved from 2019 to 2020, the consequences of which will be explored in depth in the Data Collection phase of the evaluation.

Finally, at a macro context:

²⁰ UNICEF, Humanitarian Situation Report on the migrant flows in Latin America and the Caribbean (Situation Report No. 9 January - December 2019), December 2019.

Table 2. % Gap between funds appealed for and funds received by Country – 2019 and 2020²¹

Sector	Brazil		Colombia		Ecuador		Peru		Trinidad & Tobago		Total	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
C4D	93%	100%	74%	94%	9%	89%	72%	100%		100%	76%	95%
Child protection	30%	83%	60%	55%	28%	47%	0%	26%	43%	75%	37%	57%
Communications/Advocacy	100%	100%	86%	90%	100%	100%		100%	100%	100%	90%	98%
Education	0%	68%	81%	68%	0%	94%	22%	51%	0%	0%	48%	72%
Health	70%	56%	79%	53%	51%	61%	5%	89%			69%	59%
Nutrition	30%	82%	38%	47%	92%	100%	57%			100%	59%	70%
Social inclusion	100%	100%	80%	100%	25%	42%	0%	100%			38%	69%
WASH	45%	56%	83%	82%	72%	85%	75%				73%	75%
Cross-sectoral support		0%		67%		0%		44%	0%			21%
Regional Support											55%	51%
Total Funding gap	48%	70%	76%	68%	43%	69%	40%	54%	20%	45%	57%	64%

Source: SitRep 2019 and 2020

Table 3. % Over/under achievement on Humanitarian Targets by Indicator by Country– 2019 and 2020²²

VMC Humanitarian Indicators by Sector		% Achievement of Targets				
Sector/ Indicator	Brazil	Colombia	Ecuador	Peru	Trinidad & Tobago	
C4D	59%	166%	249%	1954%	69%	
# of affected population in targeted areas actively participating in accountability mechanisms supported by UNICEF	18%	139%	156%	785%		
# of people reached in affected areas with messages on life saving skills and protective practice and behaviours, as well as information on access and use of services	49%	234%	69%	43%		
No. of people in host communities participating in community activities on prevention of xenophobia, promotion of inter-cultural dialogue or inclusion	95%	58%	52%	5035%	8%	
No. of people in targeted areas actively participating in accountability mechanisms supported by UNICEF	53%	59%	99%			
No. of people reached with messages on life-saving skills and protective practices or information on uptake of services	81%	339%	868%		99%	
Communications/Advocacy		272%	591%			
# of people reached by UNICEF statements in traditional media, social media and campaigns aimed at increasing support for uprooted children		272%	591%			
Child protection	85%	52%	162%	513%	141%	
# of children benefiting from programmes to prevent and address violence, abuse and exploitation (including GBV), being mobilized and strengthened	6%	139%				
# of girls and boys provided with psychosocial support including access to CFSs with intersectoral programming interventions	195%		85%	136%		
# of people subject to immigration/asylum procedures have access to adequate information and legal assistance			92%			
No. of children accessing mental health and psychosocial support	79%		329%	209%	184%	
No. of children accessing mitigation, prevention or response interventions to violence, abuse and exploitation	60%	12%			99%	
No. of children, adolescent, and women accessing GBV risk mitigation, prevention or response interventions		5%	143%	1193%		
Social inclusion	0%		140%			

²¹ Based on UNICEF SitReps 2019-2020

²² Based on UNICEF SitReps 2019-2020

# of families with boys and girls on the move who receive social protection services as part of a programme supported by UNICEF (including Cash Based Interventions -CBI)	0%		37%		
No. of families benefiting from cash-transfers			244%		
Education	128%	83%	78%	114%	191%
# of boys and girls on the move, including adolescents accessing formal education and Early Childhood Development Services			76%	94%	
# of boys and girls on the move, including adolescents accessing non-formal learning activities	216%	77%	23%		
# of girls and boys (under 5) benefiting from early childhood development activities	100%				
No. of children aged under 5 benefiting from early childhood development activities	99%	56%	79%		199%
No. of children and adolescents accessing formal or non-formal learning activities	96%	115%	133%	133%	183%
Health	79%	62%	84%	168%	
# boys and girls under 5 years with access to primary healthcare in UNICEF supported facilities	60%			116%	
# children 6 to 36 months that receive baby kits containing basic supplies for the care and hygiene of vulnerable children under the age of 3			168%		
# of boys and girls with access to at least the minimum set of vaccines according to each country standards	55%	135%			
No. of children and women receiving primary healthcare in UNICEF-supported facilities	58%	20%	0%	219%	
No. of children vaccinated against measles	145%	31%			
Nutrition	97%	168%	18%	78%	78%
# boys and girls under 5 years with acute malnutrition accessing to nutrition treatment in UNICEF supported facilities	9%		2%		
# of boys and girls (6-59 months) receiving nutrition supplementation to prevent undernutrition	121%		51%	69%	
# of targeted caregivers (men and women) of boys and girls 0-23 months with access to IYCF counselling for appropriate feeding	51%	415%		87%	
No. of caregivers of children under 5 reached with IYCF counselling	163%	50%			78%
No. of children under 5 screened for malnutrition, including anaemia	140%	38%	0%		
WASH	193%	126%	97%	130%	
# of boys and girls in schools and learning spaces with access to WASH services as per agreed standards (according to context)	123%	285%	10%		
# of people (men, women, boys and girls) with daily access to WASH services at service delivery points (health centres, shelters, migration points and transit points) as per agreed standards (according to context)	667%		235%		
# of population provided with sanitation or hygiene kits or key hygiene items or access to handwashing points with soap or similar items	45%		9%	130%	
# of population with daily access to WASH service in settlements		110%			
No. of people accessing key hygiene items	49%	67%	129%		
No. of people with access to safe water at community level, including access to water through water filters	81%	43%	101%		

2. Evaluation Purpose, Objectives, Scope and Intended Audiences

The purpose of the evaluation is to account for the results achieved between January 2019 December 2021 and draw lessons learned and recommendations that will guide its future strategic and programmatic priorities in the region and the relevant countries, including the new Regional Office Management Plan and relevant Country Office (CO) Program Documents. In this regard, the Venezuela Outflow evaluation is expected to review the appropriateness, effectiveness, coherence, coordination, efficiency and connectedness of the delivery response actions and strategies implemented by case study countries and at regional level, for different sectors and types of interventions.

The evaluation will have a strong gender and equity focus component, exploring how and to what degree UNICEF has been implementing the gender and equity lens and considered gender dynamics, such as socio-economic status, ethnic groups, and other relevant variables in its design, planning and implementation

2.1 Objectives

As per the evaluation Terms of Reference (ToR), the primary objective is to evaluate the extent to which UNICEF is providing adequate, effective and timely response to the crises generated by the outflow of migrants from Venezuela to Colombia, Ecuador, Brazil and Peru, and Trinidad and Tobago since February 2019, and to understand what the enabling and constraining factors and lessons learned are in each context. Besides assessing the emergency response, the evaluation will also look into UNICEF actions to open opportunities to establish localized solutions, as well as more long-term solutions to the integration of migrants through institutions and systems of duty bearers. It will also seek to analyse the extent to which changes in social norms, including those related to gender and xenophobia, are envisioned and strategies are in place and are measurable. The evaluation will identify good practices, innovative approaches and lessons learned and seek to develop, in a participatory manner, forward looking recommendations to strengthen UNICEF's results, with a special focus on reaching the most vulnerable groups. The evaluation will provide evidence on whether UNICEF's Regional Response to the VMC has been and continues to be appropriate, effective, efficient, coherent, coordinated and connected. It will consider country and sub-national socio-economic status, fragility, systems and response.

To do so, the evaluation will:

- i) Assess the appropriateness of overarching strategies and priorities developed at the regional level and their articulation with the strategies and implementation at the country level;
- ii) Retrospectively assess results and identify emerging good practices of the response at both regional and country levels;
- iii) Identify successful strategies and lessons learned at country and regional levels, as well as review the relevance and quality of the support provided by the Regional Office (RO) and HQ; and
- iv) Assess the partnerships, coordination mechanisms, strategies and intervention modalities that enable UNICEF to better respond and support the transition from humanitarian response to a more long-term response (i.e., the nexus).

The evaluation is a forward-looking exercise. Its evidence-based findings and recommendations will inform UNICEF's Venezuela Outflow Migration and Refugee crisis response 2022 strategic and operational priorities and UNICEF country offices strategic and operational planning, amidst the COVID-19 crises, and strengthen its Partnerships with Governments and its Partners in fast-changing contexts and support the establishment of a more sustainable response to the crisis.

2.2 Evaluation Scope: Temporal, Thematic, COVID-19 and Geographic

During the Inception Phase, in addition to the original four countries, and per UNICEF request Trinidad and Tobago was added to the country case studies for two main reasons 1) it represents a different context due to the lack of an enabling environment as it relates to the culture, language, geography, legal and administrative barriers to access services and the Government of the Republic of Trinidad and Tobago positioning regarding non-nationals and 2) the UNICEF Multi Country Eastern Caribbean Office was considering undertaking an evaluation as part of its new CPD costed evaluation.

Temporal Scope: This evaluation will therefore cover UNICEF's response to the Venezuela outflow crises in the region, with a specific focus on Colombia, Brazil, Peru, Ecuador and Trinidad and Tobago, from the time the Level 2 Corporate Emergency Activation Procedure (CEAP) was triggered in February 2019 to its deactivation in June 2021, as well as the overlapping period with the Global L3 CEAP activated in March 2020 following the COVID-19 outbreak (January 2019 to December 2021).

Thematic Scope: The evaluation will explore the strategies developed and actions taken by UNICEF at Regional LAC level in support of a coordinated, regional response, as well as the actions and results generated by five

UNICEF Country Offices in line with the L2 and L3 standard UNICEF operational procedures (SSOPs). The scope of the evaluation encompasses the measures and actions carried out following the COVID-19 outbreak in the region and the five sample countries, coherence with the Global L3 CEAP and the extent to which the L3 COVID-19 response included and addressed the needs of Venezuelan migrant children and their families. At the institutional level, the evaluation will look at key interventions and strategies at the sub-national, country, regional (LACRO) and Headquarters levels. It will examine the extent to which these were coordinated and coherent internally and externally.

Criteria scope: The evaluation will cover the five OECD-DAC evaluation criteria identified the ToRs, adding coordination at the request of evaluation users: namely: relevance, effectiveness, efficiency, coherence (including a special focus on coordination) and connectedness.

COVID-19: the evaluation will include an assessment of UNICEF's COVID-19 adaptations to the migration crisis response.

Geographical scope: The evaluation will have within its scope the regional response as well as five country case studies, considering a sample of UNICEF interventions in a range of settings along the migration route: border crossings and transit areas, rural and urban destinations, as well as the areas where reverse migration or pendular movements have been observed. (See section on Sampling below in tables 9 and 10.).

2.3 Intended Audiences and Evaluation Uses

The primary audience of this evaluation is UNICEF's CO senior management and staff involved in the L2/L3 response in Brazil, Colombia, Ecuador, Peru and Eastern Caribbean country offices, as well as the Regional Office and the HQ senior management and sections involved in supporting the response; the secondary audience include UN partner agencies, national governments', development partners and donors, and implementing partners as well as other UNICEF LAC COs in the which are increasingly receiving Venezuelan migrants and refugee children and their families, as well as other COs which are working to respond to an increased number of children on the move, for example in Central America.

Secondary audiences also include other countries in the region which may not have been part of the L2 response but may be receiving increasing number of Venezuelans and facing similar challenges, as well as other countries who are struggling to respond to increased number of children on the move, for example in Central America. Ultimately, some of the underlying lessons may be of use to countries dealing with children on the move in other regions as well.

This evaluation is also expected to be of interest to donors and implementing partners, both governmental and non-governmental, as well as beneficiaries and communities, as a mechanism to strengthen transparency and share experiences and identify lessons learned. During the inception phase interviews, specific effort was made to include donors to understand what information needs they have from the evaluation, and what factors are shaping their decisions regarding funding on-going appeals on behalf of Venezuelan children on the move and their families. Lessons learned will help strengthen the response going forward and may be helpful for other countries with important population flows, such as in Central America. In addition, whenever possible the evaluation will seek to include meaningful participation of duty bearers (governments) and rights holders (civil society and programme beneficiaries) to promote ownership and utilization of evaluation findings.

Table 4. Users and uses of the evaluation

Evaluation Users	Uses of the evaluation:
UNICEF Country, Regional and HQ Teams	Results of evaluation may: AWP, HAs and CPDs to be developed in 2022. Feed into drafting of Ecuador CDP; Formulation of ECA and Peru Country Programme Management plans; Colombia CO mid-term review; Revisions to the HAC and HAC reporting; Synthesis report may be presented at Donor Conference in June 2022.
Other UNICEF COs within and beyond the region	Support institutional learning for other countries dealing with large influxes of children on the move
UN partners, particularly IOM and UNHCR	Support enhanced inter-agency cooperation and coordination
Implementing Partners, civil society organisations, governments and regional bodies.	Support improved delivery of services and information sharing, accountability
Donors	Provide insight into the effectiveness, efficiency, innovations and challenges face by UNICEF’s Venezuelan Migration Response
Migrant Children and their families/Host communities	Provide enhanced accountability to both migrant children and their families, as well as host communities, through both use of participatory evaluation methods as well as through ensuring access of evaluation participants to the findings and final report

3. Evaluability Assessment, User-Input, Country Contexts and Analytical Framework

This section summarises some of the key findings from the Inception Phase. It includes the result of a rapid evaluability assessment (EA) and proposes mitigation measures. Findings of the EA are that there in terms of design there is no overarching ToC for the Response at regional level and that these are weak or non-existent at CO levels. These have been reconstructed below and will be tested in the course of the evaluation during the data collection phase. Key issues and interests expressed in Inception Phase Interviews by key evaluation users will also be reflected in revised Evaluation Questions. Finally, it outlines the team’s overall approach to the evaluation, including the proposed analytical framework.

3.1 Review of Evaluability, Limitations and Mitigation Measures

A light touch evaluability review was carried out to understand whether it is possible for the evaluation to answer the evaluation questions given the current design and availability of data, and whether the context is conducive to conduct this evaluation. In this section, we present the findings of a rapid evaluability review. The results from the evaluability assessment have informed decisions about proposed evaluation methods, and type and volume of data that needs to be collected.

