

**EVALUATION OF THE CHILD PROTECTION SYSTEM IN BELIZE
TERMS OF REFERENCE
EVALUATION**

Office (country): Belize

Title of the initiative	EVALUATION OF THE CHILD PROTECTION SYSTEM IN BELIZE
Purpose	With a forward looking / formative vision & approach, to conduct a comprehensive system-wide evaluation at national and subnational levels which will assess the existing structures and procedures established to provide care and protection for Belize's children
Contract	Institutional
Duration	28 weeks
Start date	August 30 2022
End date	April, 31 2023
Location	Belize
Reporting to	UNICEF Representative and M&E Specialist

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1. INTRODUCTION: BACKGROUND AND RATIONALE

The United Nations Children’s Fund Belize (UNICEF Belize) is an agency of the United Nations (UN) which works in Belize to promote and protect the rights of children in partnership with the Government, civil society, non-governmental organisations (NGOs), development partners, and communities. The organisation is guided by the Convention of the Rights of the Child and strives to establish children’s rights as governing ethical principles and international standards of behaviour towards children. Protecting children from violence and institutionalisation is central to UNICEF’s mandate.

The Child Protection (CP) system in Belize encompasses key agencies that operate structurally to wrap services around families and children to prevent and respond to violence, abuse and neglect.

This Terms of Reference (ToR) document outlines the purpose and scope of an external, learning-oriented (formative) evaluation, commissioned by the UNICEF Belize Country Office to examine the Belize Child Protection System. The TOR presents methodological options and operational modalities for an institutional contract of a team of at least (3 or 4) evaluation consultants (national and international consultants). To this end, UNICEF Belize is looking for institutions with commitment to and background in the evaluation of child protection systems. The evaluation will have implications for Government and UNICEF’s future strategies and programme development in Belize. In addition, it is expected to help document good practices and lessons learned on current strategies, programme approaches and processes, generating evidence and providing clear, specific and actionable recommendations to inform UNICEF’s Belize country programme, and child protection programming in the Latin America and Caribbean region.

CONTEXT

In 2015, the UN General Assembly adopted the Sustainable Development Goals (SDGs) as the new primary global development framework and a set of goals that the UN Member States use to guide their priorities from 2016 to 2030. The Government of Belize has committed itself to the SDG targets, which have a new emphasis on protection of children and adolescents from violence, abuse and exploitation.

Belize is a Central American and Caribbean country, classified as a lower- middle-income economy, with a population of 419,199 over 42 per cent of whom are children¹. Belize is challenged with high levels of vulnerability and poverty, 60 per cent of which occur among children aged 0 to14 years.

The socioeconomic impact of the coronavirus (COVID-19) pandemic exacerbated the fragility of the Belizean economy. In 2020, the gross domestic product (GDP) contracted by an estimated 15.5 per cent, falling to a level below the average of 7.9 per cent in the Caribbean.

Crime and violence are two of the greatest threats to peace. The use of guns by gangs has created an epidemic of violence, which compromises the quality of life for residents, exposes youth and children to trauma, and kills or injures hundreds of people annually. In the period of 2009 to 2020, the average annual homicide rate (per 100,000 people) was 34.3 in 2009, with a peak of 42.55 in 2012 and a low of 24.3 in 2020. On average, 90 per cent of the victims are male. More than 80 per cent of murders are gang-related and primarily take place in “hotspots” for gang activity. Belize consistently ranks among the top 10 most violent countries in the world.

Girls and boys experience high levels of violence and frequent and multiple forms of physical, emotional, and verbal abuse. In 2018, three quarters of all sexual violence cases were among girls aged 10 to19 years. Pervasive domestic violence continues to be one of the gravest manifestations of gender inequality.

¹ Source: Belize Postcensal Population Estimates, 2010 to 2020; SIB

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Despite the recent development of the Child Justice Action Plan, 2020–2025, Belize continues to lag on promoting appropriate approaches to children in conflict and in contact with the law. Children are sometimes unable to access fair and equitable justice because they lack legal support, adequate information and coordinated and standardized services. The prevalence of child marriage and early union practices are a major concern. One in five girls (20.8 per cent) and one in 10 boys (10.7 per cent) aged 15 to 19 years are married or in a union.

