

TERMS OF REFERENCE – 05.03.2023

TITLE/PURPOSE	Evaluation of the UNHCR-UNICEF Fair Deal (Blueprint) for Refugee Children 2020-2022
RECRUITING OFFICER	Office of Evaluation, UNICEF and Evaluation Service, UNHCR
CONTRACT MODALITY	Individual Consultants
LOCATION OF ASSIGNMENT	Home-based with a combination of remote and in-country missions to selected countries, Geneva and NY as required
LANGUAGE(S) REQUIRED	English, other UN languages an advantage
DURATION OF CONTRACT	December 2021 – March 2023 ¹

¹ This assignment builds on a formative first year evaluation, an interim internal report having been finalized in Q3, 2021.

Table of Contents

1. Background	3
1.1 The Fair Deal for Refugee Children	3
1.2 Blueprint 2.0	4
2. Background and phases of the Blueprint evaluation	5
2.1 UNHCR-UNICEF Blueprint Round 1 evaluation	5
2.2 Rational for one final round of evaluation	6
3. Purpose and Objectives of the Final Evaluation Phase	6
3.1 Evaluation objectives and purpose	6
3.2 Expected Use and Users	6
3.3 Evaluation scope	7
3.4 Indicative evaluation questions	7
4. Evaluation approach	8
5. Evaluation methods	9
5.1 Mixed methods	9
5.2 Data analysis	10
5.3 Methodological limitations/considerations	10
6. Ethical considerations	11
7. Management and governance structure	11
8. Quality Assurance	13
9. Indicative Timeframe and expected Deliverables	13
10. Payment Schedule	15
11. Evaluation Team Composition, Responsibilities and required Qualifications	15

List of Figures

Figure 1: UNHCR-UNICEF Blueprint Theory of Change

List of Tables

Table 1: Evaluation questions and sub-questions

Table 2: Evaluation timeframe and expected deliverables

Table 3: Proposed payment schedule

Table 4: Illustrative allocation of level of effort across phases

1. Background

1.1 The Fair Deal for Refugee Children

In February 2020 the United Nations High Commissioner for Refugees and the UNICEF Executive Director launched a “[Blueprint](#)” for joint action (*‘A Fair Deal for Refugee Children’*). The Blueprint represents a renewed commitment by UNHCR and UNICEF to accelerate joint efforts to promote and protect the rights of refugee children and the communities that host them, and to support their inclusion and access to nationally led services. It has been operationalized through an intensive, time-bound joint effort in a first group of 10 focus countries, namely: Bangladesh, Cameroon, Ecuador, Ethiopia, Honduras, Indonesia, Iraq, Lebanon, Libya and Rwanda. These countries are home to 2 million refugee children – over 20 per cent of the global total – and represent a diverse range of political and operational contexts, including protracted and acute displacement crises, low- and middle-income countries, camp-based and urban settings, as well as mixed-migration and internally displaced persons (IDP) contexts.²

At the global level, the Blueprint aims to leverage existing mandates, capacities and comparative advantages of UNHCR and UNICEF and build on areas of ongoing work with the greatest potential.

Overall, the Blueprint aims to realize and accelerate progress to achieve increased access to education, clean water and sanitation, and child protection services for 10 million refugee and host community children and their family members by the end of 2022³ through an effective, efficient, and transformed partnership.

The Blueprint aims to contribute to the following overall Vision:⁴

‘By 2030 All refugee children enjoy an equitable chance in life: they are learning, living in clean and safe environments, protected from violence and exploitation, included in national systems and supported by an effective and efficient UN system.’

The joint Outcomes targeted in the Blueprint are:

1. **Outcome 1.** By 2021, All refugee and returnee children of primary school age and 50% of all children of secondary age are accessing accredited quality education through national systems; while refugee youth have improved access to tertiary education, skills and vocational training opportunities, in 10 focus countries.
2. **Outcome 2.** By 2021, All refugee children and the communities that host them have access to safe and clean drinking water, and adequate sanitation, with roadmaps in place for their inclusion in national systems.
3. **Outcome 3.** By 2021, All refugee children will have access to birth registration services and child protection systems; and all refugee women, girls and boys affected by gender-based violence will be supported with appropriate services, in 10 focus countries.
4. **Outcome 4.** By 2021, Refugee and returnee children and host communities benefit from transformed partnership between UNICEF and UNHCR, resulting in a more predictable, effective, sustainable and cost-efficient response in the blueprint focus countries. This was important because an enhanced partnership between the two agencies would contribute to the achievement of all the programmatic outcomes.