At the outset of the Inception Phase, the evaluation team requested input from UNICEF country office monitoring and evaluation officers to respond to a series of Evaluability Assessment (EA) questions regarding the Venezuela Outflow (See Box 1 for the EA criteria and Annex 2 for the information gathered from all levels) Programme evaluability was assessed through review of documents, available data and preliminary interviews with in-country UNICEF staff and other stakeholders along three dimensions: clarity on design of the response, information quality and availability and conduciveness of context. The detailed assessment can be found in Annex 2. Key findings are provided below.

Box 1. Evaluability Assessment Key Criteria

1. Clarity about the design of the Response /The design of the Venezuela Outflow response is generic. It lacks clear and coherent overarching ToC. (mitigation measure ToC reconstructed).

Key problems and target populations are identified

Clear objectives and targets set

Objectives identified by situation analysis, baseline study, or other evidence

Age/gender/vulnerability/equity issues identified

A continuous causal chain, connecting UNICEF's response with intended outputs and outcomes

Valid/reliable indicators for each expected event (output and outcome)

Assumptions about the roles of different actors/levels within and outside of UNICEF been articulated and made explicit

2. Information quality and availability - The monitoring systems to measure progress and demonstrate results is inadequate. Additional data collection, particularly outcomes will be needed to allow the evaluation team to answer all the evaluation questions .

Complete set of key documents available

Baseline data exist as a basis for measuring change and disaggregated

Data collected for all the indicators

Data is reliable

With sufficient frequency

Disaggregated by age, gender, migratory status, ethnicity and other key population characteristics

Significant missing data

Measures used are reliable

3. Conduciveness of context- Despite the challenges posed by Covid19, key stakeholders are highly supportive of the evaluation and are willing to provide the logistical and conceptual support needed to make it a success.

Accessibility to and availability of stakeholders (COVID 19 and other security issues can be respected)

Stakeholders are interested and perceive a need for this evaluation

Travel possible given COVID-19 restrictions

Virtual modalities needed and possible

In-person modalities preferable

Key locations where refugees/migrants are accessible remotely or in-person

Staff and partners have availability to participate

Staff available to help identify key stakeholders and coordinate interviews

Ethical requirements can be met

Summary of evaluability assessment findings

The EA highlights that some elements are in place to evaluate UNICEF's response to the Venezuelan Outflow and additionally, suggests some limitations on evaluability (See Annex 2 for further detail):

Documented needs as a basis for planning: Across the five countries and the Regional Office, UNICEF and other partners have conducted needs assessments. The emergency response has clear objectives and targets and to some extent, gender and equity issues have been identified. Through document review, Key Informant Interviews (KII) as well as direct discussions with beneficiaries, the evaluation team will seek to strengthen information available on gender and equity issues,

Theories of Change/Theories of Action²³/Response Strategy Documents: Since the onset of the Emergency, LACRO has produced and revised a draft strategy that has yet to be finalised but provides a conceptual basis for

²³ In addition to the UNICEF RBM Handbook, the team used the following definitions to differentiate the regional Theory of Change and the national Theories of Action: "A Theory of Action is the delivery model for a Theory of Change. A Theory of Change describes the

the evaluation team to reconstruct a Regional Level Theory of Action for the Venezuela Outflow (see below). Of the five country case studies, Trinidad and Tobago has laid out a clear Theory of Change for the Migration response that includes both emergency and regular programming interventions. In its new CPD Colombia has laid out a Theory of Change for the migration component of its 2020-2022 programme that addresses to some extent complimentary between development and humanitarian modalities. Brazil has developed a ToC for the four components of the CPD, and is aiming at including migration as an element of the long-term programming for the upcoming program cycle. Peru and Ecuador do not yet have an overarching Theory of Change or Theory of Action that can be tested through the evaluation. Below, the Evaluation team has endeavoured to reconstruct the intervention logic for each of the five-country cases and the Regional Response that considers both regular “business as usual” programming in addition to the humanitarian response, and a response that considers “nexus” programming.

Indicators: Most countries have identified output level indicators to measure humanitarian output level results, whereas some have outcome level indicators regarding the migration response as framed within their CPDs. The evaluation team will review UNICEF COs monitoring and evaluation (M&E) data, including project reports, decentralized evaluation reports, UNICEF COs strategy notes and institutional documents (strategic plan, results-based annual reports (RAM), etc.), data related to programme performance indicators (data disaggregated by sex when available), action research, as well as other publications available on each country. Where Outcome level indicators are missing, the ET will propose indicators at the outcome level based on benchmarks set in the Core Commitments to Children (CCCs)²⁴ and other key UNICEF frameworks and guidance.

Baseline Data: Baseline data does exist for the HAC indicators for each country. As this evaluation is concerned with coordination and complementarity between emergency and regular development programming, baseline data may not be available for the full range of indicators of interest to the evaluation. In some countries and for specific indicators, information on gender or age, nationality, ethnicity and disability are unavailable.

Availability of Documentation: For most countries, a good deal of documentation is readily available and has been shared, and there is no significant source of missing data. Documentation is generally available for all sectors involved in the Response, yet it is insufficient to fully answer the evaluation questions and there is a need to gather additional data particularly at the level of outcomes.

The EA finds that additional data will need to be gathered in order to respond to the evaluation questions, using the methods and criteria outlined below.

During the Inception Phase, the following key documents have been identified as key references and data sources for the evaluation:

processes through which change comes about for individuals, groups or communities. A Theory of Action articulates the mechanisms through which the activities are being delivered, e.g. through which type of actors (for example, NGOs, government or markets) and following what kind of processes (for example, grants to NGOs disbursed from a challenge fund, provision of technical assistance, advocacy activities, facilitation of or the establishment of partnerships).

It is possible to operationalise the same Theory of Change in different ways, that is, through different Theories of Action.” From the Tetra Tech website (What is a Theory of Action? - Tetra Tech International Development (tetratechasiapacific.com))

²⁴ United Nations Children’s Fund (UNICEF), Core Commitments to Children in Humanitarian Action, October 2020

Table 5. Key Documents Identified

Key Data sources and references identified – 2019, 2020, 2021			
Humanitarian Response	Development Programming, taking Migration into account	UNICEF Key policy and regulatory documents	Other sources
Humanitarian Action for Children (HAC) Sit Reps UNICEF or Joint needs assessments Focus Group reports from jointly conducted Participatory Assessments with UNHCR and other partner Programme Cooperation Agreements (PCAs) Relevant programme and humanitarian documents by sector Relevant Country and Regional Research, analysis and Evaluations including the Evaluation of the Eastern Caribbean Programme; Evaluation of Central American Response to Children on the Move, etc. Evaluation of UNICEF’s Response to the L2 Emergency in Venezuela	Country Programme Documents, Programme Strategy Notes Annual Reports Monitoring and Results Reporting via RAM and Strategic Monitoring Questions (SMQs) Programme Cooperation Agreements (PCAs) Annual Workplans Research, analysis and evaluations, monitoring data	Convention on the Rights of the Child ²⁵ Current and Draft UNICEF Strategic Plan 2022-2025 Core Commitments for Children ²⁶ (CCCs) Global Programme Framework on Children on the Move ²⁷ Accountability to Affected Populations ²⁸ 2019 Procedure for Linking Humanitarian and Development ²⁹ Programming (in its forthcoming evaluation)	IOM – Displacement Tracking Matrix; UNHCR indicators Regional Migration Response Plan for Venezuelan (R4V) and related reports Relevant Research and Evaluations

Data Validity and Reliability: COs indicate that there may be challenges regarding the reliability of data in some cases. According to UNICEF Monitoring and Evaluation officers and Planning teams, there may be cases of over or under-estimation of targets and needs due to difficulty in tracking migrant/refugee children and their families. Due to COVID-19 and the subsequent border closures, many migrant/refugee children and their families may have returned to Venezuela or are using irregular border crossing. COVID-19 has reduced mobility and limited opportunities for UNICEF staff and/or Third-Party Monitors to verify reporting from partners in the field. The evaluation team will endeavour to identify and triangulate between different data sources, including those from public administrative records, UNHCR and IOM, to understand the nature of the divergence, if any, in figures available.

COVID-19 and potential limitations with key stakeholders including migrant children and their families

COVID-19 has created a complex, unpredictable and high-pressure environment for UNICEF staff, partners and beneficiaries, potentially adding to stress levels and secondary health consequences. This fluctuating environment is an important contextual aspect for the evaluation – with different and rapidly changing travel restrictions and public health guidelines. both within countries and between countries. Based on the Inception phase KII, COVID-19 has played a role in reducing the ability of COs to collect and verify the types of field monitoring data that typically they might have access to.

3.2 Information Needs of Primary Evaluation Users

In line with the Utilisation-focused and participatory approaches of this evaluation, , the evaluation team carried 33 interviews with UNICEF staff at HQ, LACRO and in Brazil, Colombia, Ecuador, Peru and Trinidad and Tobago country offices to understand the needs and expectations of evaluation users at all levels A full list can be found in Annex 1.

²⁵ References

²⁶ [Core Commitments for Children | UNICEF](#)

²⁷ [Global-Programme-Framework-on-Children-on-the-Move.pdf \(unicef.org\)](#)

²⁸ [UNICEF-ESA-Integrating-AAP-2020.pdf.pdf](#)

²⁹ [Formative evaluation of UNICEF work to link humanitarian and development programming - Summary \(SRS 2021\) | UNICEF Executive Board](#)

Table 6. Table of people met

Persons Interviewed	Female	Male	Total
CO level	10	7	17
RO level	8	5	13
HQ Level	3	0	3
Total	21	12	33

To allow broad participation in the refining of key Evaluation Questions (EQ), senior management at various levels were interviewed to ascertain key strategic/political issues regarding the Venezuelan Outflow and response, and identify their information needs as decision-makers; technical team members and sector specialists were invited to share operational concerns and to provide an overview of key sector guidance, practical and logistical issues to help frame key EQ. Donor representatives from Canada and ECHO were also invited to give input during the Inception Phase to ensure that donor perspectives were considered.

The following themes and issues have arisen from these interviews which have been considered in reformulating the EQ (see below):

Demand for the Evaluation: One of the key findings of the Inception Phase relates to the high level of interest in the evaluation among key user groups. All respondents considered the evaluation was needed to draw lessons from the emergency phase and to inform planning and decision-making at CO and Regional levels. Among countries participating in the evaluation Colombia finalised its new CPD in 2020 and Peru and Trinidad and Tobago are currently finalizing their new CPDs; Ecuador and Brazil will soon enter into a new phase of country programme development. The diverse uses of the evaluation have been identified in the sections above.

Regional nature of the Venezuelan Outflow Emergency: Most key informants expressed a keen interest in exploring the regional nature of the emergency and drawing lessons learned about the appropriate role and responsibilities of the regional office in the response. This includes at the level of development and adjustments to UNICEF’s own regional response strategy, internal arrangements and inputs provided by LACRO in terms of management arrangements, coordination, information sharing, evidence generation, tools, protocols, human resources, fundraising, advocacy and facilitating partnerships.

Internal/External Challenges of Coordination: In April 2018 the UN Secretary-General provided direction for IOM and UNHCR to lead and coordinate the regional response to the situation of refugees and migrants from Venezuela, creating an altogether new coordination platform. The Regional Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela (R4V) was established as a forum to coordinate the response efforts across 17 countries of Latin America and the Caribbean. R4V platforms exist at national and sub-regional levels. National and Sub-regional Platforms provide operational coordination and implementation of the regional Refugee and Migrant Response Plan (RMRP). UNICEF is responsible for coordinating national and subnational R4V platforms (or GIFMM) in WASH, Nutrition and Education sectors, the Child Protection sub-sector and the Communicating with Communities (CwC) working group. Inception phase interviews suggest that the evaluation should explore the capacities and challenges encountered in adapting to newly introduced coordination modalities while also contributing to high level inter-governmental fora such as the Quito Process.

- UNICEF’s ability to provide leadership and engage in strategic/political conversations with governments and key institutions at national and regional levels;
- Reduced presence and visibility with donors;
- UNICEF’s limited staff, resources and capacities to provide continuous, substantive engagement with R4V and Quito Process, particularly at regional level;
- Internally, many key informants see the importance of exploring both successful examples and lessons learned regarding coordination and meeting the information needs of COs for planning at operational, management and strategic levels – through regular communication between UNICEF COs at various points on the migration route, including Venezuela itself as the source of the migration crisis.

On the basis of significant concerns among evaluation users regarding issues of internal and external coordination, we have proposed including Coherence and Coordination as an overarching criterion and added a number of Evaluation Questions around this topic.

Venezuelan Outflow as an opportunity and challenge for “mainstreaming” migration and triple nexus programming

According to Key Informants (KIs), as an emergency unfolding within the context of high- and middle-income countries, the scope and nature of such humanitarian responses cannot be limited to saving lives, but entails other types of results and strategies linked to longer term capacity building within government institutions. KIs interviewed stressed that the Venezuelan outflow provides a unique opportunity to explore the future of migration and how UNICEF will position itself vis-a-vis external actors and equip itself internally to be a relevant player globally on migration issues. The regional context combines several factors that allow UNICEF to draw broader lessons for its work on migration: middle income countries with relatively favourable policies towards the Venezuelan migration were ready to take on their international responsibilities to migrants and refugees and in some cases go beyond these. The Cartagena Declaration provides a favourable and progressive normative framework; of the five country case studies to be included in this evaluation, Trinidad and Tobago is the only one that has not opened its national health and education systems to Venezuelan children on the move. The country only provides limited child protection services to children on the move. From the perspective of Children on the Move within UNICEF, the evaluation should demonstrate how the Response has utilized both humanitarian and development modalities to achieve results in terms of protection, inclusion and empowerment for Venezuelan children and their families.

Aligned with this, key informants expressed keen interest in understanding how successful UNICEF has been in terms of fulfilling expectations regarding its 2019 Procedure on Linking Humanitarian and Development. The recent evaluation on this topic at global level (March 2021) found that the Procedure and higher-level guidance do not adequately discuss possible tensions between the components of UNICEF’s multiple mandates, including peace, and offer little practical guidance to Cos on how to bridge these elements. In particular, *“the Procedure underplays the need to “safeguard operational independence and principled humanitarian action when linking humanitarian and development programmes” and includes only minimal reference to conflict sensitivity and UNICEF’s contributions to peace. For UNICEF, transitioning from the implementation of a development framework to operating as an independent humanitarian actor remains a challenge. Other than the CCCs, which provide policy guidance on the Sustaining Peace Agenda and UNICEF positioning regarding linking humanitarian and development programming, the triple nexus in complex emergencies, including in United Nations integrated settings, these tensions are ignored.”*³⁰

The current evaluation is seen as an opportunity to explore how this guidance plays out in the field – including possible tensions between the components of UNICEF’s multiple mandates, including peace; the extent to which practical guidance, reporting formats, training, tools, human resources and funding arrangements exist to adequately bridge these different programming modalities.