From a multidimensional perspective, the COVID-19 pandemic has disrupted essential services that secure the education, health and protection of children and adolescents, and this has particularly affected the most vulnerable children. Poverty among children, adolescents and their families is expected to rise substantially, due to job loss, loss of livelihood and reduction of income. Since 42 per cent of people are under the age of 18 as of 2021, and approximately 22 per cent of them are adolescents, thousands of children and adolescents, including children with disability or those living in climate-sensitive areas are at risk of being adversely affected.

2. DESCRIPTION OF THE EVALUATION OBJECTIVE

STATUS OF CHILD PROTECTION SECTOR IN BELIZE

A child protection system is generally agreed to be comprised of the following components: human resources, finance, laws and policies, governance, monitoring and data collection as well as protection and response services and care management. It also includes different actors – children, families, communities, those working at sub-national or national level and those working internationally. Most important is that the system is established to prevent and respond to violence abuse exploitation and neglect of children both in contact and in conflict with the law.

In Belize the child protection system arrangements, are achieved through a multi-sectoral approach, encompassing the following state actors:

1. Ministry of Human Development, Families and Indigenous People’s Affairs (MHDFIPA)
2. Ministry of Health and Wellness (MoHW),
3. Ministry of Home Affairs (MHA)
4. The Judiciary- Attorney General Ministry (AGM)

Within this configuration, MHD’s Department of Human Services is recognized as the area of government with the primary responsibility to implement programs and services for the protection of children particularly programs and services necessary to protect children exposed to abuse and neglect and those who have come in contact with the law. The National Commission for Families and Children is responsible for the coordination of a National Child Protection Working Group and the Parenting Task Force and those groups provide oversight to several specialized plans (Child Marriage Early Unions RoadMap, Child Justice Action Plan, Violence Against Children RoadMap, National Parenting Strategy), implementation is primary led by MHDFIPA in close collaboration with the Police and the Judiciary.

Belize’s Child Protection System is the aggregated response outcome of interactions between several primary and associate state and non-state actors.

➤ **Primary Stakeholders/Actors**

The **MHDFIPA** is the lead entity of the Government of Belize in the development of people, enabling them to realize their full potential and play a meaningful role in their communities. The ministry provides a holistic approach to protection that focuses on family support, court and case management, counselling services, child protection services, and child placement support, as part of the child protection system. These intervention services, which are inter-sectoral and

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interdisciplinary in scope, apply a coordinated approach to service provision and include the participation of state actors, civil society organization and private sector groups. Within the Child Protection System, the role of the **Department of Human Services (DHS)** is to investigate cases of abuse, protect children being abused and prevent further abuse, protect the rights of children as well as to regulate civil society groups providing child protection services and advocating for laws and policies that address the issue of abuse against children. The role of the **Community Rehabilitation Department (CRD)** is to prepare reports for the court and making recommendations to the court on the suitability of alternate sentencing in respect of juvenile offenders.

The **MHA** contribution to the Child Protection System is primarily through the Belize Police Department. The role of the **Belize Police Department** is to intervene in situations of abuse, level of institutional cooperation to address violent situations, create and keep records of reported cases, prosecute cases in the Family and Magistrate Court, and conduct investigations.

The Ministry of Health and Wellness: the role of health personnel is in identifying, reporting and providing treatment for child abuse among patients, systems of record keeping, referral of detected cases, role of medical examiner in issuing an official report.

The Legal/Judiciary sector: the role of the Courts of Belize primarily the Family and Magistracy is overseeing the administration of justice for family and child justice matters. The **Belize Family Court** provides an environment where family and juvenile matters are handled in a holistic manner in order to provide alternative methods for reconciliation. protection, rehabilitation, growth and development in conjunction with other relevant organizations. As it pertains to children and families, the court also provides services in relation to advocacy, basic counselling and case investigation, custody and maintenance, gender-based violence, mediation and public awareness.

Other actors such as the Ministry of Education, Civil Society including Churches are secondary actors.