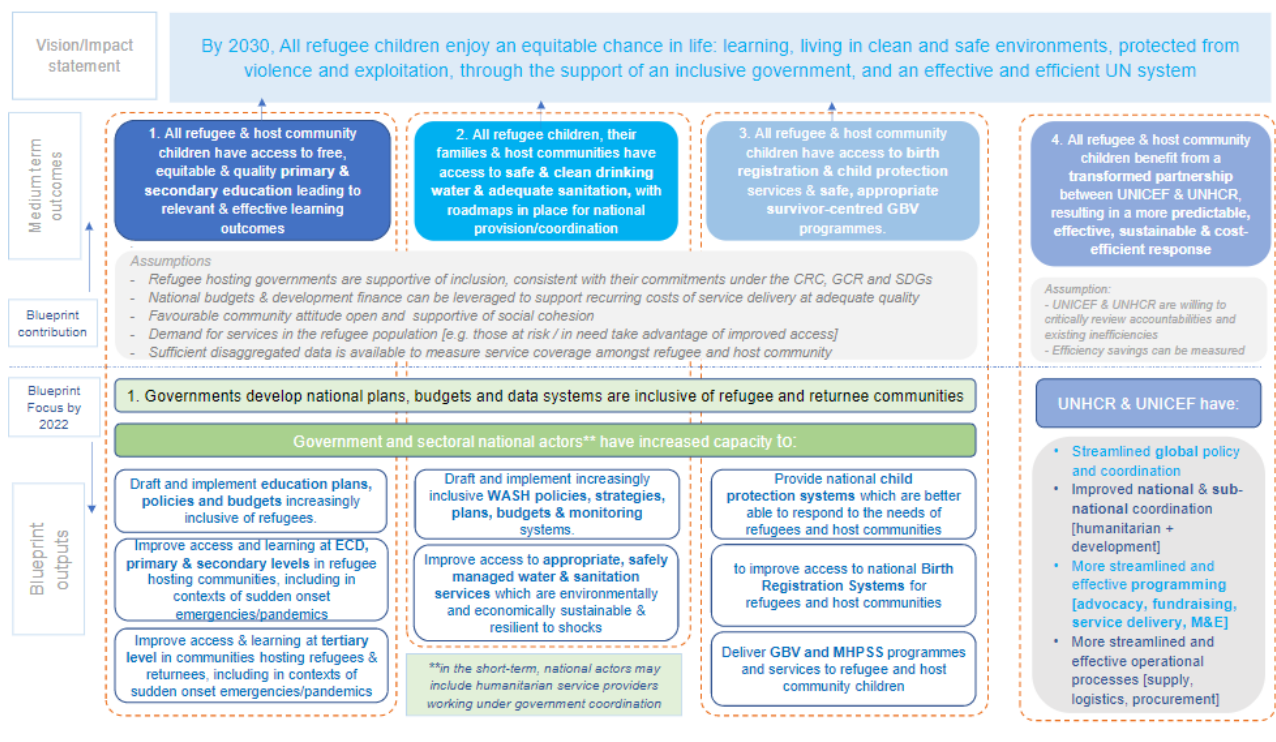
The Blueprint ‘Theory of Change,’ depicted in Figure 1, centres on working towards inclusion of refugee children in national systems through four pillars: WASH, Education, Child Protection and Partnership. The Blueprint Results Framework (RFW), including corresponding indicators of achievement, also provides a useful summary of wider contextual and influencing factors in the development of the Blueprint.

² UNICEF and UNHCR (2020) *UNICEF-UNHCR Blueprint for joint action: theory of change narrative*, 11 May 2020.

³ Ibid.

⁴ See Figure 1 below on the Blueprint Theory of Change (ToC), and Annex 2 for the Blueprint Results Framework (RFW).

Figure 1: UNHCR-UNICEF Blueprint Theory of Change



1.2 Blueprint 2.0

The Blueprint was initially intended to run from mid-2020 until **December 2021** to generate sufficient learning and best practices that would inform a new global partnership agreement in **early 2022**. Building on successes and lessons learned, the Blueprint partnership was to be expanded and adapted to cover new contexts and countries. This foundation would underpin a global scale-up of joint efforts to achieve a joint vision to give every refugee child a fair chance in life. However, the COVID-19 pandemic resulted in some delays in launching the joint initiative. The Blueprint baseline evaluation undertaken in 2020/2021 provided some useful findings of the Blueprint implementation, and based on these initial findings, and following consultation with regional and country level leadership, it was agreed to:⁵

- extend the timeline of the Blueprint until **December 2022** to provide sufficient time to demonstrate its proof of concept in the initial group of countries' scale-up, innovation, learning, and transformative results, as a transition to a global partnership agreement in **2023**;
- apply adjustments to the initiative, including outlining clearer roles and divisions of labour between headquarters, regional offices/bureaus and country offices and lightening the reporting process, to further strengthen the initiative; and
- include complementary approaches to strengthened partnership from additional countries where existing collaboration is strong, and including other sectors such as nutrition, health and cash, as well as beyond refugees, e.g. to cover issues such as statelessness and internal displacement.

The plan is for a revised, more predictable partnership to be launched in 2023, after a thorough, objective and systematic reflection on the pilot initiative. These terms of reference set forth the scope, methods and overall approach of an evaluation to fulfil this objective.

⁵ UNHCR-UNICEF Blueprint for Joint Action - discussion paper on extension and strengthening of the Blueprint initiative, April 2021

2. Background and phases of the Blueprint evaluation

UNHCR and UNICEF commissioned the joint iterative evaluation to inform ongoing implementation of the Blueprint and to support the generation of a rich and cumulative evidence base on results.

Initially, the Blueprint evaluation was conceptualized as an iterative evaluation with two rounds of data collection, and a final evaluation phase. The two iterative rounds were expected to cover each focus country during the Blueprint's implementation so as to generate timely insights and lessons learnt within and across focus countries to support and improve ongoing implementation – namely, by alleviating bottlenecks and identifying accelerators – as well as informing broader forward-looking strategic decision making at the global level. The final evaluation was expected to build on the evidence from the two rounds of data collection, with the aim of providing an assessment of results achieved during the Blueprint pilot for refugee children, as well as documenting lessons and key enabling conditions identified during the pilot phase to inform a formalized global agreement, now scheduled to commence in early 2023.

2.1 UNHCR-UNICEF Blueprint Round 1 evaluation

While the Blueprint was officially launched in February 2020, its early months suffered significant disruption from the COVID-19 pandemic, which meant that in most cases, the Joint Action Plans (JAPs) were not completed until midway through the year. There were also understandable challenges implicit to launching the Blueprint midway through a planning cycle in terms of making a timely start and in many cases, the shift in gears that was anticipated, only really happened in 2021 as targets outlined in the JAPs have been incorporated into agency planning processes and documents.