In practice the evaluation offers an opportunity to gauge UNICEF’s performance in “safeguard[ing] operational independence and principled humanitarian action when linking humanitarian and development programmes”, ensuring conflict sensitivity analysis and programming; contributing to social cohesion, peacebuilding and management of real and potential conflicts between migrants and host communities. Other than the Core Commitments to Children in Humanitarian Action (CCCs), which provide policy guidance on the Sustaining Peace Agenda and UNICEF positioning regarding linking humanitarian and development programming, there is relatively little practical support to programme for the humanitarian-peace-development nexus in complex emergencies. KIs would like to see this area explored.

³⁰ UNICEF, Formative Evaluation of UNICEF Work to Link Humanitarian and Development Programming, March 2021, p. 4

Impact of COVID-19 – Both a challenge and an opportunity?

Evidence from desk review and KI interviews suggest that COVID-19 has been a major challenge to the protection, inclusion and empowerment of children on the move and their families. Children on the move and their families face numerous risks that are exacerbated or caused by the COVID-19 response. Migrants, both in transit and in the destination country, face barriers in accessing key services, especially health and social protection, which are crucial in the context of the pandemic. Food insecurity, overcrowding and overrepresentation of Venezuelans in the informal sector of the economy are also factors that place them at greater risk of infection, serious illness and loss of income during the pandemic. The pandemic has in some cases also heightened xenophobic attitudes towards migrant children and their families, who are sometimes blamed for being ‘spreaders’ of the virus. At the same time, the pandemic has opened opportunities to highlight areas where migrant integration and access to services can be advanced - such as inclusion in vaccination and back to school campaigns, online learning, digital monitoring modalities, etc. UNICEF recently conducted that Real Time Assessment of its COVID-19 Response in the LAC region,³¹ which highlights various areas in which the COVID-19 response has included and assisted Venezuelan children on the move and their families. Yet, KIs have expressed an interest in having more in-depth analysis about the extent to which UNICEF’s COVID-19 response in the five countries has included Venezuelan children on the move and their families and developed potential synergies between the Migration Response and the COVID-19 response. There is also an interest in foreseeing what will happen when COVID-19 is brought under control and borders are reopened. Will the migration flow resume or intensify? Are UNICEF and partners better prepared today than in 2018 and 2019 for large numbers of migrants? Will the strategies for responding to their needs have changed?

Enhancing understanding of gender issues and protection risks along the migration route

A key concern expressed by various KIs is around gender-disaggregated data availability and analysis on gender issues and equality. While data is collected about GBV, many distinct forms of gender-based violence would require more data collection and analysis. Most countries in the region are unable to provide gender-disaggregated data for key indicators. Some alarming trends can be noted: increased frequency of early marriage/unions among Venezuelan girls on the move; women and girls often make up a disproportionate number of victims of trafficking, yet many are unable to access information about their legal rights or entitlements, including where and how to access services and information about potential gendered risks they may experience on the journey, such as trafficking, labour exploitation, unethical recruitment practices and sexual and Gender-Based Violence (GBV). In various contexts, xenophobia takes on a gendered dimension: UNICEF in Trinidad and Tobago has documented the ongoing nature of sexual harassment faced by Venezuelan migrant women and girls. Evaluation users expressed that the evaluation could assist UNICEF to understand and address internal challenges in generating data and analysis regarding the differential risks, violence and rights violations experienced by Venezuelan migrant women and girls.

Capturing more and less successful response models across sectors and across delivery modalities:

Evaluation users would like the evaluation to capture good practices and lessons learned from various sectors and strategies on effective programming across the humanitarian-development continuum: this includes examples from the health and nutrition, education, child and social protection, communication where short-term humanitarian delivery has evolved or is currently evolving into medium and longer-term institutionalized capacities and solutions for Venezuelan children on the move and their families.

4. Evaluation Approach, Design and Methods

4.1 Evaluation Approach

The evaluation is formative. The overarching evaluation design is mixed methods and non-experimental. Through the use of a participatory approach, the evaluation seeks to ensure engagement of key stakeholders in the

³¹ UNICEF: Real-Time Assessment (RTA) of UNICEF’s response to COVID-19 in Latin America and the Caribbean (LAC), April, 2021

planning of the evaluation, as key informants and in the validation of evaluation findings. The evaluation process includes duty-bearers, such as government representatives, UNICEF COs, UNICEF Field staff implementing partners, municipal and national partners, and also rights-holders who are (direct and indirect) beneficiaries of UNICEF Cos in the five countries; children, their caregivers and the broader community, from the communities. This process will allow the evaluation to capture broad range of perspectives and voices – in particular beneficiaries’ perceptions and views – as both primary sources of information, but also through secondary analysis of existing data collected from beneficiaries through surveys and focus groups carried out by UNICEF and jointly with its partners in the field.

Aligned with the above key needs, the evaluation will translate the questions, concerns and needs of primary evaluation users into an approach and methodology designed to generate the information, analysis and recommendations needed for decision-making (See Audience Table above). Different complementary approaches were used to undertake this assessment. Each of these approaches is briefly presented below:

The overarching approach to this evaluation consists of five elements:

1. **Learning and utilisation-focused approach:** to ensure the generation of needed analysis to make key decisions and develop **forward-looking strategies** at LACRO and CO levels;
2. **Regional and country office focus:** to ensure the evaluation adds as much value as possible to improvements and innovations at regional, country and field levels to inform the future programming and responses for Venezuelan and other children on the move within the region.
3. **Participatory approach:** to ensure continued engagement of a range of UNICEF stakeholders, partners and donors throughout the evaluation, particularly around the evaluation design, regional and in-country findings and recommendations.
4. **Cross-Cutting Issues: Gender Equality and Equity lens, including a human rights-based approach,** to ensure that evaluation is carried out with an awareness of power differentials and structures at all levels and conscious efforts to amplify the voices of women and girl participants. Gender dimensions will be included in all Evaluation Questions and judgement criteria, where appropriate, and also as its own cross-cutting questions to ensure that key areas of inquiry are not missed.
5. **Theory-based** approach in order to test and support the development of a series of nested Theories of Action (see below).
6. **Case study approach:** Drawing broader lessons from five country experiences in responding to the VMC.
7. **Complexity driven approach:** Taking into account the wide range of internal and external variables determining the scope for action of each of the UNICEF offices contributing to the response.

These evaluation approaches may be summarised as follows:

An iterative approach: a formative evaluation is focused on identifying areas for improvement and learning. While we will explore UNICEF’s contribution to the results – with a particular focus on the protection, inclusion and empowerment of Venezuelan children on the move and their families – the evaluation will also identify good practice and innovations across the nexus of UNICEF’s humanitarian-development response, facilitate learning and generate practical recommendations for moving forward. Critically, this will happen in an ongoing way throughout the evaluation. It will provide insights that will enable UNICEF and its partners to course correct where appropriate and adapt their strategy, approach and practices as a result.

Primary focus on generating learning and improving practice at regional and country levels: The evaluation team will use a combination of experience on issues of migration in the region as well as feedback loops – by providing opportunities for validation and feedback from ROs and COs that participate in the evaluation and by using the inception phase of the evaluation as an opportunity to reflect on the approach and findings. Through this approach and the evaluation methodology, the team will explore the facilitating conditions and barriers to achieving intended outcomes for Venezuelan children on the move and their families. It will do so across evidence of regional support and five country case studies, combined with a strong emphasis in our data collection methods for exploring what works best for beneficiaries. The evaluation will aim to add significant value in making evidence-based recommendations to enhance creativity, innovation and the sharing of good practices across country operations.

Ensuring utilisation-focused and participatory approach: critical to the value and success of this evaluation will be the continued engagement by the evaluation team, LACRO and country-level staff and managers. The evaluation approach has been designed to build a strong sense of *ownership and inclusion* by key voices in UNICEF of the evaluation's findings and recommendations. This will be achieved primarily through i) regular formal and informal communications between the DARA evaluation team, LACRO Evaluation Management and Reference Group; ii) early and continued engagement with Country Offices to ensure the evaluation methods and tools are fit for purpose at the field level, that case study visits add as much value as possible to each country response; and iii) consultations with key stakeholder groups at LACRO, HQ and CO levels to share and validate early findings and test draft recommendations to ensure they are practical and more likely to be implemented.

Gender Equality and Equity Approach: The evaluation team will incorporate a gender equality and equity lens as well as a human rights approach that is informed by feminist theory to focus on children's rights. The ET will also include a plan containing all the key questions, evaluation criteria, means of data collection and tools to be used during the data collection phase (in-country or virtual in the selected countries). The evaluation is designed recognising the existence of power structures at all levels and how they impact the ability of women and girls to participate in and inform humanitarian and development responses.

Gender sensitivity will underpin all aspects of the evaluation process starting from the composition of the team to its interface with all stakeholders, including the selection of key informants and sources of data, and analysis of findings. In addressing all the EQs, the team will assess the extent to which humanitarian interventions have been gender-sensitive and gender-responsive by looking at the following aspects: i) evidence of a gender-sensitive 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 the area; and iv) existence of Monitoring and Evaluation (M&E) data disaggregated by sex and age.

The overall approach will be based on the priority information needs evaluation users mentioned above that will determine the lines of inquiry for the evaluation. For each line of inquiry, the identified evaluation criteria adapted to humanitarian response will be used to appraise results, namely: appropriateness, effectiveness, coverage, coherence, efficiency and connectedness as defined by the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) standards.

Combined Operational and Theory-based Approach: As highlighted above, LACRO and the five-country offices have to different extents made explicit the logic of their interventions for Venezuelan children on the move. As requested in the ToRs, the evaluation team has sought to reconstruct the logic behind UNICEF's interventions and produce a series of nested Theories of Action (ToAs) that outline the expected causal relationships between UNICEF's inputs, activities, outputs and outcomes at the regional and country levels. These theories represent tools that allow the evaluation to test the causal relationships, enablers and constrainers, and ultimately produce a more complete and valid theory to describe what works and why.

Case-study approach: The evaluation team will conduct five country case studies that will serve three purposes: i) to identify good practices, challenges, innovations and lessons learned about UNICEF's Response to the Venezuelan Outflow at the field level; ii) to carry out an evidence-based examination of the reconstructed theories of action and to determine the extent to which the Response's inputs, outputs and outcomes were appropriate, effective, efficient, coherent, coordinated and connected; and iii) gain insight into the opportunities and challenges that UNICEF's response has faced at various levels of the organisation, across sectors, contexts and along the humanitarian-development continuum.

Complexity-driven approach: The evaluation will use a complexity driven approach to allow the discovery and exploration of the most significant complexities faced by UNICEF at country and regional levels, and assess their consequences. This will help UNICEF to better develop strategies to address them.

4.2 Evaluation Framework and Revised Evaluation Questions

The proposed evaluation criteria are aligned with the OECD/DAC criteria¹ and incorporate two cross-cutting approaches: a human rights approach (HR) and a gender perspective. The evaluation will assess the extent to which the human rights, gender equality, equity and intercultural approach for girls, boys and adolescents were incorporated into the implementation of the Venezuela’s response to the migration crisis.

Box 2. Definitions of OECD-DAC Criteria for humanitarian evaluations³²

The evaluation questions were defined by the OECD/DAC evaluation criteria as follows:

Appropriateness: as an alternative to relevance for humanitarian evaluations, it measures to what extent humanitarian activities are tailored to local needs, increasing ownership, accountability and cost-effectiveness accordingly.

Effectiveness: measures the extent to which an activity or strategy achieves its purpose, or whether this can be expected to happen on the basis of the outputs (progress).

Coherence-Coordination: For the purposes of this evaluation, we have combined Coherence and Coordination to reflect the extent to which the interventions of different levels within the organisation (internal) and different actors (external) are harmonized with each other, promote synergy, avoid gaps, duplication, and conflicts.

Efficiency: measures if the outputs – qualitative and quantitative – achieved as a result of inputs.

Connectedness: as an alternative to sustainability for humanitarian evaluations, measures the extent to which activities of a short-term emergency nature are carried out in a context that takes longer-term and interconnected problems into account, effectively looking at the nexus.

Coverage: The extent to which major population groups facing life-threatening suffering were reached by humanitarian action. Here the Human rights-based approach is key to ensuring that reach is also sensitive and proportionate to need.

The below table presents revised evaluation questions as a result of the inception phase interviews, Reference Group meeting on September 23rd and the desk review process³³, for more information on the new EQ refer to Annex 4. Revised Evaluation Questions. The team recommends grouping the evaluation questions on under six Overarching Evaluation Questions as follows: (See Annexes 3 to 6 for the full evaluation framework including evaluation criteria, questions and data collection methods.)