3. EVALUATION PURPOSE, OBJECTIVES AND UTILITY

3.1. EVALUATION PURPOSE

The main purpose of the evaluation is to contribute towards meeting the Government of Belize (GoB) and UNICEF's knowledge-generation and lessons learning needs by providing sound and credible evidence on what works, what doesn't work, how and why. The evaluation is expected to help strengthen performance (accountability) with respect to GoB and UNICEF's work with national and sub-national institutions, provincial authorities, social service providers, development partners, international and national NGOs, civil society organisations, religious leaders, the media and other duty bearers on improving care and keeping vulnerable girls and boys (rights holders) in families and protecting them from violence and unnecessary separation. Ultimately, the evaluation will inform decision-making processes, especially GoB and UNICEF's future strategies and programme development in child protection. More broadly, it will underpin evidence-based contributions to UNICEF Belize's Country Programme 2022-2026, assess UNICEF contribution to the Belize Child Protection system over the last country programme, and child protection programming in the Latin America and Caribbean region through the identification of good practices, lessons learned and innovations.

With a forward looking / formative vision and approach, this comprehensive system-wide evaluation at national and subnational levels will assess the existing structures and procedures established to provide care and protection for Belize's children.

The knowledge generated by the evaluation will be used by the ministries working within the child protection system, to inform, re-structure, and strengthen their inter-agency arrangements and partnerships for the benefit of boys, girls and

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adolescents in the areas of child abuse, childcare, mental health and psychosocial services, child labour, child trafficking, juvenile justice and emergency response management.

The evaluation is particularly relevant, as Belize seeks to better utilize its scarce resources and reduce/avoid duplication of services in all sectors including the social services. Efforts to mitigate the impact of the Covid-19 pandemic on children will also be supported. The findings of the evaluation will strengthen current efforts to achieve greater collaboration and policy coherence, to increase access and ensure a holistic approach to the provision of child protection services. Additionally, it will advance the government's progress towards the achievement of the National Children's Agenda 2030 and the medium-term development priorities.

3.2 EVALUATION OBJECTIVES

The overall objective is to conduct a comprehensive system-wide evaluation which will assess the existing structures and procedures established to provide care and protection for children in Belize.

The objectives of the evaluation include the following:

- To assess the **relevance, effectiveness, coherence and sustainability** of the Child Protection System (CPS) of Belize (design and implementation), garnering the necessary information for the development of a logical model for child protection in Belize, identifying mechanisms for institutional strengthening, improving effectiveness and coherence among the line ministries and associate stakeholders, and paying close attention to the needs of the GOB and its stakeholders for data and information as evidence for the improvement of the delivery of child protection services.
- To take stock of the progress made towards the attainment of the coordination and results of the Child Protection System in Belize with responsibility for its implementation. In addition to this, the aim is to achieve **effectiveness** in addressing disparities and inequities; and identify the most effective interventions, implementation strategies and partnerships for UNICEF Belize to adopt for this phase of programme development.
- To determine how UNICEF can most effectively position itself, building on its comparative advantage, and Guidelines provide specific recommendations (a) to improve the design and relevance of the 2022-2026 Belize Country programme, (b) to a strategy for strengthening the CPS at each level.
- To provide learning from Belize CPS to inform design, strategic approaches to the Child Protection System Strengthening (CPSS), programming, and advocacy priorities for CPS. considering the changing context and available resources.
- To identify lessons learned and emerging good practices on (a) the effectiveness of CPS interventions and approaches in Belize and on (b) how UNICEF could better deliver results in similar contexts.
- To inform LACROs results-based management (planning, monitoring and implementation) guidance and technical assistance to Belize.
- To inform inter-sectoral programming, joint programming with other UN sisters' agencies as well as the development of UN development cooperation frameworks.

3.3 KEY USERS AND INTENDED USE:

The primary users of the CPS Evaluation are the GoB line ministries who are direct implementers of CPS and UNICEF Belize. Secondary users include other support ministries of the GoB, UNICEF LACRO, UN Country Team and other key partners operating in Belize as well as donors. Intended use of this CPS Evaluation is:

Users	Use of the evaluation
Primary Line Ministries of the Government of Belize UNICEF Belize Country Office	<ol style="list-style-type: none"> 1. Provide learning from Belize CPS to inform design, strategic approaches to CPSS, programming, and advocacy priorities for CPS, considering the changing context and available resources. 2. Inform the decision-making of the actors involved based on the evaluation process of progress in (a) the provision of services, (b) the generation of evidence and (c) intersectoral practices.
UNICEF LACRO	<ol style="list-style-type: none"> 3. Identify lessons learned and emerging good practices on (a) the effectiveness of CPS interventions and approaches in Belize and on (b) how UNICEF could better deliver results in similar contexts. 4. Inform LACROs results-based management (planning, monitoring and implementation) guidance and technical assistance to Belize
Secondary stakeholders: Support Ministries	<p>Support Ministries of the Government of Belize, UN Country Team and Key UNICEF partners including UN sister organizations operating in Belize, other implementing agencies & Donors.</p> <ol style="list-style-type: none"> 5. Inform Belize CPS related government planning, formulation of sector plans and priorities 6. Distill lessons learned on the appropriateness of Belize CPS approaches and interventions 7. Inform inter-sectoral programming, joint programming with other UN sisters' agencies as well as the development of UN development cooperation frameworks 8. Identify ways to better support the GoB to achieve the SDGs 9. Support UNICEF Belize contribution to addressing and responding to national priorities in the area of CPS

4. EVALUATION SCOPE OF WORK

This is a comprehensive sectoral review which will cover the entire child protection system (actors, processes and services) across Belize at national and subnational levels. In order to assess the effects on the beneficiaries it will be necessary to examine their perspectives and the effectiveness of service delivery and process and incorporate the results in the evaluation process. Other key references for the analysis, the evaluation team could consider the [UNICEF Child Protection System Strengthening paper](#) (that outlines elements for a functioning national Child Protection System and the four-phase model for the maturity of the System), [A Better Way to Protect All Children.pdf](#), [CP-Systems-Mapping-and-Assessment-Toolkit.pdf](#) and the new [UNICEF global Child Protection Strategy](#) (2021-2030).

Investigations will include relevant stakeholders including key government partners, CSO organizations and academia. The evaluation requires a team of consultants over the period of 28 working weeks and will include an assessment of the results achieved in accordance with the objectives, evaluation criteria and methodology specified.

Evaluators will carry out a review of the role and responsibilities of the child protection ministries, departments and agencies, utilizing the Belize Constitution as the framework against which the system will be evaluated. This exercise will include a comprehensive review of the following institutions: MHDIPA, MoHW, MHA, AGM.

The evaluator(s) will:

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Review the legal and regulatory framework, as well as specific policies related to child protection.

This includes regulations and standards compliant with the Convention on the Rights of the Child and other international standards and good practices.

Map and describe the more formal and less formal structures and functions of key agencies of the sector. Governance structures, including coordination across government departments, between levels of decentralization and between more and less formal actors should be examined. Including mechanisms to actualize the relationships between system components and actors, which may include those within the child protection sector and in different sectors at the same level or different levels working together to protect children. Equally important is to ensure that timely and adequate resources are available for the system actors to respond.

Assess the adequacy of existing networking and coordinating structures among the various sub-sectors and their effectiveness in facilitating service delivery. The continuum of services (spanning prevention and response). A well-functioning system must have preventive, early intervention and response services (including integration with justice/legal sector, education, health, welfare) involving formal and informal sectors, including a process of care which includes identification, referral, follow-up, response, etc.

Review the Minimum standards and oversight (information, monitoring and accountability mechanisms). A child protection system must be accountable. Policy development, advocacy work and programming should be evidence-based. This includes information systems that support case management, performance monitoring and scale-up.

Review human, financial and infrastructure resources. Effective resource management must be in place, such as skilled workers in the right places, adequate budget allocations, effective training and appropriate infrastructure (from vehicles to meeting rooms).

Assess the extent of social participation, including respect for children's own views, and an aware and supportive public. Communities, families and peers play crucial roles in promoting protective social practices and children's empowerment. Access to civic education and to mechanisms that give adolescents a voice in decision-making makes them more resilient to violence, abuse, neglect and exploitation.

Determine the Way Forward:

- i. Identify **lessons learned** (local and overseas examples) to inform planning, implementation and evaluation in the sector in keeping with established national development priorities.
- ii. Compile and analyse a **catalogue of recommendations** arising from recent studies and evaluations of Child Protection sector initiatives, local and from other jurisdictions in the Caribbean who have similar experiences and learnings and are of relevance to the Child Protection assessment.
- iii. Develop recommendations for more efficient and effective service delivery, service gap identification; reporting procedures for improved communication and working arrangements among key agencies. Develop a matrix of standardized indicators for monitoring the sector and a schedule for implementation of improvements to the system, indicator framework.
- iv. Determine through a consultative process, options, and strategies for future work by the government and its partners to **accelerate** actions towards child protection rights and the work that needs to take place within the Child Protection System.