Because of the short-term timeframe of the Blueprint, it was not expected that significant measurable progress would be made towards sectoral outcomes and impacts. Also, at country-level, there were modest expectations of achieving significant shifts in government policies on refugee inclusion during the initial year of the Blueprint implementation. This is based on prior experience among the focus countries of influencing similar changes which can take many years. Consequently, it was agreed that these results areas would not be a significant focus for round one of the evaluation, although where changes were evidenced, the evaluation assessed how the partnership had contributed to policy change, refugee inclusion or improved service provision.

The first round of the evaluation therefore focused on the medium-term **Outcome 4 (Partnerships)** of the Blueprint and its corresponding outputs. Outcome 4 (Partnerships) states that:

By 2022, refugee and returnee children and host communities benefit from a transformed partnership between UNICEF and UNHCR, resulting in a more predictable, effective, sustainable and cost-efficient response in focus countries.

UNHCR and UNICEF have:

- Streamlined global policy and coordination
- Improved national and sub-national coordination (humanitarian and development)
- Streamlined and effective programming (advocacy, fundraising, service delivery, M&E)
- Streamlined and effective operational processes (supply, logistics, procurements)

This Outcome on partnership (and corresponding outputs) was important because it would contribute to the achievement of all the programmatic outcomes. The ambition of UNHCR and UNICEF is for the partnership to be transformational, resulting in both agencies enhancing their coordination, undertaking joint advocacy, planning and donor engagement, and streamlining operational processes at country level to deliver better results for refugee and returnee children, their families and communities. At global level it would lead to the two agencies aligning processes and systems to better facilitate collaboration and exchange at field level.⁶

⁶ Ibid

With a strong learning orientation, the evaluation utilized data collected on the Blueprint as well as more broadly from past experiences of partnership. In particular, the evaluation explored the nuances of the relationship between the two agencies at headquarters, regional and country levels in examining how predictably, sustainability, effectively and efficiently UNHCR and UNICEF are working together.

In order to foster a learning environment which could accommodate trial and error, it was agreed that the Round 1 Evaluation Report would be internal to UNICEF and UNHCR.

2.2 Rational for one final round of evaluation

Round 1 of the evaluation, as well as other activities, have provided sufficient evidence and learning to allow the Joint Coordination Team (JCT), regional offices, as well as country offices to work towards enhancing the Blueprint implementation. Due to this and given that the Blueprint was extended until December 2022 to allow additional time and scope for the transformation to begin to yield measurable results at country levels, a second and final year to the evaluation is seen as useful. The additional year for implementation is expected to provide further opportunities to demonstrate proof of concept in the focus countries as well as document and share learning from different collaboration models/approaches and good practices beyond the 10 Blueprint countries. The second and final evaluation phase have therefore been merged, and this final evaluation will take place from May 2022.

The final evaluation will be undertaken in a 'phased approach', with data collection in an initial number of countries (both Blueprint and non-Blueprint) taking place from June – September 2022, and an interim report submitted in October 2022 to feed into the preparation process of the global partnership agreement.

Data collection in the remainder of the countries will take place from October – December 2022. The final evaluation report will be submitted by 30 March 2023. The report will be available publicly, and a formal management response requested for.

3. Purpose and Objectives of the Final Evaluation Phase

3.1 Evaluation objectives and purpose

The overall objective of the final evaluation is to assess, as systematically as possible, the Blueprint implementation and its contribution to demonstrated results in the focus countries; as well as assessing successful approaches to partnerships that have led to refugee inclusion in a number of non-Blueprint countries, with the aim of generating findings and drawing best practices, opportunities, lessons learnt and strategic actions that can be scaled up, for the purpose of informing a new UNHCR-UNICEF global partnership agreement in 2023. The evaluation will also inform ongoing implementation and strategic decision-making during the ongoing pilot phase.

Building on the evidence from Round 1, other existing data and evidence gathered in the past two years, and the expected new round of the evaluation process (including in non-Blueprint countries), the evaluation will also provide a summative assessment of reported results achieved, as well as system-level changes and transformations achieved by the collaboration between the two agencies. In addition to promoting learning, the evaluation is also intended to contribute to strengthening accountability towards refugee children and their families, especially in the Blueprint focus countries, as well as for partners and stakeholders involved in this initiative.

3.2 Expected Use and Users

The primary audience of this evaluation includes: UNHCR and UNICEF management and country teams in focus countries that are responsible for all strategic, implementation, coordination, and monitoring of the Blueprint/partnership; and the UNHCR-UNICEF global Joint Coordination Team and Steering Committee for

the Blueprint. The management teams of UNHCR Bureaus and UNICEF Regional Offices constitute additional primary stakeholders, as they have significant responsibility for ensuring provision for the relevant resources for Country Office programme delivery.

Secondary audiences include governmental and other implementing partners that collaborate and/or coordinate with UNHCR and UNICEF in programming for refugee children and their families; beneficiary communities benefiting from the Blueprint, other UN organizations, NGOs/CSOs and donor agencies.

3.3 Evaluation scope

Building on phase I evaluation, this final phase will cover the Blueprint focus countries and reflect on emerging results – both intended and unintended as a result of an enhanced partnership between the two agencies.