Box 3. Evaluation Questions

OECD/DAC ALNAP Criteria	Key Evaluation Questions and Sub Questions
Appropriateness	<p>To what extent did LACRO and COs develop and adapt strategic approaches and internal arrangements, based on regional/country contexts, needs and taking into account a route-based approach and the COVID-19 pandemic?</p> <ul style="list-style-type: none"> EQ1. To what extent did UNICEF’s Regional Office develop and adapt an integrated intervention logic (i.e., Theory of change/strategy for the regional response) that was appropriate and relevant to the changing dynamics of the outflow and the needs of COs? EQ2. To what extent did UNICEF’s COs in Ecuador, Brazil, Peru, Colombia and Trinidad and Tobago develop and adapt response theories of change, strategies, objectives and implementation modalities that were appropriate and relevant to the changing needs of migrant children/families, opportunities, capacities and circumstances in border, transit and urban/rural settlements, including adaptations to the Covid19 outbreak. EQ3. To what extent were UNICEF’s plans, actions and key decisions informed by the of active participation and voice of affected populations? Were different types of beneficiaries consulted and included in the response? EQ4. Did the design of interventions take into account specific barriers linked to gender and societal expectations, challenges faced by minorities (for example indigenous migrants), vulnerable groups (for example

³² <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm> and <http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

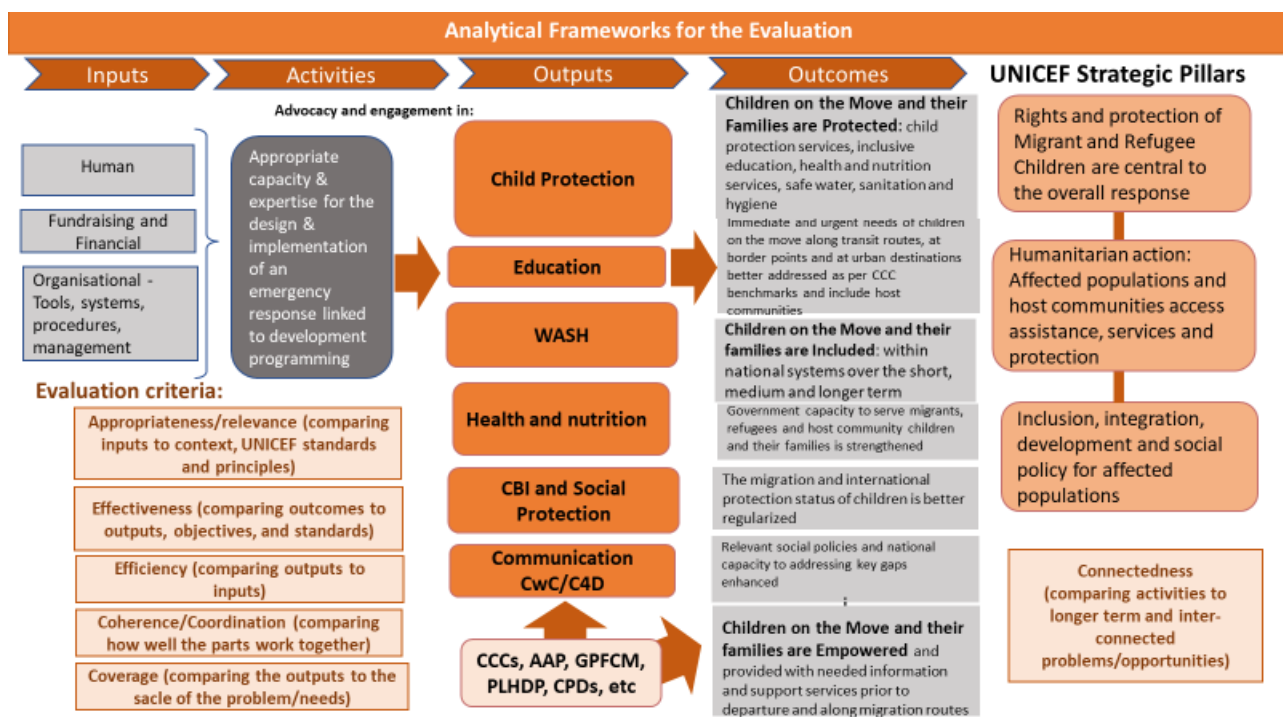
³³ Overall, six questions remain unchanged; four questions have been deemed to fit best under the Conclusions and Recommendations section of the report and are highlighted and have been removed from the matrix below and placed in a separate table; six new questions have been added and the balance of questions have been adapted, based on inception phase interviews and desk review.

	<p>unaccompanied children or children with disabilities, women and pregnant women, etc.)?</p> <ul style="list-style-type: none"> EQ5. How appropriate were UNICEF's internal arrangements at RO and CO levels for the management/staffing/leadership/capacity development/technical support (including human resources, tools, protocols, fundraising and managerial capacity/surge capacity, etc.) to address the context, scale and complexity of the Venezuelan outflow?
Effectiveness	<p>To what extent did UNICEF's response to the VMC achieve, or can be expected to achieve, its objectives and results, including any differential results across groups, (including by gender/age/ethnicity) across border, transit, urban and other settlements?</p>
	<ul style="list-style-type: none"> EQ6. To what extent did UNICEF's response to the VMC achieve, or can be expected to achieve, its objectives and results, including differential results across groups, (including by gender/age/ethnicity) across border, transit, urban and other settlements? EQ7. How effective and prepared has UNICEF been in responding to the influx of Venezuelan migrant with regards to: <ul style="list-style-type: none"> a) Supporting UNICEF- bolstered access to their rights and protection: child and social protection, education, prevention of gender-based violence, early childhood development, health, nutrition and WASH services for migrant, refugee and host community children b) -Supporting and promoting inclusion and integration by ensuring access to national social services and humanitarian/social cash transfers; the regularization of children's and families' legal status; strengthened social policies and national/local integration capacities; c) Generating a sense of empowerment for migrant children, adolescents and families in terms of having access to information and opportunities. d) Developing exist and sustainability strategies EQ8. To what extent did UNICEF's Situation monitoring, monitoring of the quality of the service, real-time monitoring, accountability mechanisms at the migrant/host community/ and government service levels, etc. lead to improved effectiveness of the response at CO/RO levels? Were the situation monitoring efforts articulated between countries offices to provide a holistic picture and needed data and analysis of the situation of children, adolescents and their families in hosting countries. EQ9. To what extent have internal (within UNICEF, between counties and sectors) and external coordination mechanisms been effective in enhancing the quality of the overall response and advocacy on behalf of Venezuelan migrant children and their families?
	<ul style="list-style-type: none"> EQ 10. To what extent did the activation of the UNICEF Level 2 emergency procedure in 2019 in Brazil, Colombia, Ecuador, Peru and Trinidad and Tobago, and later L3 designation of COVID-19 emergency, allow for more effective scale-up of UNICEF's support and response to address the critical needs and provide increased protection and services to Venezuelan migrant children and their families? To what extent did the L2 designation facilitate/change/simplify procedures at CO/RO levels?
Coverage	<p>To what extent were the most vulnerable Venezuelan refugee/migrant girls and boys and their families reached with needed protection, assistance and empowerment?</p>
	<ul style="list-style-type: none"> EQ11. What were the internal and external factors that enabled or constrained UNICEF's ability to provide the most vulnerable Venezuelan migrants and refugee girls and boys, their families and host communities with protection and assistance according to their needs? EQ12. What factors have affected donors' perceptions and willingness to fund UNICEF's programmes and appeals in line with assessed needs/targets?
Coherence and Coordination	<p>What are the main factors that have led to internal and external coherence and coordination of UNICEF's response or lack thereof?</p>
	<ul style="list-style-type: none"> EQ13. What factors led to or detracted from UNICEF's ability to balance its response to local needs and national priorities? EQ14. What is UNICEF's added value in the Venezuela Outflow response – particularly in comparison to other UN agencies responding to the crisis? EQ15. To what extent were meaningful partnerships established with other key actors (e.g., government/duty bearers at national and local levels, civil society, NGOs, academia, private sector, other UN agencies etc.), to assist, include and empower the most vulnerable Venezuelan children and their families? EQ16. How coherent were coordination mechanisms at the country and regional level (with and beyond UN agencies)?
Efficiency	<p>To what extent has UNICEF delivered results efficiently and with timeliness?</p>
	<ul style="list-style-type: none"> EQ17. Where were UNICEF strategies and programmatic interventions designed taking into account the activities, capacities and efficiencies of other agencies, duty bearers (local governments, central governments) and civil society organizations, NGOs, private sector? EQ18. When did coordination with national Governments, UN agencies and other major respondents avoid overlaps and bridge gaps? If any, what are the reasons for the gaps and what is needed to close them?
	<p>To what extent has UNICEF's Response to the Venezuelan Outflow is linked to other key institutional planning and</p>

Connectedness	<p>policy processes?</p> <ul style="list-style-type: none"> EQ19. How are the ongoing and forthcoming country programs of UNICEF in Brazil, Colombia, Ecuador and Peru being adjusted to the new context and needs of the Venezuela migrant and refugee populations effectively being addressed by linking the emergency response to longer-term development goals in each country? What are the difficulties, including opportunity costs, if any, encountered internally and externally? EQ20. To what extent has UNICEF adopted a whole of migration cycle approach which provides longer-term solutions for migrants, refugees and returnees including preparedness for new influxes, support to access social services in host countries as well as when returning and reintegrating in their home countries (the nexus)?
Cross-cutting	<p>To what extent has UNICEF's response to the Venezuelan Outflow taken a gender, equity, conflict sensitive and accountability approach at all levels?</p> <ul style="list-style-type: none"> EQ21. To what extent has UNICEF LACRO and 5 COs addressed cross-cutting issues, especially: <ul style="list-style-type: none"> Accountability to affected populations (AAP) Gender, disability and social inclusion Prior, new and emerging gender inequities and protection issues for women and children (e.g. child marriage/premature unions) Gender based violence (GBV); Conflict-sensitive analysis and programming

The Inception Phase has allowed the evaluation team to explore a combination of conceptual and normative frameworks that will form the basis for testing the nested ToC and ToAs described above and support the team's evaluative judgements. The understanding of the overarching intervention logic for the UNICEF Response at RO and CO levels will be developed and refined through the course of the evaluation through refinements to reconstructed TOC at Regional level and ToAs at country level.

Figure 2. Analytical Frameworks



The evaluation framework will comprise 3 additional lenses. These include:

- 1) the **Inputs** that UNICEF has provided to the Response – specifically the human and financial resources and organisational systems, procedures and tools – which have either enabled or hindered results at the output and outcome levels;
- 2) the application UNICEF standards and regulatory frameworks at **Output level**;
- 3) **Outcome level**, a field-based assessment of outcomes of UNICEF's response for children on the move and their families.

and 4) all of the above will be framed by the OECD-DAC criteria outlined in the ToRs plus that of coordination, based on the concerns of primary evaluation users;

Lens 1: Inputs

The purpose of this lens is to understand how UNICEF's organisation and management of its staff, funds and other organisational assets have supported or hindered the appropriateness, effectiveness, efficiency, coherence, coordination and connectedness of UNICEF's response to the Venezuelan Outflow. The focus of the evaluation will be on exploring the extent to which a range of internal systems and procedures enabled UNICEF LACRO and country responses to a quality response to urgent humanitarian needs while also developing programming for medium and longer-term change. This will include an assessment of:

- Human resources and surge capacity: in particular, the extent to which UNICEF can mobilise, train and retain staff with appropriate profiles in the migration sector, particularly at LACRO level; and the extent to which particular initiatives and surge mechanisms were successfully utilised and why.
- Resource mobilisation: The use of different strategies at HQ, RO and CO levels to leverage resources for the Venezuelan outflow for humanitarian and development modalities; and how COVID-19 impacted the resources that may have been available for the Venezuelan Outflow. UNICEF's engagement with donors at all levels to address funding shortfalls and innovative approaches to increasing resources will also be examined.
- Systems and procedures: The use and effectiveness of UNICEF's L2/L3 Regional SSOPs, its emergency activation procedures and the extent to which they have enabled the speed and scale up of response will be assessed.
- A specific programmatic area to be explored is that of social protection measures, in particular the Humanitarian Cash Transfer (HCT), from both an inputs, outputs and outcomes perspective.

Lens 2: Outputs

Within Outputs, we consider all the specific sectoral outputs achieved by COs that respond to the needs of Venezuelan migrant children and their families. These include sectoral outputs under both humanitarian and development modalities. As an L2 Emergency, UNICEF's response to the Venezuela Outflow is accountable to a body of global norms, standards and principles, both from intergovernmental forums and humanitarian partnerships, in addition to humanitarian principles. Hence a relevant framework that should inform the evaluation is the UNICEF 2019 Procedure on Regional Emergency Activation for Level 2 Emergencies, which specifies roles, responsibilities and measure that should apply internally to UNICEF at various organisational levels.³⁴

Another key framework is the 2020 CCCs, which represent UNICEF's central policy to uphold the rights of children affected by humanitarian crises. The CCCs are guided by international human rights law including the CRC and international humanitarian law and are based on global standards and norms for humanitarian action. They set out operational and programmatic commitments across all sectors with associated benchmarks. These commitments provide the framework around which UNICEF seeks to engage with partners and are realised through close collaboration among partners and other key stakeholders. The CCCs must be used by HQ, RO and every Country Office as a framework to monitor the situation of women and children and take appropriate preparedness and response measures, in order to deliver predictable, timely, principled and child-centred humanitarian response.

The 2020 revised CCCs are considered sufficiently comprehensive, and incorporate other standards that are also relevant to this evaluation, including:

- Large-scale movements of refugees, migrants and internally displaced persons;

³⁴UNICEF. UNICEF PROCEDURE ON REGIONAL EMERGENCY ACTIVATION FOR LEVEL 2 EMERGENCIES. Document Number: EMOPS/PROCEDURE/2019/002, June 2019

- Coordination both a lead agency as member;
- Accountability to Affected Populations;
- 2019 Procedure for Linking Humanitarian and Development Programming;³⁵
- Gender-responsive, age-sensitive and inclusive programming.

In terms of OECD-DAC criteria, this aligns mainly with the criteria of **Appropriateness** as a measure of whether sectoral and programme outputs are aligned with appropriate standards and guidance.

Lens 3: Outcomes

The heart of the evaluation lies in the question of **Effectiveness** of different approaches and ways of working that UNICEF has adopted to the short, medium and longer-term protection, inclusion and empowerment of Venezuelan children on the move and their families. It also includes the concepts of **Coverage and Connectedness**, in terms of which and how many beneficiaries' needs UNICEF's interventions and approaches were able to meet, and linkages between different points and stages on the migration journey. The key evaluation questions that will be addressed here are:

Under this lens, relying strongly on beneficiary input and feedback to determine the difference that respective outputs have made to their lives, to their protection, inclusion, empowerment and ability to enjoy their rights. The evaluation will critically review how UNICEF's ways of working either enable or constrain the delivery of protection, inclusion and empowerment to Venezuelan children on the move at scale, specifically including gender and equity issues.

To do so the evaluation will focus on demonstrating quality of outcomes. Structure, Process and Outcomes will define, analyze, and measure the quality of a response as opposed to a single component.

Under Structure, measures may include:

- Service access and responsiveness between responders and affected populations

Under Process, measures may include:

- Actual delivery and receipt of services
- Efficiency of service delivery
- The delivery of ongoing and consistent assistance, including timely referrals for other needed services, as well as measuring sustainability the degree to which the humanitarian program can be maintained by the local community after the response ends
- The involvement of affected communities and vulnerable groups in the response process, the information shared and the beneficiaries' ability to make an informed choice, services meeting the needs of the affected population.

Under Outcomes, but some quality outcome measures may include:

- Effectiveness of services to assess if desired results or outcomes were achieved
- Better understanding how end-users perceive the response and their of the type, number and appropriateness of the services.