5. EVALUATION CRITERIA AND QUESTIONS

This evaluation utilizes the revised OECD DAC² criteria to determine:

1. The relevance- The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.
2. The effectiveness / the extent to which objectives of the child protection system have been achieved
3. Coherence - the extent to which interventions and policies across agencies support or undermine the child protection services as well as,
4. The sustainability of the system. The relevant process mechanisms, outputs and outcomes of the child

² <http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

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protection system in Belize will be examined based on the following criteria:

Relevance: *To what extent are the objectives, design and processes of the child protection system responding to the needs of vulnerable children (including those in conflict with the law, children with disabilities; victims of violence, trafficking and abuse, children in need of care, mental health and psychosocial services, and in emergency situations)?*

1. Are the objectives and mandates of the child protection system still relevant in the current Belize context?
2. Are the institutional structures and arrangements adequate to meet the needs of the target population?
3. To what extent have gender-sensitive and human rights-based approaches such as the Convention on the Rights of the Child been applied to the CP system
4. To what extent have emergency procedures been integrated into the operational processes of the institutions responsible for child protection

Effectiveness: *Is the Child protection System achieving its objectives and the desired results for children and do results differ across population or social groups?*

5. What are the strengths and weaknesses of the system?
6. To what extent has a results-oriented approach and collaborative approach to service delivery been utilized?
7. How easily is the system able to adapt to changes in the environment, new child protection issues?

Coherence: *To what extent are the activities of the MDAs coordinated to provide holistic child protection services?*

8. What processes are in place to ensure that the services of the Ministries Departments and Agencies (MDAs) complement each other and are harmonized?
9. How effective have collaborative efforts been and what were the outcomes, particularly with respect to the beneficiaries?

Sustainability: *To what extent can the net benefits of the interventions continue without external funding?*

10. Is there sufficient national budget allocation and human resource capacity within the Government for effective execution of the Child Protection System?
11. How will future implementation be supported with respect to policy, funding, personnel development, alignment & integration with existing priorities and programs?
12. What good practices are emerging from the intervention, and how can their implementation be supported and sustained?

Human Rights, Child Rights and Gender issues should be taken into consideration in the evaluation approach and analysis. Evaluation questions and/or data should be disaggregated to sufficiently address these cross-cutting issues.

6. METHODOLOGY & APPROACH

Overall design and approaches

The methodology described in this section is indicative and participating evaluators are expected to adapt and integrate the approach and propose adjustments needed to accomplish the evaluation. These can include additions to the evaluation design; approaches to be adopted; appropriate sampling strategy; data collection and analysis methods; and

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an evaluation framework. The proposals should also refer to methodological limitations and mitigation measures.

The design of the evaluation will be non-experimental and will integrate a combined methodological approach (**for example participatory, utilization-focused, theory-based and gender and human rights responsive**) in the assessment.

With a strong focus on utilization, the evaluation team will engage key stakeholders throughout the evaluation process and to validate emerging findings and recommendations. Key stakeholders include senior management and staff from the UNICEF Belize country and LACRO, as well as focal points in national government ministries and departments, representatives at sub-regional and national level as far as possible, and UN partner organizations.

Mixed data collection methods will be used to the extent possible. Key informant interviews with stakeholders from Belize will largely provide primary qualitative evidence. The evaluation team will draw from the secondary evidence from other recent evaluations, progress reports and other sources. The evaluation team can opt for different data collection and analysis approaches around questions of effectiveness, and other relevant approaches for stakeholder consultation that could generate useful qualitative and quantitative data on key issues.

The evaluators will assess the options and describe in detail the suitable methods to meet the purpose, scope and objectives of this evaluation in their proposal. The methodology will be further refined and adapted during the inception phase, based on the findings of the Evaluability Assessment and consideration of constraints posed by the COVID-19 outbreak as well as the specific situation in the country when the field work is to be conducted. Participatory approaches will be adopted as far as possible, but given the potential access constraints, these will be expected to make use primarily of virtual means.

Evaluability Assessment

The evaluation team will conduct a desk-based Evaluability Assessment (EA) as part of the inception phase, which will help frame the evaluation, identify the methods and construct the theory of change. This assessment will be conducted in collaboration with the relevant counterparts within GOB to ensure that their needs are reflected in the final design. The available documents and relevant data as information resources for the evaluation questions will be shared. The EA could also lead to re-prioritization of questions during the inception phase if information or data is not available.