Also, given the need to demonstrate lessons and best practices that can be scaled-up in other UNHCR-UNICEF operations, the evaluation will include a small number of non-Blueprint countries that have examples of good partnership practices that have led to inclusion and better programming for refugee children and their communities. These additional countries will be self-selected and be willing to share their experiences, lessons and indicators of their success. These may include examples of collaboration beyond the Blueprint sectors, and beyond refugees (e.g. to cover statelessness and internal displacement).

In total, it is proposed that a maximum of 14 countries be included in the evaluation, of which, a maximum of four (4) will be non-Blueprint countries. These countries will be identified during the inception phase through collaboration with the JCT and Regional Bureaus and Offices.

As indicated above, Round 1 of the evaluation focused on Outcome 4 (partnerships). The final evaluation will continue to assess the progress made in the focus countries to enhance the partnerships as a means of delivering results for refugee children and their communities in a predictable, effective, sustainable and cost-efficient manner.

In addition to the on-going assessment of Outcome 4, with over two years of implementation now completed, the evaluation will also assess the contribution of the Blueprint in achieving reported results for refugee children and their communities in the three remaining outcome areas (education, WASH and child protection).

While 2020 reporting reveals that progress is being made to provide refugee children and their communities with basic services in WASH, education and child protection, it is unlikely that significant measurable progress will have been made towards the intended three Blueprint outcomes and impacts. The evaluation team will seek to better understand what contributions have been made, including, what evidence there is of overall progress on refugee inclusion, and what key steps, if any, have led to increased inclusion within sectors. Additionally, the evaluation team should identify ways to assess any unintended results of the Blueprint implementation, and document these accordingly.

3.4 Indicative evaluation questions

In line with the objectives of the evaluation, the overarching and indicative key evaluation questions and proposed sub-questions are outlined below, and these will be refined as required during the inception phase.

Table 1: Evaluation questions and sub-questions

Key Evaluation Questions	Evaluation sub-questions
KEQ1 PARTNERSHIP FUNDAMENTALS: To what extent and in what ways do the fundamental features of UNHCR-UNICEF	EQ1.1 Does the partnership have committed leadership and a shared vision?
	EQ1.2 To what extent does the partnership complement the ongoing initiatives/activities of other relevant stakeholders?
	EQ1.3 How well aligned is the partnership with existing relevant international, regional and/or national commitments and frameworks?

partnerships influence the predictability, sustainability and effectiveness of joint action in support of refugee inclusion/better results for refugee children?	EQ1.4 To what extent are partnership targets and priorities perceived to be in line with priority needs, gaps and available resources?
	EQ1.5 How and in what ways does the brokering and implementation of the partnership influence the predictability, effectiveness and sustainability of joint action in support of refugee inclusion/better results for refugee children?
KEQ2 MANAGEMENT & IMPLEMENTATION: How, and in what ways does the management and implementation of UNHCR-UNICEF partnerships influence the predictability, effectiveness and sustainability of joint action in support of refugee inclusion/better results for refugee children?	EQ2.1 To what extent has UNHCR and UNICEF utilized and harmonized existing planning processes, tools in the partnership? What has worked well, and what has been challenging in this regard?
	EQ2.2 What roles have been assigned to leverage comparative advantage? How do they compare across different contexts?
	EQ2.3 To what extent is the partnership achieving its intended outcomes of accelerating progress for access to education, WASH and child protection services for refugee children and their communities?
	EQ2.4 To what extent is the partnership perceived to have strengthened government capacity and the capacity of other national actors for refugee inclusion?
	EQ2.5 How transformational are the approaches and strategies being implemented through the partnership?
	EQ2.6 Is there adequate technical capacity, access to networks and funding to achieve the partnership goals?
	EQ2.7 What evidence exists of the efficiency gains that have been generated through implementation of the partnership?
	EQ2.8 How, and in what ways does the implementation of the partnership influence the predictability, effectiveness and sustainability of joint action in support of refugee inclusion/better results for refugee children? What strategies appear to be most effective in enhancing refugee inclusion?
KEQ3 PARTNER RELATIONSHIP: What influence (positive or negative) does the relationship between UNHCR and UNICEF have on the predictability, effectiveness and sustainability of joint action in support of refugee inclusion/better results for refugee children?	EQ3.1 What have been the key contributing and constraining factors and barriers (including unanticipated factors), that have influenced implementation of the partnership and the achievement of observed results over time and across focus countries? How – and to what extent – have the contributing factors been capitalized on and the constraining factors managed?
	EQ3.2 What tools and ways of working have been used to strengthen accountability within the partnership? What examples and good practice can be showcased?
	EQ3.3 To what extent and in what areas and ways has collaboration between the two agencies evolved over the course of the partnership's implementation?

The final set of questions will be subject to agreement and approval by UNICEF and UNHCR in the final inception report, along with the detailed methodology and evaluation matrix.

4. Evaluation approach

The evaluation approaches include a combination of **summative** examination; and a **formative** examination aimed at identifying factors that enabled and constrained the implementation; as well as assessing successful partnerships in a number of non-Blueprint countries, beyond non-Blueprint sectors, beyond refugee operations, and partnerships in non-humanitarian contexts; all these are meant to provide lessons of what the two agencies need to do in order to fully realize the potentials of joint partnerships in different operating contexts.

As noted, a total of 14 countries will be included in the evaluation, including 4 non-Blueprint countries. More in-depth data collection will take place in a maximum of 6 countries through country missions. For the remainder of the countries, data collection will be through remote means.

Data gathered and evidence generated will be used to draw strategic findings, conclusions, and recommendation in the final evaluation. The final report and management response will be made publicly available by both UNHCR and UNICEF. As noted, the evaluation is expected to inform a new UNHCR-UNICEF global partnership agreement that will commence in early 2023 – evaluative inputs towards the process is expected in October 2022.