4.3 Ethical Issues and Safeguards

The evaluation design and implementation will rely on the standards set forth in the UNEG Ethical Guidelines³⁶ for Evaluation (2008) and UNICEF Procedure for Ethical Standards and Research, Evaluation and Data Collection and Analysis (2015).³⁷ The evaluation team has and will continue to make all efforts to assure all participants informed and voluntary participation, privacy and confidentiality, and wellbeing during this process. With respect

³⁵ <http://www.unevaluation.org/unevaluationcodeofconduct>

³⁶ <http://www.unevaluation.org/ethicalguidelines>

³⁷ https://www.unicef.org/supply/files/ATTACHMENT_IV-UNICEF_Procedure_for_Ethical_Standards.PDF

to ethical approaches to managing evaluation participant data (applying to the content of interviews, focus group discussions, etc.), the evaluation ensures the following:

- Respect for dignity and diversity: We respect the differences in culture, local customs, religious beliefs, gender, disability, age and ethnicity and the potential implications of these when carrying out our research. We took steps to minimise any risk of disruption to the respondents, provided ample notice and respect their privacy.
- Rights: We ensure that participants were treated as ‘autonomous agents’ and were given the time and information to decide whether or not they wished to participate, and not pressurized into participating. The participants were selected as per the defined sampling methodology.
- Redress: Participants are provided sufficient information to seek redress and how to register a complaint.
- Confidentiality: We respect the respondent's right to provide information in confidence and will make them aware of the scope and limits of confidentiality. Names and any other sensitive information will be anonymised.
- Data security: Data will be stored systematically and securely and in line with DARA’s data protection policy, which has been updated to be fully compliant with the 2018 GDPR standards. Data will be stored in a way that makes it available and clearly accessible to the evaluation team only. If requested and following appropriate anonymization, the data will also be shared with UNICEF. Data will be retained for the period of the evaluation, and then destroyed.

Consideration of ethical engagement is fundamental to any research or evaluation conducted in humanitarian and emergency settings. Ethical considerations are especially important in the context of a global pandemic where face-to-face engagement with stakeholders can place both participants and researchers at risk. Those engaged in and informed by the evaluation must do so safely and securely, while respecting ethical and public health guidelines. Decisions about the ethics of particular field visits, interviews and focus groups will depend on the constantly changing public health context. Flexibility and the willingness to adjust to public health constraints will be required from both evaluators and UNICEF in order to allow ethical principles and a ‘do not harm’ approach to guide the evaluation’s implementation.

The main ethical issues that are anticipated in this evaluation relate to the presence of highly infectious and at times lethal virus, and vulnerable migrant population that likely has limited access to vaccines and medical attention. Other ethical issues that the evaluation team foresees, particularly with the Venezuelan migrant children, women and their families, involve the possibility of having been exposed to violence, trauma, sexual, physical and psychological abuse, and, additionally, for some respondents, fears related to irregular status. Key ethical considerations must include the protection, availability of psycho-social support, confidentiality, data protection and security of vulnerable respondents, and ensuring that the evaluation team takes a “do no harm” approach.

The evaluation team is familiar with UNICEF’s procedures, guidelines and tools to ensure that all required ethical protocols and procedures for conducting surveys, interviews and focus groups, particularly with children are respected and that their rights, best interest and well-being are given paramount importance. Some of these protocols can be found in Annex 7. These include the International Charter for ethical research involving children³⁸, the Ethical Research Involving Children compendium³⁹, UNICEF’s Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis, and the working paper on ethical research involving children in humanitarian settings⁴⁰. All interviews, focus groups and other data collection and sharing will be conducted in accordance with these guidelines and principles. In addition, the recent Innocenti discussion⁴¹ paper by Gabrielle Berman on Ethical Considerations for Evidence Generation Involving Children on the COVID-19 pandemic

³⁸ [International Charter for Ethical Research Involving Children \(childethics.com\)](https://www.childethics.com/)

³⁹ [Ethical Research Involving Children \(unicef-irc.org\)](https://www.unicef-irc.org/)

⁴¹ G. Berman: Ethical Considerations for Evidence Generation Involving Children on the COVID-19 Pandemic, April 2020

provides limited guidance. It identifies the potential risks of child-centred evaluations – namely, that it is important to gather data from and about children, but in doing so evaluators may inadvertently place them at added risk and create new sources of stress.

While it is deemed extremely important for the evaluation team to include all key stakeholders and direct engagement with the target population among its approaches, it will be key to remain highly flexible, ethical and ready to change course and utilize a range of communications methods – both remote and in person to ensure that no beneficiary, staff member, partner or beneficiary is put at risk.

At the time of writing this inception report, agencies’ staff are working from home, or coming back to the office on alternating days. Many governments, UN and implementing partners are still working from home. The evaluation team considers it an important principle to respect the choice of UNICEF and partners staff not to expose themselves unnecessarily to the virus and to work around the choices of individuals regarding how they prefer to participate in evaluation interviews and data collection activities.

This principle also applies to interviews and focus group discussions with beneficiaries: the evaluation team has considerable experience of eliciting beneficiary feedback, including feedback from children, but it also recognises the ethical practical access and logistical challenges that the evaluation team will face in many of the case study countries, and the resources and support that will be required from UNICEF staff to organise – remotely, in-person or both – the beneficiary and Focus Group Discussions (FGDs) with beneficiaries in each of the field missions.

DARA takes responsibility, along with Evaluation Management in LACRO, for determining if and when the risks are too high, and when the benefits of in-person data collection outweighs the risks; as a benchmark where public institutions such as schools and other services are closed, and where partners and staff are required or choosing to work from home, it is recommended that the meetings be held remotely. DARA, in collaboration with UNICEF, will secure any necessary ethics approval for the evaluation, based on UNICEF’s Evaluation Review Board protocols and procedures.

The Evaluation Team submitted a first draft of the Inception Report on 16 September. The Report was shared with UNICEF’s Reference Group and Country Offices for comments. Following feedback received, the team prepared a comments matrix and addressed all comments in the Report, to submit a revised version on 15 October.

4.4 Limitations and Mitigation Measures

The potential limitations of the evaluation as well as the mitigation strategies identified by the assessment team are presented below:

Table 7. Limitations and Mitigation Measures

Limitations	Mitigation measures
<p>Limitation 1 Context: The diversity of stakeholders, in particular beneficiaries, national and sub-national levels may require more time and resources than originally planned when designing and conducting the assessment to ensure that its objectives are aligned with expectations.</p>	<p>It should be ensured that in addition to primary data collection, secondary sources (such as surveys and focus group discussions carried out by UNICEF, UNHCR and partners) to enrich analysis and capture the experience of children on the move and their families.</p>
<p>Limitation 2 COVID-19: The context of the pandemic has caused challenges to agencies staff, many of which continue to be working from home and may impact the response of key personnel to the tasks of the evaluation. Furthermore, the pandemic continues to involve public health restrictions such as school closures which affect the ET in-person access to beneficiaries.</p>	<p>The activities will be programmed respecting the time possibilities of the country office team, and clear criteria will be set for carrying out remote or hybrid country visit (see below)</p>
<p>Limitation 3 Availability and Access to information: It is possible that the staff of UNICEF or of the key actors (Government) involved in previous processes no longer work in their respective entities, so some data may be difficult to collect.</p>	<p>This situation is anticipated by making contact with UNICEF or other staff that have changed jobs, and trying to follow up with former staff through remote consultations/interviews.</p>

5. Methodology and Tools

This section provides an overview of the evaluation methods including the data collection and analysis tools that will be employed.

As outlined above, the team proposes a mixed-methods, theory-based approach⁴² and analytical framework. As a first step in the process, a Regional ToC was developed, based on available documentation and Inception Phase KII. Nested Theories of Action for each of the five countries are found from Annex 8 to 12.

5.1 Preliminary Regional Theory of Change

The evaluation team has reconstructed an overarching, Regional Theory of Change (ToC), accompanied by country level Theories of Action (ToAs) to provide the basis for assessing how inputs are converted into outputs, how these turn into results, how the response has evolved over time, and how this process will be captured and covered by the revised Evaluation Questions. The Regional ToC proposes to provide elements linking the different levels of UNICEF's engagement in the response, provides a theory to be tested during the evaluation exercise, and also visualise the overall intervention logic of an organisational response which unfolded over two and half years. In the absence of a formally approved Regional Strategy, we outline a set of assumptions and hypotheses that would lead to the response as implemented.

Our analytical framework is guided by the overarching corporate vision, as found in UNICEF's current and forthcoming Strategic Plans (SP), from the SP formulated impact-level indicators and Goal Areas. We build on what is, in principle, a humanitarian response strongly linked to longer-term institutional development processes (i.e. development programming). This Regional ToC incorporates each CO's responses to needs of Venezuelan children on the move, adapted to local needs and context, including the COVID-19 response, and across both humanitarian and development modalities. The vision of a regional approach sensitive to the different country specificities is the main assumption to be tested.

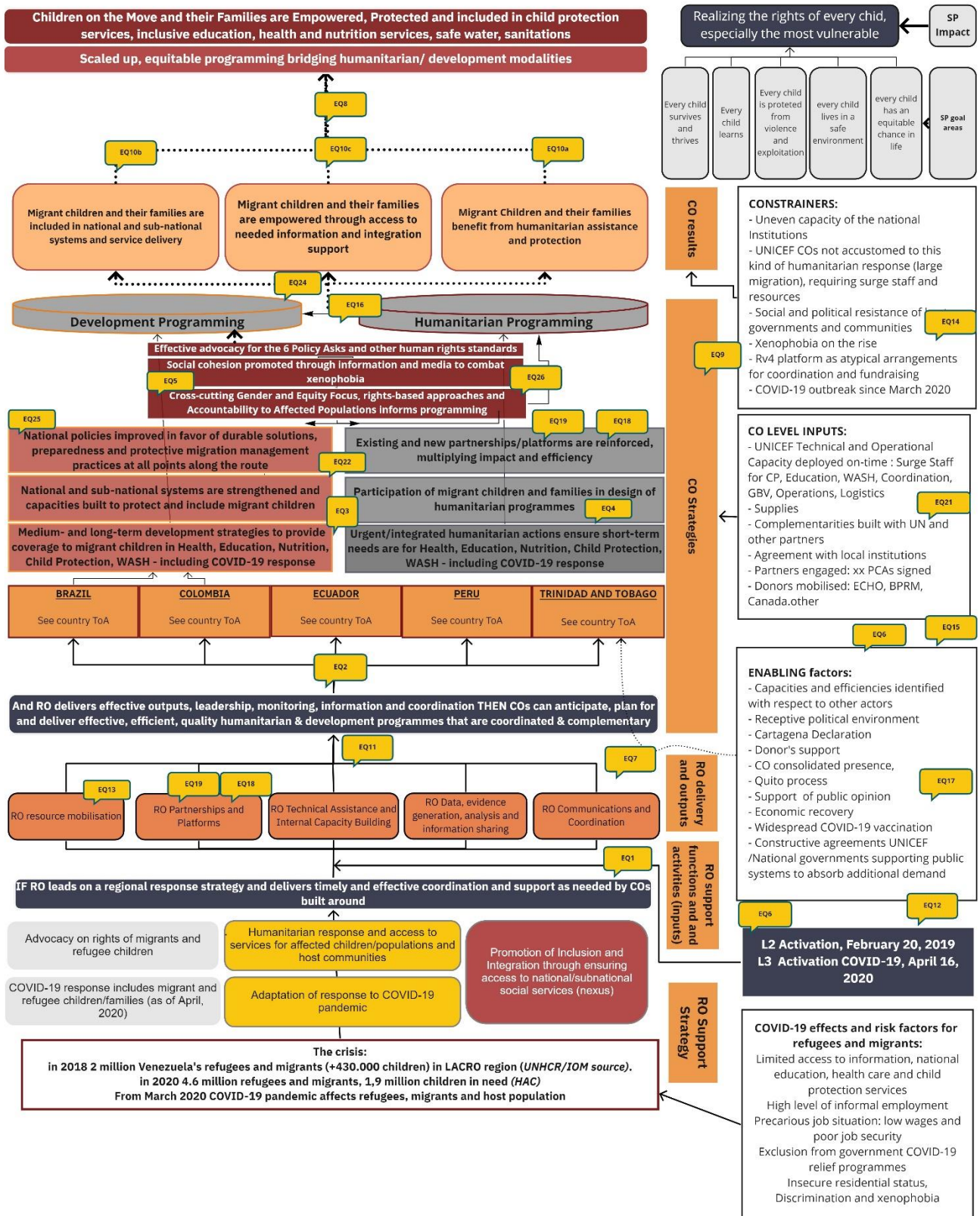
The value of this approach is that it allows, at each level of the organisation, an exploration of the challenges, opportunities and good practices that effectively link humanitarian and development delivery modalities in the context of large movements of migrants and refugees. This approach will evaluate the extent to which UNICEF current internal arrangements and external relationships are "fit for this purpose" and what is needed to make them so. We base our rationale for this approach on four key UNICEF frameworks described :

- 1) UNICEF's 2019 Procedure on Regional Emergency Activation for Level 2 Emergencies
- 2) The CCCs for humanitarian response
- 3) UNICEF's 2019 Procedure for Linking Humanitarian and Development Programming; and
- 4) UNICEF's Global Programme Framework on Children on the Move and the Six Policy Asks and more current thinking on mainstreaming migration as reflected in the December 2020 "Children on the Move Situation analysis"⁴³ and forthcoming Theory of Change.

⁴² Rogers, Patricia, (2014), *Theory of Change*, UNICEF. www.betterevaluation.org/en/resources/guide/theory_of_change

⁴³ UNICEF: Children on the Move Situation Analysis, December 2020

Figure 3. Preliminary Theory of Change at Regional level



Additionally, the team has begun reconstructing nested ToAs for each of the country programme's response to the Venezuelan Outflow, which span both humanitarian and development modalities. (See Annexes 8 to 12). These provisional ToAs will be validated with each CO and form the basis for planning of country in-person visits and remote interviews, using a hybrid research approach. These steps allow the evaluation to have a comprehensive analytical framework for each evaluation question and develop a consultation strategy specific to UNICEF's organisation and needs. This will build on the requisite presentations and consultations, providing both an articulated plan for consultations, along with indicators to ensure that these consultations further the evaluation's aim.

5.2 Qualitative and Quantitative Data Collection Methods

Data collection Methods and Sources

The data collection will aim to capture a variety of perspectives through primary and secondary data sources. Secondary sources will include in a desk review that will be carried out in the initial phase of the evaluation. An additional review of the documents; reports and past evaluations and program and activity materials; will be carried out during the data collection phase. Data collection and analysis will utilise a mixed-methods approach, combining qualitative and quantitative methods for data collection and analysis, and triangulating data and information from different data sources. While most of the data collected will be qualitative, the team will collect and analyse quantitative data such as financial and monitoring data, including the number of beneficiaries, with information disaggregated where possible by sex and age. The evaluation will ensure methodological rigor by combining evaluation tools and analytical methods, collecting both primary and secondary data across the evaluation period and triangulating evidence across multiple data sources. (See Evidence Matrix in Annex 6)

The evaluation process and the main methods for data collection and analysis will be the following:

- Document and literature review
- Context analysis and Timeline
- Semi-structured KII
- On-line surveys (Internal and Partners)
- Hybrid Country-Remote Visits
- Beneficiary and focus group discussions (FGDs)
- Comparative qualitative and quantitative analysis

Document and Literature Review

The evaluation team has conducted an initial review⁴⁴ of key documentation to inform this Inception Report and the evaluation design and tools. In the data collection phase, the team will conduct a more extensive review of country-level, LACRO and other documentation on the coverage and quality of humanitarian assistance in advance of each country case study.

This review of key qualitative and quantitative material, including metrics applicable to UNICEF's response and strategy for responding to the needs of migrant populations and host communities, will provide a window of understanding into how UNICEF has leveraged its mandate to ensure that the rights of migrant and refugee children are strengthened, access to services is improved and solutions for refugees and migrants are sought. This in-depth analysis will allow the evaluation team to create a framework to measure progress on collective (regional or cross-border) and individual (country-level) efforts and capture lessons learned and good practices.

Context Analysis and Timeline

During the data collection phase, the evaluation team will conduct individual country-level context analyses as part of each country case study, to identify and analyse the different contextual factors, including the political

⁴⁴ Initial document review includes HAC, SitReps, CDPs, RAM and SMOs by year, country needs assessments, Annual Reports, surveys, evaluations and range of other documentation made available by LACRO and COs.

and pandemic response, under which each country operation has been working. This includes the identification of challenges and adaptations, such as qualitative or quantitative description and analysis of the local economic, political, institutional and socio-cultural context, to understand how local factors might affect outcomes across the countries where UNICEF implements its activities.

The evaluation team has already created a preliminary timeline as a tool to help visualize the relationship between migratory flows and specific events, as well as the response of UNICEF and other key actors (See Annex 13). The timeline will be developed and enriched with information gathered from desk review and field visits, in order to record and maintain a graphic representation by which to explore the timeliness of or delays in responses of UNICEF at various levels, and the reasons for these.

Semi-Structured KII

Semi-structured KII will be conducted throughout the evaluation, as well as group discussions with representatives of both migrant and host communities wherever possible. These will be informed by a stakeholder analysis that the team has begun as part of the Inception Phase (See Sampling Section below) and will be deepened during the data collection phase, through interviews with both LACRO, CO and HQ staff.

KII (virtually or in person) will be among the main sources of information for the evaluation. A preliminary, generic interview guide, based on the revised Evaluation Questions can be found in Annex 14-15. Interview protocols will be simple and as brief as possible without compromising quality, giving the highest levels of sensitivity and respect for beneficiaries and communities, and staff, including Age, Gender and Diversity (AGD) approach.

Interviewees will include UNICEF staff, partners, national and regional partners, government officials, NGOs, other civil society partners and donors. The generic interview guide presented below will be broken down into a series of shorter guides tailored to the knowledge, experience and types of respondents.

Qualitative evidence from these interviews will be analysed according to emergent categories of analysis, e.g., similar themes or issues raised by multiple respondents, and through an initial qualitative to quantitative analysis. The latter serves as a good point of comparison and supplement to quantitative surveys. While the former is more nuanced, qualitative methods are constrained by the amount of data that can be reasonably analysed. Interviews will be recorded and responses will be classified in a data analysis matrix based on the evaluation matrix.

On-Line Surveys

Two online surveys are proposed: one is a self-assessment questionnaire for a selected group of key stakeholders from UNICEF staff. The questionnaire addresses key evaluation questions from an insider perspective, for those who have been directly involved in the response to the Venezuelan Outflow. It will be administered early in the data collection phase, as it can provide a representative view of key issues around the Response that should be further explored during the field visits. The second online survey will be administered to UNICEF's UN and implementing partners, donors and other key stakeholders. It will ask some identical and some adapted questions. The two surveys will enable the evaluation team to gather both quantitative and qualitative data that will form the basis for comparative analysis of how UNICEF assesses its Response to the Venezuelan Outflow and how this is viewed by others.

The surveys will include attitudinal scale statements with space provided for comments. The targeted informants will also have the opportunity to provide direct recommendations to the team and provide lessons learned and examples of good practice. The surveys will be rolled-out upon finalisation of the inception phase with an aim to reach beyond the field sample and potentially identify key issues for further focus during the fieldwork phase, as well as to capture information to better frame in-depth interviews. Additionally, the team will be using various data sources to obtain an overview of the universe of data that can be used to identify trends and patterns across the response in the region and answer the evaluation questions, trying to understand the relationship between the different outcomes and activities in the response.

A preliminary draft of an online survey tool can be found in Annex 16.

Hybrid Country-Remote Visit to produce five Country Case Studies

The evaluation team will conduct five country case studies (see Sampling section below) that will serve three purposes: i) to identify good practices, challenges, innovations and lessons learned about UNICEF's Response to the Venezuelan Outflow at the field level; ii) to carry out an evidence-based examination of the reconstructed theories of action and to determine the extent to which the Response's inputs, outputs and outcomes were appropriate, effective, efficient, coherent, coordinated and connected; and iii) gain insight into the opportunities and challenges that UNICEF's response has faced across sectors, contexts and along the humanitarian-development continuum.

In preparation for and during these country visits, the Evaluation Team will document a mapping of Key Stakeholders and Initiatives. While a preliminary list of key stakeholders was identified during the inception phase (see Sampling section below), this list will be expanded and detailed for each country case study. The team will also identify and document the different 'promising' initiatives carried out across sectors, contexts and CO and RO levels that can form a basis for operational learning. This exercise will contribute to understanding the types of results achieved (or likely to be achieved) by UNICEF interventions.

Preparation for the field phase will include carrying out:

- a **detailed desk review**, which will focus on gathering evidence against the evaluation framework, identifying good practice and innovations to be explored in further depth at the field level.
- a **series of practical discussions and exchanges** with CO Monitoring and Evaluation staff to assess, in the context of the COVID-19 pandemic, the risks, feasibility and value-added of field versus remote modalities.

Most country visits **will combine remote and in person modalities** – for example, where staff and partners in the capital cannot or prefer not to visit the office and are working from home, the evaluation will carry out interviews remotely and travel to field sites where UNICEF and partners are present and it is possible to meet with a range of partners as well as beneficiaries.

Each country visit will start with a **briefing and kick-off** meeting – remotely or in person, depending on the context - with UNICEF staff to orientate the team to the national context, provide background to the UNICEF office on the evaluation approach, methods and tools and enable an initial exploration of issues arising from the detailed desk review. It will also be an opportunity to validate some aspects of the draft ToA with country staff.

A series of semi-structured interviews will follow with key in-country informants (both at national and field level) based on the stakeholder analysis below. Interviews, remotely or in person, depending on the public health context and preferences of the respondent, will be undertaken with UNICEF CO staff, government representatives, other donors and humanitarian agencies.

After the mission is completed, and upon submission of the draft case study report, a workshop will be held with the CO, which will outline and discuss preliminary field-based findings and workshop conclusions and recommendations to encourage learning and ownership of the evaluation results.

Engagement with Children on the Move and their Families and Host Communities

When and where the public health situation permits, the evaluation team will conduct sex- and age-disaggregated FGDs with Venezuelan children on the move and their families who have been involved in UNICEF funded programmes and activities at sub-national level. Whether through individual interviews or focus group discussions, the evaluation will also aim to include members of host communities (see Annex 17-19 for FDG guides). The purpose of the focus group discussions is to explore:

- the extent to which UNICEF's interventions have contributed to the protection, inclusion and empowerment of Venezuelan children on the move and their families;
- to hear their voices on how UNICEF's interventions have addressed their challenges, needs and aspirations;

- to understand from the perspective of host communities whether and how UNICEF’s programming has accounted for their needs and concerns;
- to address the existence of or potential for social conflict resulting from a sense of social disruption and competition for scarce resources.

The evaluation will take an AGD approach to interviews and focus group discussions that will include girls, boys, youth and adult women and men. According to available documentation, Venezuelan migrants are relatively young and at an economically active age.⁴⁵ Factors as well ethnicity, disability and other diversity criteria will be taken into account in forming discussion groups with beneficiaries to ensure a comprehensive picture of the profiles and opinions of Venezuelan migrants. We will seek the assistance of UNICEF and partners to identify similar groups from among host communities that have been beneficiaries of programming supported by UNICEF. The final decisions regarding the number and compositions of group discussions with beneficiaries and host communities will depend on the sites visited, time available, nature of programming, as well as practical and public health concerns.

In principle, these groups will be separated by gender and will be composed as follows.

- | | |
|---------------------------|-------------------|
| • Older Adolescent girls: | 15-17 years |
| • Older Adolescent boys: | 15-17 years |
| • Women: | 18 years and over |
| • Men: | 18 years and over |

The evaluation team will facilitate separate discussions that will last approximately 60 minutes.

It is anticipated that COVID-19 related restrictions may limit the extent to which the evaluation team is able to engage with affected populations. If FDGs are carried out in person, all public health recommendations, such as masking and social distancing, as well as other ethical protocols, will be respected (See section on Ethical Considerations above). It will be important to work closely with UNICEF field staff and partners in the early stages of field visit to determine if in person modalities are possible and/or desirable and if not, whether virtual methods can be utilised for FDGs. The results of FDGS, as with all data, will be incorporated in the Data Collection Matrix to be easily triangulated with other evidence from desk review, interviews and on-line surveys.

5.3 Data Analysis

The following methods will be used to analyse the data collected above.

Qualitative Comparative Analysis (QCA)

This will be used to analyse the causal effects of the different programme’s interventions on the programme outcomes. QCA consists of comparing country-based information and regional quantitative research. It is particularly useful to fulfil the objectives of this evaluation, as the five country case studies will be compared and analysed in order to understand the facilitating conditions that make different interventions and initiatives successful. QCA will be reinforced and supplemented by the regional-level analysis. The QCA starts with the documentation of the different configurations of conditions associated with each case, in order to evaluate whether and how these conditions have enabled the desired results.

⁴⁵ WFP 2020: Even though there is no consolidated information that allows for an accurate comparison of the age and gender profiles of Venezuelan migrants in the countries belonging to this study, it is possible to point out that the migratory flow consists of a population that is primarily young and of an economically active age, according to the information available for these countries. In Chile, for example, over 70 per cent of Venezuelans who were granted visas in the last 6 years are 18 to 40 years of age, while 15 per cent are younger than 18 years and only close to 12 per cent are older than 40 years of age (Government of Chile, 2020). 58 per cent percent of Venezuelans in Colombia are between the age ranges of 18 and 39; 24 per cent are minors and 18 per cent are older than 40 years, according to government reports (Government of Colombia, 2020d). The same can be said of Peru, where Venezuelan migrants between the ages of 18 and 29 years constitute the majority with 42 per cent, followed by 29.8 per cent between the ages of 33 and 44, and 18.7 per cent between 0 and 17 years (Government of Peru, 2019). In Ecuador, half are between the ages of 19 and 35 (with a median age of 26 years), which makes this segment even younger than migrants of other nationalities, and one out of three Venezuelan migrants are children or adolescent (World Bank, 2020b).

Quantitative Analysis

Quantitative analysis will be used to support comparisons within and between countries and across sectors on variables that can be accurately quantified. This data includes the number and types of beneficiaries, financial data and the relationship between targets set and targets achieved across UNICEF interventions, countries and sectors. Quantitative methods will be used to compare responses between groups on survey questions and gauge the extent to which different respondents may agree or diverge. They will allow the evaluation team investigate areas such as the efficiency and scalability of interventions and estimate the degree to which outputs and outcomes for a specific population are likely to be scalable for a larger, more diverse population.

Capturing and Analysing Good Practices and Lessons

The team will use existing data and the information collected to identify promising practices, to highlight where, on the trajectory between strategic engagement and practical application they may lie, and then conduct strategic analysis to understand if these are “best practices” that can be applied more broadly. This component includes an analysis of their constraints, dependencies, risks, and possible broader applications (opportunities), among other considerations.

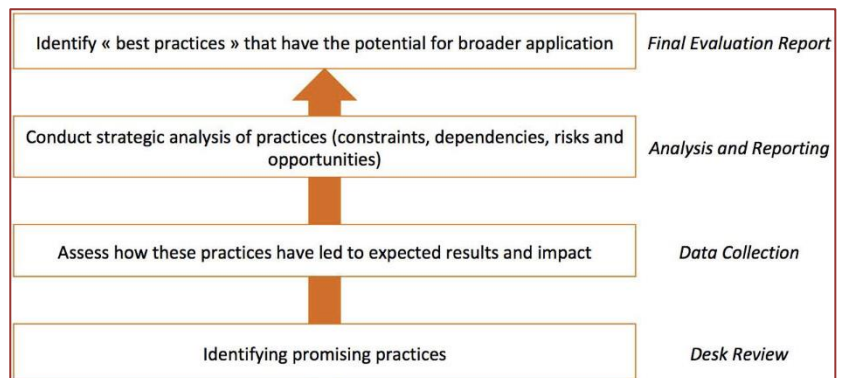


Figure 4. Process for testing/analysing best practices

Iterative Feedback Loops

Feedback loops are opportunities for the evaluation team to test and validate information and its interpretation with key UNICEF staff and potentially with other stakeholders where appropriate. This allows the evaluators to (1) ensure consistency between the evaluation, stakeholder values, and program plans; (2) increase understanding of the evaluation and the utility of its findings; (3) improve the accuracy and utility of the evaluation report; and (4) review and refine evaluation plans, confirm the accuracy of findings and guide the recommendations to ensure greater in-country ownership of the results. During the evaluation, either through individual or small group interviews, the evaluation team will utilise feedback mechanisms to support data analysis.

Following initial discussions with focal points, the evaluation team will seek bilateral discussions to enhance ownership, understanding and promote transparent dialogue with key informants. This will in turn allow for quick feedback loops and ensure the team is receiving up-to-date information.