5. Evaluation methods

5.1 Mixed methods

The evaluation will use a mix of qualitative and quantitative methods to answer the proposed evaluation questions. Quantitative data will help to unpack and assess UNHCR-UNICEF's operations and associated trends in outputs and likely outcomes, especially at country level. Qualitative data will provide the evaluation with insight into direct and indirect results due to the Blueprint implementation, and key influencing factors in varied contexts and from differing perspectives. In-depth country missions will use a mix of qualitative and quantitative methods to maximize the depth of insights into the evaluation questions, provide a comprehensive and granular picture of the actions of UNHCR-UNICEF and partners and their effects, and extract lessons that can be applied more broadly to partnership implementation. As noted, a maximum of 14 countries will be included in the evaluation (10 focus countries, and four non-Blueprint countries); the depth of data collection in the various countries will vary and will be determined during the inception phase.

The proposed methods are detailed below and will be fine-tuned during the inception period. An evaluation matrix will map each method to the relevant evaluation question during the inception phase.

- (i) **Additional desk review and secondary analysis of existing data:** In addition to document and data review undertaken during the baseline and R1 evaluation, the evaluation team will conduct a systematic desk review of documents, progress reports, strategic documents; analysis of performance monitoring data (including data collected by the JCT through the results reporting against the RFW), administrative data, registration data; and other inputs that are now available from the Blueprint focus countries, regional offices, HQ; as well as from other non-Blueprint countries. Some of these analyses will be undertaken using formal desk review assessment tools in order to give a quantitative sense of patterns across the countries.
- (ii) **Country missions:** To the extent that the situation allows, the evaluation team will undertake field visits to focus countries (a maximum of 4) to observe the Blueprint implementation; as well as to 1-2 non-Blueprint countries. Given that the evaluation is deliberately trying to document positive and related success factors, rather than 'representativeness', the country missions will be selected according to pre-determined criteria, including, their availability and willingness to support a mission and showcase good partnership approaches that have led to better results for refugee children; and in non-Blueprint countries, showcase successful approaches to partnerships, and results achieved for refugee children, their communities and other populations. Each of these countries will follow a common protocol and rely on multiple sources and types of evidence to increase the depth and validity of findings and resulting conclusions.

These will include: review of any additional country reports and data; the evaluation team participating in any planned joint meetings; undertaking face-to-face interviews with UNHCR and UNICEF staff, Government representatives, implementing partners, development and humanitarian partners, donors, and other UN agencies in each country.

The specific countries and other issues, e.g. number of the KIIs at the different levels will be determined during the inception phase.

- (iii) **Remote data collection:** the evaluation team will undertake remote data collection for the focus and additional non-Blueprint countries not included in the in-depth country missions. Each of these countries will also follow a common protocol and rely on multiple sources and types of evidence to increase the depth and validity of findings and resulting conclusions.

These will include: review of any additional country reports and data; undertaking semi-structured interviews remotely with UNHCR and UNICEF staff, and other stakeholders as advised by the two organizations. Additional Key informant interviews will also be conducted for UNHCR and UNICEF staff

at regional bureaus/offices, HQ locations, donors, UN partners and other partners at regional and global levels.

The specific countries and other issues, e.g. number of the KILs at the different levels will be determined during the inception phase.

5.2 Data analysis

Data analysis will proceed with consolidation of information drawn from each method through use of an evidence matrix which also serves for triangulation. The evidence matrix will be prepared by the evaluation team. Triangulation both across and within categories of data sources will be a key analytical technique for this evaluation – for example, evidence from monitoring data and document review will be compared and triangulated with the opinions and experiences related by key informants at HQ, RB/ROs and country offices. Expected areas of analysis include:

- Descriptive analysis to identify the contexts, interventions and characteristics of programming.
- Content analysis of documents to identify common trends, themes and patterns in documents, interviews using coding and other qualitative analysis methods.
- Quantitative analysis of closed-ended online survey questions and secondary data sources e.g. HR or financial data, data on refugee children, etc.
- Contribution analysis to determine the extent to which UNHCR-UNICEF Blueprint programming contributes to the overall outcomes, examine influencing factors, and identify gaps and reasoning for gaps.

Each component analysed will be synthesized to form the evaluation findings and conclusions. The inception report will detail the analysis plan for each method as well as the overall approach to the triangulation and synthesis.

5.3 Methodological limitations/considerations

There are several limitations expected for this evaluation, which are described below. Mitigation strategies are to be discussed and detailed in the evaluation inception paper.

- The COVID-19 pandemic has necessitated a new way of working, with heavier reliance on remote data collection. This has limited the ability to obtain community-level perspectives, and also prevents evaluation teams from conducting direct observation at the national and sub-national levels. It is proposed that some of the data collection takes place in-country, but if travel restrictions remain in place during the data collection period, remote data collection and use of national consultants in some of the countries is encouraged as a mitigation strategy. Use of innovative remote methods should also be explored.
- In addition to practical challenges, the global response to the COVID-19 pandemic is also likely to impact the progress towards intended Blueprint outcomes as they have been conceptualised during the design phase. While the Blueprint timeline has now been extended, we need to be aware that there could be limited data, including of the Blueprint outcomes. The amount, quality and comparability of outcome-level data is expected to be a challenge in some of the countries/outcome areas. The evaluation team will rely on utilization of output data in conjunction with the primary data collected through the proposed methods.
- The evaluation team is expected to assess if the Blueprint has resulted in more efficient ways of working as a consequence of collaborative and coordinated ways of working. Interviews undertaken during R1 data collection highlighted specific challenges in seeking to gather and synthesize evidence about cost-efficiency, as there is no consistent approach for COs to calculate cost savings. The team is encouraged to come up with methods/approaches to assess efficiency gains – e.g. looking at synergies and duplication as measures of efficiency in more qualitative terms.
- The evaluation (especially in the non-Blueprint countries) will deliberately collect and document learning on successful approaches to partnership, and will include learning beyond the three sectors, and include

collaboration in sectors such as nutrition, health and cash, as well as beyond refugees, e.g. to cover issues such as statelessness and internal displacement. As a result, selection of countries for in-depth data collection will be for countries that have been successful in ensuring predictable, sustainable and effective programming for refugee children; and will be willing to share their experiences, lessons and indicators of their success.