In addition, after each field visit and upon presentation of the draft Country Case Study, the evaluation team will hold a validation workshop with CO teams in order to ensure the accuracy of information and to workshop key conclusions and recommendations. The same will done down with the Evaluation Reference Group upon presentation of the draft Synthesis report.

Triangulation

Triangulation will ensure that evidence generation is robust by mitigating the bias generated by any single information source alone. Triangulation will help ensure that each data set is as complete as possible, e.g., that the sample size is appropriate, that there are no significant gaps, and that contradictions, should they arise, can be identified and explored. Triangulation between findings and data sources will also need to account for changes in programming over time, since the major disruptions due to COVID-19 in 2020 maybe have dramatically changed the course of events in particular countries and settings. Triangulation will ensure that a reasonable level of convergence across different types of evidence at different points in time, to fully demonstrate findings and draw reasoned conclusions.

Data collected will be triangulated in a number of ways:

- Source triangulation: comparing information from different sources, e.g., perspectives of different stakeholder groups defined through the stakeholder analysis.
- Method triangulation: comparing information collected by different methods, e.g., interviews, document reviews, online survey responses, observation, FGD and visual support;
- Analytical triangulation: comparing the analysis generated by different approaches, e.g., by quantitative analysis of survey data and by coding analysis of interview data;
- Geographic triangulation: comparing information collected from different countries to ensure that emerging findings can be generalised and are not confined to a particular area context;
- Cross-categories triangulation: the team will compare information from different groups, e.g., gender, age, beneficiary/provider, socioeconomic status, rural/urban, geographic location, etc.

5.4 Approach to sampling and key opportunities presented by each Country Context

An important part of the inception phase has been the identification of key opportunities and contexts for data collection and analysis that will generate valuable lessons for UNICEF. The ToRs specify the countries to be included in the evaluation: Brazil, Colombian, Ecuador and Peru. Later, at the request of the LACRO, Trinidad and Tobago were included to enhance the scope of the evaluation and to consider another facet of the response, in a country in which historic relationships, geography, culture, existing legal framework, and government attitudes are very different from the patterns observed in the four larger, South American countries.

Accordingly, there is no sampling selection needed among countries since all countries proposed are included in evaluation. At the sub-national level, the ToR also specified that the evaluation should take a route-based approach, which examines how UNICEF has responded at transit and border points as well at destination areas. These main border crossings and transit areas where UNICEF and other actors have been working are also well established.

Given the scope of the methodology and tools that inform the evaluation, sampling decisions are based on which sub-national field visits allow the evaluation to capture key facets and maximise learning from the Response.

This evaluation adopts a purposive sampling strategy, also known as judgemental, selective, or subjective sampling. This form of non-probability sampling is appropriate for this type of evaluation, because it allows the evaluation to draw a sample based on multiple criteria, developed collaboratively with UNICEF staff at all levels, based on their knowledge and interests and the experience of evaluation team members in the region. Please refer to Annex 20 for the Rationale for Sampling Case Studies.

Proposed Criteria and Process for site sampling

Country studies take the form of desk reviews of available documentation, supported by interviews with key stakeholders within UNICEF and, where possible, country visits. Country studies will be complemented by interviews with implementing partners, government counterparts, multilateral agencies, bilateral donors and civil society organisations.

As highlighted above, at the sub-national level, the ToR specified that the evaluation should take a route-based approach, which examines how UNICEF has responded at transit and border points as well at destination areas. Map 1 above identifies the main border crossing points used by Venezuelan migrants up until the time that national borders were closed due the COVID-19 pandemic. These are the areas where, during the emergency, UNICEF and other agencies were making the most significant financial investment.

It is proposed that the following criteria be considered in site selection at the sub-national level: 1) learning potential; 2) investment by UNICEF; 3) types of populations assisted; 4) location on the migration route; 5) including a variety of sectors and delivery modalities; 6) access. Perhaps most importantly, while it would be desirable to achieve a balance between the criteria listed above in the selection of sub-national sites to participate in the evaluation, it is anticipated that any sampling strategy will also need to be sensitive to the COVID-19 context and public health restrictions and internal factors such as the availability of key CO staff, competing priorities within COs and the ability of COs to host the evaluation in person, or remotely. For this

reason, sites will be selected based on their relevance to the evaluation while also considering the factors specific to UNICEF operations in the country as listed above. COVID-19 interrupted most formal data collection initiatives, with many resuming only recently.

Scoping interviews during the inception phase have referred to challenges of locating refugees and migrants as well as those that stem from the fact that many have returned to Venezuela as a result of the economic downturn in their host countries. Sub-national area selection for these reasons and up-to-date restrictions on mobility rely on input and information from UNICEF Cos. **Therefore, final visit selection will be made in consultation with UNICEF Country Office teams.**

Table 8. Criteria used to select sub-national area sample and Remote/In-person modalities

<p>Step 1: all sub-national areas to have ongoing or previous</p>	<ul style="list-style-type: none"> · UNICEF programming and multi-sector intervention in the area.
<p>Step 2: sub-national areas selected must collectively meet these criteria</p>	<ul style="list-style-type: none"> · At least two border crossings · At least two sub-national areas with indigenous ethnic groups · At least one area along the migration route and 50 km away from border. · At least two urban areas · At least one C4D – specific community engagement effort · At least one area with no/low traditional humanitarian programming · At least two visits of programmes implemented with child protection partners · At least one coordination meeting observation · Balanced urban-rural and hard to access spread · Coverage of all sectors
<p>Step 3: Determining the use of in-person or remote data collection methods</p>	<p>Given the public health context, the evaluation team, with LACRO will base a decision to do a remote, rather than in-person country visit on the following criteria:</p> <ul style="list-style-type: none"> - Less than 50% of key stakeholders in country prefer to meet face to face - There are public health restrictions that prevent in country travel - School closures or other public health measures prevent face to face meetings with beneficiaries and host communities. - Rising case counts or low vaccination rates could place children or other stakeholders at risk of infection.

As guided by our sampling criteria above, the selected country locations are summarised below, with rationale for their selection.

Table 9. Sampling Considerations to be explored with CO Monitoring and Evaluation team members

Country	Modality	Proposed Locations	Rationale
Brazil	In-country in person	<u>Field:</u> Roraima (Boa Vista and Pacaraima) Manaus	Roraima (Boa Vista and Pacaraima) where the humanitarian response has been implemented and where the ET could meet UN, implementing partners, local institutions and beneficiaries. And Amazonas (Manaus), which serves as the hub for “interiorization” and is where the humanitarian response was extended.
	Remote	<u>Remote:</u> Brasilia	KII to be done remotely for Brasilia
Colombia	In-country in-person	<u>Field:</u> Bogotá Barranquilla Cúcuta Arauca Maicao	Proposed areas/departments are those with the highest number of Venezuelans (i.e. above 150,000). Given the volume of displacement, the level of UNICEF programming in country and the complexity of the mixed migration flows, the evaluation has foreseen to cover Colombia in greater depth and with additional capacity. Bogota: Meetings with UN (UNHCR, IOM, UN Women, UNFPA) and key government, R4V and Implementing partners, visit reception centres and service points to migrants (focus group discussion with beneficiaries) Barranquilla: migrant-sensitive city, interesting examples of inclusion and possibly issues related to the humanitarian-development nexus. New initiatives underway (WASH) Example of issues around social inclusion/exclusion. Visit with partners and meeting with migrants living in urban areas. Cúcuta: main border crossing; pendular movements, trafficking, GBV, etc.; full array of actors present in Cúcuta Maicao: presence of ethnic indigenous groups; GBV and CP issues; close partnership with fewer agencies Arauca: Areas of armed conflict, providing an example of multiple emergencies simultaneously.
Ecuador	Most likely In-country in-person	<u>Field:</u> Quito Tulcán (frontera con Colombia) Huaquillas (frontera con Perú)	Quito: Meetings with UN (UNHCR, IOM, UN Women, UNFPA) and key government, R4V and Implementing partners, visit reception centres and service points to migrants (focus group discussion with beneficiaries) Cross border approach: visit to both the northern and southern borders to understand cross-border organization, management and coordination. Huaquillas: strong WASH component. No regular programme office and emergency office closed in March 2020
Peru	Remote	<u>Remote:</u> Lima Lima Norte Tumbes	In Peru, UNICEF response focuses on supporting the national and local health, education, social protection and child protection systems through policy development and capacity-building. The ET, following M&E focal point and Sr, Management suggestion and consultation with partners, believes that a remote data collection ensures sufficient data collection in this context.
Trinidad and Tobago	Remote or in person, based on consultation with key partners	<u>Remote:</u> Port of Spain	Port of Spain: Meetings with UN (UNHCR, IOM, UN Women, UNFPA) and key government, R4V and Implementing partners, interviews with partners on education initiatives and Child Friendly Spaces (CFS) (these are currently closed) UNICEF, IP, partner organizations are working from home UNICEF does remote workshops with Venezuelan migrant children, adolescents and adults. This modality is well established and therefore we could request UNICEF support to establish remote workshops/ FGD with children on the move and families.

Identification of Key Stakeholders at HQ, Regional, CO and sub-national levels

The evaluation team has mapped the key stakeholders to be included in evaluation interviews and focus group discussions. At each level, the evaluation team will select a number of key informants from each group to ensure a diverse range of internal and external views and perspectives.

Table 10. Mapping of Key Stakeholders at various levels, for discussion with Monitoring and Evaluation teams at RO and CO levels

Level	Internal to UNICEF	External to UNICEF
Headquarters Level	- Sr. Management, EMOPS, Children on the Move (Geneva)	-UNHCR, IOM, UNFPA, UN Women - Donors (including United States Bureau of Population, Refugees, and Migration (BPRM), ECHO, Sweden, Canada, Norway, Denmark and Spanish Committees for UNICEF)
Regional Level	- UNICEF Sr. Management, Emergency and Technical Advisors	-UN Partners: UNHCR, IOM, UNFPA, UN Women, OCHA - Regional R4V Platform members - Donor Representatives
National Level	-UNICEF Sr. Management and Emergency and Technical teams	-UN Partners: UNHCR, IOM, UNFPA, UN Women - National government partners in key ministries and government agencies - R4V Coordination members - Implementing partners - Donor Representatives - Partners in media and other opinion influencers
Sub-national level	- UNICEF Sub-Office teams/different sectors depending on programming	-Municipalities -Implementing partners - Beneficiaries of UNICEF-funded - programmes -Representatives of Host – Communities, including by gender and ethnicity (women, men, indigenous) - R4V Coordination members under WASH, Education, CP AoR, C4D - local media/influencers

6. Evaluation process and work plan

This section outlines the evaluation process and work plan. It provides details of the different phases of the evaluation and a detailed timeline for the inception and pilot phase.

The evaluation will follow a common trajectory from a comprehensive Inception Phase to data collection, analysis and reporting phases:

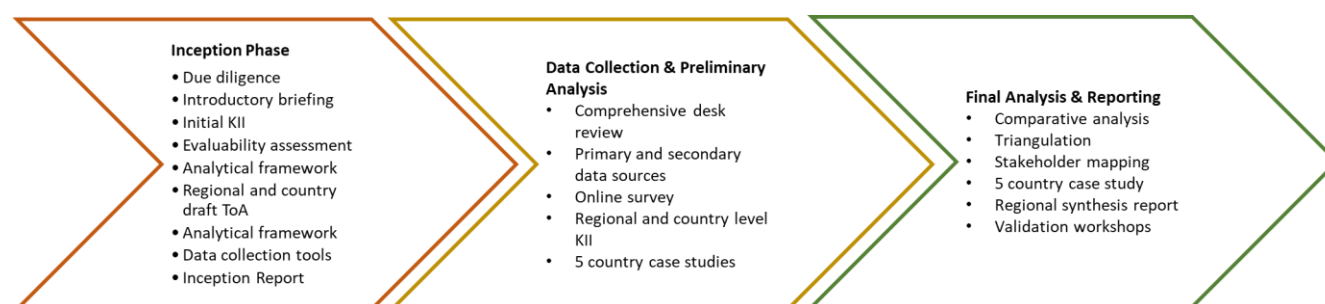


Figure 5. Process of evaluation

6.1 Phases of the evaluation

The evaluation has been designed around three distinct phases: an initial inception phase to be carried out between June and October 2021 (Phase 1), followed by the main data collection and analysis phase to be conducted between October and December 2021 (Phase 2), and a Final Analysis and Reporting Phase from January to March 2022 (Phase 3).

Phase 1: Inception Phase

Immediately after award of the contract was signed, the Evaluation Team undertook a desk review, Evaluability Assessment and series of remote Inception Phase interviews with key management and technical staff at Regional and Country Offices. In total, 39 interviews (24 female, 15 male) were carried out with UNICEF staff at HQ, regional and country levels and with donors. This phase has culminated in the finalising of this Inception Report.

Phase 2: Data Collection and Preliminary Analysis

Planning for the Phase 2 case studies will commence as soon as approval for the evaluation team to continue is received, although early planning discussions will take place during Phase 1. Two-person or three person teams will be mobilised for each visit-based country case study, one of which may be remote-based. One team member will be nominated as the visit leader with support from another team member for conducting interviews, presenting findings in-country and writing the case study report.

Each country mission will commence with an informal introductory meeting between UNICEF key country staff and the evaluation team. Prior to the start of the mission, all logistics (field and interview agendas) will have been decided on between UNICEF CO and the ET. Following the initial meeting, the team will either split (if the sampling strategy requires to) and/or team members will travel to field sites. The missions will last five working days and will end with a validation workshop to present initial findings and allow for real time feedback from UNICEF CO. The ET will analyse all data and feedback from the workshop and work towards delivering an initial draft country case study report 15 working days after the end of the validation workshop.

Phase 3 – Final Analysis and Draft of the Synthesis Report

After completion of all country case studies and desk reviews, the team will together analyse and synthesise findings using the data analysis matrix described above.

This analysis will feed into the drafting of the evaluation report, which will present the key evaluation findings under each evaluation question, the evidence supporting the findings and the team's conclusions and recommendations that lead from the findings.

The report will be structured in a clear and concise format, with minimal use of jargon, in such a way that the link between the evidence, findings, conclusions and recommendations is clear. A draft evaluation report in English including background, detailed methodology, analysis of data and preliminary findings. The report will be presented by UNICEF during a stakeholder workshop that will gather key stakeholders, (i.e. UNICEF staff, IPs, government representatives, donors).

The draft report will be shared with Reference Group for feedback, a total of 10 working days will be allocated to this process. A final draft evaluation report, incorporating feedback from the RG, and a comments matrix will be shared following 10 working days.