- While sufficient time has been allocated for the main data collection phase, given experience during Round 1 evaluation, there could be delays in gathering data from some of the countries – the final evaluation phase will only include focus countries that will be ready and willing to participate in the final evaluation round. Also, the evaluation team will need to balance timeliness with depth of information and well-substantiated findings. Also, recognizing that no additional staff capacity has been put in place at country level to support the Blueprint implementation, including for M&E, this means that results monitoring will be dependent on the existing capacities of UNICEF and UNHCRs country teams.

6. Ethical considerations

Adherence to the “do no harm” principle will be required when interacting with all groups of informants. Special attention should also be paid in situations where the evaluators interact with children and young people. Consistent with United Nations Evaluation Group (UNEG) norms and standards⁷, the UNEG Ethical Guidelines and UNEG Code of Conduct⁸, the UNICEF Procedure on Ethical Standards in Research, Evaluation and Data Collection and Analysis⁹, the UNHCR Data Protection Policy¹⁰ and UNEG guidance on integrating human rights and gender equality and UN System-Wide Action Plan (UN-SWAP) on gender equality¹¹; the evaluation will ensure:

- **Respect for rights of individuals and institutions:** The evaluation team will accord informants the opportunity to participate voluntarily while maintaining their anonymity, and to make an independent decision to participate without pressure or fear of penalty (informed consent/assent). Also, interviewers will assure respondents that information would be confidential, and that reports would be written such that responses/contributions would not be traced back to them. Interview notes and any recordings will be accessible to the team members only.
- **Respect for cultural identities and sensitivities:** Variances in ethnicities, culture, religious beliefs, gender, disability, age will be respected. As a result, evaluation processes will be mindful of cultural settings, developmental status and evolving capacities/ages of children and other stakeholders, and the needs of the respondents and rights-holders that programmes are supposed to serve.
- **Professional responsibilities and obligations of evaluators:** The evaluation team will exercise independent judgement and operate in an impartial and unbiased manner. During data collection, any sensitive issues and concerns will be addressed through the appropriate mechanisms and referral pathways. A protection protocol will be in place for each setting where data collection involves children and community members.

As per the UNHCR-UNICEF Evaluation Service/Office standard procedure, the evaluation design will undergo ethical review during the inception phase. Ethical approval will be sought from the UNICEF Institutional Review Board or designated subsidiary prior to implementation.

7. Management and governance structure

Evaluation management

⁷ UNEG Norms and Standards for Evaluation, 2016. Available at: <http://www.unevaluation.org/document/detail/1914>

⁸ UNEG Ethical Guidelines, 2008. Available at: <http://www.unevaluation.org/document/detail/102>

⁹ UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis, 2015. https://www.unicef.org/supply/files/ATTACHMENT_IV-UNICEF_Procedure_for_Ethical_Standards.PDF

¹⁰ UNHCR Policy on the Protection of Personal Data of Persons of Concern <https://www.refworld.org/pdfid/55643c1d4.pdf>

¹¹ <http://www.unevaluation.org/document/detail/1452>

The evaluation will be co-managed by UNHCR's Evaluation Service (ES) and UNICEF's Evaluation Office (EO). The two Evaluation Offices will jointly manage and supervise the evaluation team throughout the entire process. The evaluation managers are the primary interface between the ES/EO, JCT, the Evaluation Reference Group (ERG), Regional Offices/Bureaus (ROs/RBs) and Country Offices (COs); and the evaluation team. The managers' role involves day-to-day support to all aspects of the evaluation process, including facilitating access to data, providing input to key methodological and strategic choices, and managing the evaluation budget. The evaluation managers may participate in key informant interviews and other activities during implementation. They both will provide the first quality review of all evaluation tools and deliverables presented by the evaluation team before key deliverables are shared with the Evaluation Reference Group or other stakeholders.

Staff of the Evaluation Service/Office are independent from UNHCR-UNICEF management and operations. As part of their guidance and quality assurance role, the two offices will provide quality assurance on all evaluation tools and documents based on the UNEG's norms, standards, ethical guidelines, processes and tools. This includes assessment of gender, equity and human rights responsiveness of the evaluation. The evaluation team will be familiarized with these and is expected to observe them during the entire evaluation process.

Evaluation Reference Group

The Blueprint ERG will continue to provide expert advice, inputs and support to the evaluation as it unfolds. The ERG has members from the Joint Coordination Team and Senior Programme staff from both agencies. They will support the evaluation at key moments to ensure that the evaluation benefits from the highest level of technical knowledge and of a diversity of viewpoints. Members will provide substantive technical inputs, will facilitate access to documents and informants, and will ensure the high technical quality of the evaluation products as well as organizational learning and ownership of the exercise. A detailed ERG TOR is available, and include the following responsibilities:

- a. Provide inputs in the inception phase to influence the approach of the evaluation, and, where necessary, provide information and institutional knowledge as key informants;
- b. Support the work of the evaluation team by facilitating connections with key informants and ensuring the team is aware of relevant reference documents;
- c. Review selected evaluation products (inception report and final/penultimate report) and providing substantive written comments to the evaluation team through the evaluation manager; and,
- d. Where feasible, contribute to the post-evaluation management response, action plan and dissemination strategy.

Regional Bureaus/Offices

Given the strategic role that the UNHCR Regional Bureaus and the UNICEF Regional Offices are playing in the Blueprint implementation, it is proposed that the regional Blueprint Focal Points from each agency be included in the Evaluation Reference Group.

Country Offices

The focus Country Offices will be responsible for facilitating access to documentation, data and materials that are not readily available within HQ and Regional Offices. Each CO will appoint a focal point for this evaluation who, in liaison and strong coordination with the Evaluation Offices. COs will also provide logistical support (help organize meetings, transportation, interpretation if necessary) and act as resource staff for the exercise, including helping to arrange for interviews with key stakeholders.

The focus Country Offices will also be encouraged to form a WG that the Evaluation Team and UNICEF and UNHCR Evaluation Managers will work with on the day-to-day implementation of the evaluation.

8. Quality Assurance

The selected team will conduct **quality control of all outputs (including drafts)** prior to submission to the evaluation managers.

Levels of quality assurance:

- The first level of quality assurance of all evaluation deliverables (including drafts) will be conducted by the **evaluation team** prior to submitting the deliverables to the review of the evaluation management group.
- The second level of quality assurance of the evaluation deliverables will be conducted by the UNHCR Evaluation Service, and the UNICEF Evaluation Office (this will be undertaken on two levels (i) by the Evaluation Managers; and, (ii) by the Evaluation Directors.
- The third level of quality assurance of the evaluation will be conducted by the Cos, the RBs/ROs, JCT and the Reference Group.

9. Indicative Timeframe and expected Deliverables

The preparatory period of the evaluation has taken place from Sept – December 2021. Once the team is onboard, the evaluation is expected to take about 12 months. The evaluation will be conducted by a **three-person core team**, one of whom must be the designated team leader, on a part-time basis. An indicative timeline with the main stages of the evaluation appears below. An updated timeline will be presented in the inception report.

Table 2: Evaluation timeframe and expected deliverables

Activity	Key Deliverable	Indicative Timeline
Inception Phase (May – June 2022)		
<p>Inception including:</p> <p>Additional document review (global and focus country level)</p> <p>Review/assessment of monitoring data against the baseline/Results Framework core priority indicators</p> <p>EQA review on the draft inception report, and ethical review of evaluation tools if required</p> <p>Circulation for comments and inception report finalisation</p> <p>Preparations for data collection – engagement with COs, ROs and HQ (including non-Blueprint countries)</p>	<p>Final inception report (approx. 30 pages) including detailed methodology, final evaluation questions and evaluation matrix.</p>	<p>May – June 2022</p>
Initial Phase of Data Collection, Analysis and initial reporting (June – October 2022)		
<p>Data collection in an initial no. of countries, including:</p> <p>In-country missions and remote data collection in a six BP and two non-BP countries, including key stakeholder interviews, in depth document review for Blueprint focus countries, as well as a number of non-Blueprint countries (max of 6 countries in total) – specific countries to be identified during inception.</p>	<p>Country PowerPoint presentations (approx. 10 slides on key emerging findings, lessons learnt and proposed recommendations/ actions.</p> <p>A brief interim report (max 15 pages) to the JCT to feed into the global partnership agreement process, prioritizing learning on the following points:</p> <ul style="list-style-type: none"> • results achieved towards inclusion and sustainability of efforts made vis a vis refugee children. 	<p>(June – October 2022)</p>

Data collection to include UNHCR-UNICEF staff (HQ, ROs and COs), govt, CSO partners, other UN agencies, and donors. Focus country debriefing (remote or in person) on key emerging findings and preliminary lessons learnt, and proposed recommendations/actions.	<ul style="list-style-type: none"> learning around what has worked vis a vis the accountability framework. 	
	1 st Evaluation Reference Group meeting – Debrief after field work – key emerging findings, lessons, and conclusions/ emerging proposed recommendations	September 2022
Data collection in remaining countries, Analysis, and final report (October – December 2022)		
Data collection in the remaining countries, including: In-country missions and remote data collection in the remaining BP and non-BP countries, including key stakeholder interviews, in depth document reviews (max of 8 countries in total) – specific countries to be identified during inception. Data collection to include UNHCR-UNICEF staff (HQ, ROs and COs), govt, CSO partners, other UN agencies, and donors. Country debriefing (remote or in person) on key emerging findings and preliminary lessons learnt, proposed recommendations/actions.	Country PowerPoint presentations (approx. 10 slides on key emerging findings, lessons learnt and proposed recommendations/ actions.	October – December 2022
	2nd Evaluation Reference Group meeting – Debrief after field work – key emerging findings, lessons, and conclusions/ emerging proposed recommendations	January 2023
Analysis and Report (December 2022 – January 2023)		
Including: Analysis and drafting of the evaluation report (utilizing evidence gathered during R1 and main evaluation phase from focus and non-Blueprint countries, and drawing on wider evidence base as relevant, to inform high-level discussion and decision-making. Validation workshops (remote or in-person) to discuss stakeholder feedback, validate evaluation findings, discuss conclusions and proposed strategic forward-looking recommendations (facilitated by TL). EQA review of draft report, circulation for comments	Validation Workshop /Webinar PowerPoint Presentation (approx. 15 slides) Joint HQ Debrief/Workshop PowerPoint Presentation (approx. 15 slides) Draft report (for circulation and comments)	(end January 2023)
	3 rd Evaluation Reference Group meeting – Discussion of draft final evaluation report	February 2023
Finalization of the evaluation report, dissemination, and Management Response Phase (March 2023)		