The Evaluation Team will finalize the process by presenting a Final Synthesis Report, including the 5 country case studies as outlined in annex 21, during a Regional Validation Workshop. This Workshop may be held in-country or remote.

6.2 Data Collection and Analysis Phase

In preparation for the field missions/data collection,⁴⁶ the evaluation team will:

- Conduct a comprehensive document review and content analysis of relevant background documents and programmatic data.⁴⁷ The analysis will be based on the completeness of the documents available and how effectively different stakeholders can provide additional evidence to explain results.

⁴⁶ Remote data collection or face to face data collection will be decided at the Inception Phase in coordination with UNICEF Evaluation Management and depending on the COVID- 19 situation in each of the study countries.

⁴⁷ Including programme documents, annual and quarterly progress reports, evaluation reports conducted at the CO level and records available at UNICEF LACRO, such as those included in the ToRs (UNICEF Strategic Plan 2018-2021, Activation of UNICEF's Level 2 Corporate Emergency Activation Procedure (CEAP) for Brazil, Colombia, Ecuador and Peru, UNICEF's Core Commitments to Children (CCC), Convention on the Rights of the Child, The Comprehensive Regional Protection and Solutions Framework (Marco Integral Regional Protección y Soluciones or MIRPS), UNICEF's global Framework for Children on the Move, subsequent extensions of UNICEF Level 2 , Simplifications put in place by L2 designation, UNICEF LACRO minimum standards on gender in emergencies, UNICEF internal Monthly situation reports, -Country Program Documents of Brazil (2017-2021), Colombia (2021-2025), Ecuador (2019-2022) and Peru (2017-2021)

- This analysis will be coupled with a stakeholder mapping of key partners, including humanitarian actors, the private sector, governments and civil society organisations. Based on the extensive document review the team will also elaborate a mapping of UNICEF initiatives in the five countries.

Prior to the field missions/data collection the evaluation team will develop and distribute an online survey for UNICEF staff and implementing partners (e.g., government counterparts/agency staff involved in the implementation of the supported interventions) to enable the early identification of key themes and issues that should be explored in greater detail.

Regional and HQ Level Key Informant Interviews

The evaluation team will conduct remote KII at the regional level, during the field missions/country-level data collection. These interviews will allow for further understanding of regional level interventions such as coordination, technical assistance of COs, contribution to the Regional Refugee and Migrant Response Plan (RMRP), coordination, and support provided to governments.⁴⁸

Country Field Visits

As expressed above, the country field missions will need to be prepared in careful dialogue and coordination with Country Offices themselves. For this reason, direct communications channels with COs to validate the changing public health context is very important to establish. As mentioned in the ToR, the scope and methodology of the evaluation will be shaped by the evolving context and subsequent travel restrictions and public health recommendations related to the COVID-19 crisis. Our main concern will be to avoid harm to migrants' or host communities' and partners' health, as well as the evaluation team's and respecting country guidelines on COVID-19 management. The team will consider UNICEF's evaluation guidelines during COVID-19 pandemic situation as outlined in the ToR.

The team proposes consultations through **KII** at the national level with UNICEF CO staff, UNICEF's partners, national and subnational government representatives, other UN agencies⁴⁹ and development partners. The list of key informant interviews will be developed in coordination with each CO with recommendations on the best contact person.

The team will closely monitor the situation in each country and dialogue with UNICEF CO to decide whether Focus Group Discussions (FGD) are feasible.

In case **travel restrictions** and health recommendations prevent the international team from traveling, we have foreseen a fully remote data collection process. Remote data collection will need a strong management component that will be undertaken through a collaborative effort between the core and support team.

At the country level, the **field missions/ data collection** will adhere to the following structure:

- (i) desk review and secondary data analysis at the country level;
- (ii) remote or face-to-face key informant interviews with stakeholders, partners and country programme staff;
- (iii) remote or face to face FGD with migrant beneficiaries and host communities;

At the country level, the evaluation team will conduct **semi-structured face to face and/or Skype/Zoom interviews** with UNICEF staff, stakeholders, partners at global, regional and country level, partner agencies and organisations, government counterparts, international and national NGOs, civil society, migrants and host communities.

FGD could also be held (virtual or in person) with migrant beneficiaries and host communities, with the assistance of UNICEF staff or systems. FGD will be participatory exercises to gain valuable qualitative data. The evaluation team will work in collaboration with UNICEF in-country designated focal points to determine FGD participants in order to define cohorts.

⁴⁸ As per the Quito I and II Declarations

⁴⁹ Specially those UN agencies participating in the regional platform

After each round of data collection, and upon submission of a draft country case study, the team will facilitate an **online workshop** with country-level stakeholders to share preliminary and emerging findings or gaps, which will provide an opportunity for discussion of key findings between the evaluation team, UNICEF staff and partners. The online workshop is an important element in our utilisation-focused approach, which ensures that evidence underpins all conclusions and subsequent recommendations. The evaluation team will review and address the feedback received during the workshop and incorporate inputs to the country case studies. Although the evaluation has a broad regional scope, the evaluation team will focus on providing country-specific analysis as well as targeted findings and conclusions to enable continuous improvement of the evaluation and reflection for the UNICEF in-country team, and these feedback mechanisms will be reflected in the Evaluation Report. The team will use various **participatory tools** to enhance engagement, real-time feedback and ownership.

At the end of the data collection phase, and upon submission of the synthesis report, a **presentation/workshop** will be held at the **regional level** with UNICEF LACRO evaluation team and the Evaluation Reference Group to discuss the findings, conclusions and recommendations.

a. Report Drafting and Dissemination Phase.

Reports Drafting

The team will ensure that the conclusions, lessons and recommendations are specific, practical, and actionable. By combining a comprehensive analysis of existing evidence and evidence collected during the field/data collection phase, the team will have distinct data sets that will not only show a short-term historical view but also the situation on the ground at the time of the evaluation. These data sets will be compared and will thus enable the team to develop findings that are sensitive to the changing context and identify the strengths and weaknesses of the current initiatives and strategies. This will ensure that subsequent conclusions and recommendations are related to the evaluation’s objectives but can also provide a basis for strategic decision making going forward at both regional level through the synthesis report and at country level through the country case studies.

The following figure represents best practices for data collection in evaluations:

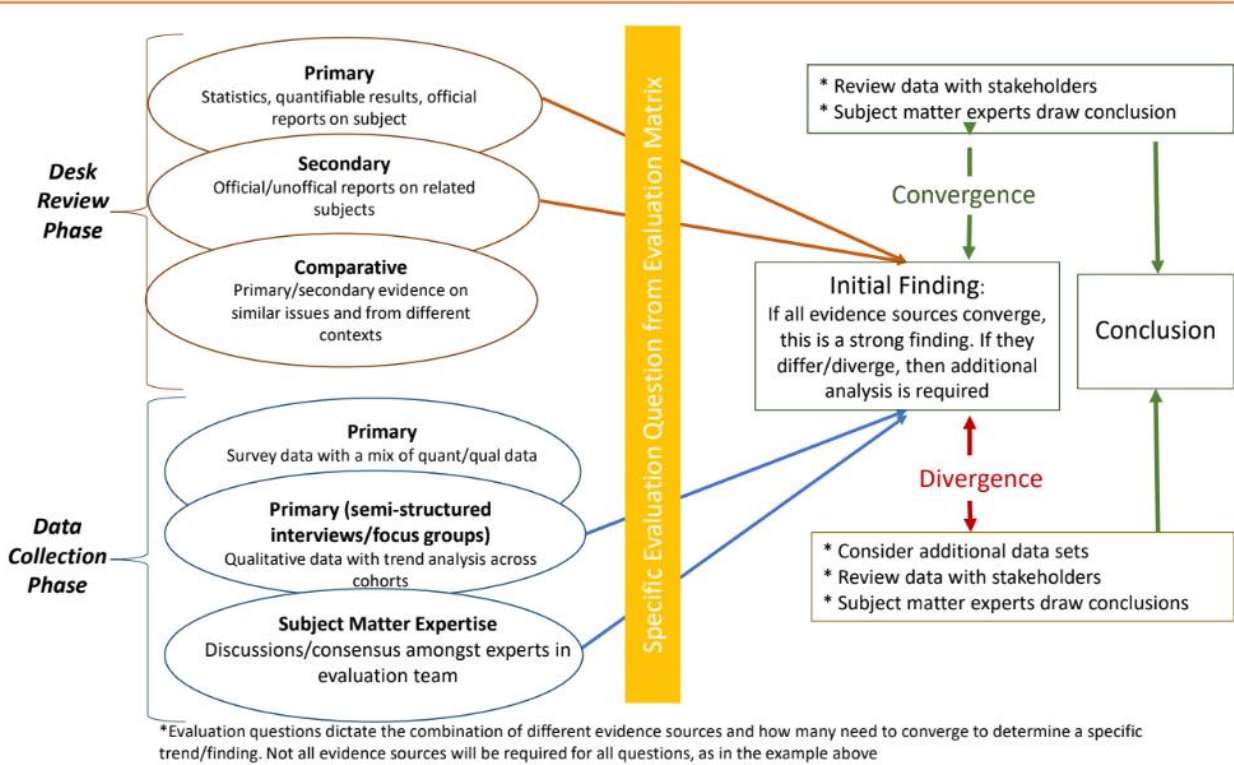


Figure 6. Standard evidence chains for theory-based evaluations

Additionally, the team will include specific conclusions and recommendations that relate to how UNICEF can use the evaluation's results for organisational development and learning, both within the five countries and more broadly.

The evaluation matrix will provide the overarching framework for data analysis across all evaluation components. Data will be analysed using a combination of qualitative methodologies, including:

- Analysis of content through a synthesis of stakeholder's interviews and document review, using text analysis;
- Contribution and counterfactual analysis of UNICEF's work in providing protection and solutions for persons of concern;
- Triangulation of qualitative data to systematically compare and analyse evidence from different evaluation components, taking into consideration relevant literature and research findings.

Deliverables

The main deliverable for the data collection phase will be one case study report for each of the **five country case reports and Executive Summary** translated in national language (Portuguese or Spanish). A template for the Country Case Studies is found in Annex 21 Drawn from data collected and debriefing presentations, the case studies will highlight quantitative and qualitative findings, conclusions and recommendations that can be used immediately while providing the basis for additional analysis and research for the final evaluation report. Each report will collect evidence on results achievement or expected results including the extent to which implementing partners are key in achieving this, outcome measurement of UNICEF response, identification of emerging good practices and the potential for replicability/scalability. The report will in turn inform future country strategies and provide input to further development of tools, models, and other practical applications to improve the response to vulnerable children and their family's needs and local partners priorities. The team will develop a case study report (15.000 words max. plus annexes) following the same format as the synthesis regional report to allow for comparability.

Additionally, a **regional synthesis report** will be delivered based on the findings from the five country case studies. As relevant, the regional synthesis report will include broader analysis, trends and emerging issues from each type of intervention that may be important to consider in relation to promising practice, lessons or definitive constraints/dependencies that may impede efforts overall. It will also include an analysis of different results across groups comparing the different contexts in Brazil, Colombia, Ecuador, Peru, and Trinidad and Tobago. The evidence gathered will in turn inform the future regional strategy.

The evaluation will culminate with a **Draft Evaluation Report**, following the structure provided by UNICEF, which will present a comprehensive assessment of UNICEF's contribution to the crises generated by the outflow of migrants from Venezuela. It will include analysis that incorporates and extrapolates the country-level findings to provide conclusions, lessons learned, and recommendations targeted at the regional level. Subsequent feedback provided to the First Draft will be incorporated into the final draft that will be circulated for comments. Any remaining comments will be addressed in a finalised comments matrix.

In order to strengthen ownership, enhance buy in and ensure an optimal dissemination of the findings, the TL and the Deputy TL will lead a virtual or in-person **Validation Workshop**, the rest of the team will also participate in the discussion remotely. The evaluation team will prepare a **PowerPoint presentation** with a strong visual component, to be delivered to UNICEF management group and relevant key stakeholders, to be discussed with UNICEF. DARA strongly believes this step ensures a higher utilisation of the evaluation results. This presentation aims at sharing the findings and facilitating strategic reflection on the initiative and adopting useful lessons and recommendations.

Based on the analysis and the feedback provided during the validation workshop and other channels, the evaluation team will prepare the **Final Evaluation Report**, incorporating responses to the comments of the Reference Group. The Final Evaluation Report will provide a comprehensive assessment of UNICEF's contribution to ensuring protection and solutions for persons of concern, as well as outline clear evidence-based findings,

conclusions and SMART recommendations. It will also include a concise Executive Summary and annexes detailing the methodological approach and analytical products developed during the evaluation. The final report will be submitted in English.

6.3 Quality Assurance

The Team Leader, Dr Virginia Thomas, will have overall responsibility and be accountable for delivering this contract including review of all deliverables before submitting to UNICEF, technical direction and support. DARA's Evaluation Manager will ensure that deliverables are produced on time, on budget and to the desired quality; staff are kept safe and secure; and client data is protected. To ensure the quality of the evaluation products the evaluation team will:

- Hold regular internal project management meetings to track delivery and quality, deal with problems as they arise;
- Compile and document in the project files relevant information (including meeting minutes, work plans and deadlines, programme documentation and relevant reports);
- Maintain clear and open communication with UNICEF Cos and UNICEF LACRO at all times;
- Seek feedback from the client and incorporate all feedback into evaluation design, process and outputs; and
- Conduct an internal evaluation team review of all deliverables, including internal quality assurance

DARA has proposed a team that is highly respected in their field and will ensure high quality products. The evaluation will ensure that all team members are adequately trained on data collection and will undertake checks in order to ensure collection of reliable and quality data. The team has in-depth experience conducting humanitarian evaluations and vast sectoral knowledge. In addition, the evaluators will refine and pilot the data collection tools together as well as in discussion with UNICEF, to ensure suitability and greater quality of data. DARA will also call on an external Quality Assurance expert to review all deliverables and ensure coherence throughout the reports.

All deliverables will be compliant with UNICEF-Adapted UNCEG Evaluation Report Standards (2017), UNEG Norms and Standards for Evaluation (2016) and GEROS Evaluation Quality Assurance Tool (2020).

As per the ToR, in addition to the internal Quality Assurance process, UNICEF Reference Group, CO and RO staff, and the Regional Evaluation Adviser, will be responsible for the quality of the evaluation and will provide comments to the evaluation team before submission of revised and final drafts.

6.4 Revised Timeline

Please refer to Annexes 22 and 23 for a detailed timeline and workplan of the evaluation.