<p>Including:</p> <p>Finalization of report (final revisions, annexes, copy-editing, design, etc.)</p> <p>Formal request for a Management Response</p> <p>Sharing of findings, conclusions and recommendations from the report in various workshops and forums, blogs, social media, conferences, etc conferences, etc.</p>	<p>Final Evaluation Report (40-50 pages) including strategic forward-looking recommendations and standalone executive summary (5-10 pages)</p> <p>Global Webinar</p> <p>Designed evaluation report, Briefs and Summary Reports</p>	<p>February – March 2023</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------

10. Payment Schedule

The following is the proposed payment schedule, including proposed dates for the key deliverable.

Table 3: Proposed payment schedule

Deliverable	Due Date	%
Inception Report	15 June 2022	15
Country PowerPoints (Blueprint focus countries and selected non-Blueprint countries) (for initial round of countries); Joint Webinars and ERG Debrief PowerPoint on emerging findings /conclusions; submission of interim report to the JCT	30 October 2022	25
Country PowerPoints (Blueprint focus countries and selected non-Blueprint countries) (for final no. of countries); Joint Webinars and ERG Debrief PowerPoint on findings /conclusions and emerging recommendations	30 December 2022	25
Shareable draft evaluation report	30 January 2023	25
Final evaluation report and dissemination activities	30 March 2023	10

11. Evaluation Team Composition, Responsibilities and required Qualifications

Team Composition and responsibilities:

The final evaluation will be conducted by a three-person ‘core team’ of international consultants (one team leader, and two senior evaluators). **Individual contracts will be issued to each team member.**

The evaluation team is expected to execute the following tasks:

- Develop a rigorous but realistic work plan for the evaluation, culminating in a well-crafted inception report that further spells out the specific scope, methods and overall evaluation approach in a clear manner.
- Execute the evaluation to respond to the questions stipulated in the terms of reference (or subsequent revisions of the evaluation questions);
- Generate evaluation products and deliverables as shown in the table below, and in accordance with contractual requirements.
- Provide written responses to comments from the reference group, and update draft deliverables accordingly; and,
- Provide regular updates to the UNICEF and UNHCR Evaluation Managers.

Required Qualifications:

Team Leader

- A post-graduate or Master’s degree in social science, development studies, international relations or economics.
- Extensive knowledge of refugee and forced displacement issues.

- iii) Extensive knowledge of humanitarian, development and humanitarian-development nexus programming, debates and ways of working.
- iv) At least 10 years' experience in conducting and managing multi-disciplinary evaluations – in particular global, strategic evaluations and joint evaluations – for UNHCR and/or UNICEF, other UN agencies or other international partners. Experience evaluating partnerships will be an added advantage.
- v) Extensive knowledge of and experience in current evaluation methods and approaches, particularly formative and forward-looking approaches, participatory methods, and supporting accountability to affected populations.
- vi) Extensive experience with inter-agency cooperation at headquarters and in the field.
- vii) Familiarity with UNHCR and UNICEF's programming (including the Core Commitments to Children and the Global Compact on Refugees) preferred.
- viii) Excellent oral and written communication skills (in English); knowledge of other UN languages a key advantage.
- ix) Strong ability to interact with a wide range of stakeholders, particularly on issues that are politically sensitive.
- x) Expertise in one of the substantive areas covered by the Blueprint (education, WASH, CP) is highly desirable.
- xi) Extensive knowledge of qualitative and quantitative data collection methods and analytical methods and techniques.
- xii) Proven experience managing an evaluation team.
- xiii) Experience in generating strategic, useful and action-oriented recommendations to senior management and programming staff.
- xiv) Experience with the ethics of evidence generation; experience collecting data from vulnerable groups; familiarity with ethical safeguards.
- xv) Ability to collect data remotely; presence and use of in-country evaluation capacity is strongly desirable

The team members (senior/mid-level experts):

- i) A post-graduate or master's degree in social science, development studies, international relations or economics.
- ii) Demonstrable understanding of refugee and forced displacement issues.
- iii) A minimum of 10- and seven-years' experience (respectively) evaluating humanitarian and/or development programmes.
- iv) Expertise in one of the substantive areas covered by the Blueprint (education, WASH, CP).
- v) Knowledge of qualitative and quantitative data collection and analytical methods.
- vi) Experience with the ethics of evidence generation; experience collecting data from vulnerable groups; familiarity with ethical safeguards
- vii) Excellent ability to communicate and write in English.
- viii) Ability to collect data remotely; presence and use of in-country evaluation capacity is strongly desirable

Table 4: Illustrative allocation of level of effort across phases

Consultant	Inception	Data collection	Analysis	Report/ Finalize	Total
Team Leader	20	50	23	18	111
Senior Expert (1)	20	50	18	13	101
Senior Expert (2)	15	30	16	9	70
Total	45	130	57	40	282

Approvals

Prepared by:

Name: Jane Mwangi
Title: Snr. Evaluation Specialist
Evaluation Office
Date: 10 Oct 2021

Approved by:

Name: Lori Bell
Title: Director
Evaluation Service, UNHCR
Date:

Approved by:

Name: Robert McCouch
Title: Director of Evaluation
UNICEF
Date:

DRAFT