The focus of the EA will include key questions on:

- **Design and results framework:** to what extent is the Child Protection System design clearly defined, with a robust Theory of Change and results framework in place, and relevant to the country context?
- **Measurability:** to what extent are there appropriate indicators, tools, systems and resources established and in use for monitoring, reporting and learning on progress and results? Are critical data sets available that are suitable for the intended scope of the evaluation?
- **Context:** what contextual factors and cycles (political, social, seasonal, internal priorities, major evaluation initiatives of other stakeholders) need to be considered when conducting this evaluation, and what risks and assumptions have been identified concerning these?

The evaluation will not be experimental and employ a mainly formative evaluation design to analyse the relevance, effectiveness, coherence and sustainability of the Child Protection System.

Data Collection Methods

A mixed-methods approach will be utilized to ensure that data can be sufficiently triangulated to deliver aggregate quantitative and qualitative judgments. Evaluators should ensure that the final methodology addresses the specific information needs and responds to the final set of evaluation questions. The evaluation will use data from primary and secondary sources, including desk review of documentation, and interviews with key informants, and remote focus group discussions to consult groups of rights holders and duty bearers as appropriate. The final design should specify how data collection and analysis methods integrate gender, human rights and equity considerations throughout the evaluation process.

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Anticipated approaches to be used for data collection and analysis by the evaluator are desk review, interviews with key stakeholders, field visits, beneficiary surveys and focus groups discussions to consult groups of rights holders and duty bearers as appropriate. The final design should specify how data collection and analysis methods integrate gender, human rights and equity considerations throughout the evaluation process. Data collection methods and process should consider gender sensitivity and data should be systematically disaggregated by sex, age and other contextually relevant markers of equity. Data collection methodologies should also take into consideration the necessary protocols within the Covid 19 pandemic; if possible participatory techniques will be used to capture qualitative perspectives on the Programme. Wherever possible, data will be disaggregated by age, gender, urban-rural residence and by parish.

❖ DESK REVIEWS:

A comprehensive desk review of available documentation will be conducted. The secondary data review will include, among others, background documents on the national context, primary and secondary legislation, documents prepared by UN system agencies and other international partners during the period under review; programme plans and frameworks; progress reports; monitoring self-assessments and evaluations conducted by the main stakeholders. ANNEX provides the link to the documents which will be made available and should be supplemented with other documents identified in the process of conducting the evaluation. Sex- disaggregated data will be sourced, where available, and assessed against programme outcomes.

❖ INTERVIEWS AND FOCUS GROUP DISCUSSIONS

Consultations through **key informant interviews** will be conducted with main stakeholders to shape the inception stage. A multi-stakeholder approach will follow, which will include interviews with stakeholders from government entities, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and youth groups. During the inception phase a stakeholder analysis will be conducted to identify all relevant stakeholders. In addition to identifying the key informants for the interviews, the analysis will serve to examine any potential partnerships that could further improve UNICEF's contribution to the protection system. Country visit or remote meetings options will be considered depending on feasibility and COVID19 related developments.

The format for conducting remote **discussions/ interviews** with the beneficiaries of the child protection programs, capturing their views, will be in-depth explored and discussed during the inception phase. These can be done using U-report (facilitated by UNICEF) or other online means.

❖ INTERVIEWS WITH THE HEADS OF KEY CHILD PROTECTION AGENCIES AND DEVELOPMENT AGENCIES:

The agencies to be interviewed will be shared at the inception.

❖ INTERVIEWS WITH THE BENEFICIARIES OF CHILD PROTECTION PROGRAMMES:

A sample of clients, including children and parents/caregivers, of some key governmental agencies and NGOs should be interviewed concerning matters of service delivery such as timeliness and quality of services to determine the level of client satisfaction and service gaps.

❖ USE OF THE COMPREHENSIVE CHILD PROTECTION MAPPING AND ASSESSMENT TOOLKIT:

The Child Protection Systems Mapping and Assessment Toolkit is a UNICEF tool that aims to provide a practical and user-friendly method to identify the main child protection risks within the rights framework and to examine the scope and capacity of the existing child protection system (formal and informal), accountability mechanisms, resource mobilization approaches and the continuum of care.

The Toolkit will be an asset in guiding data collection for the mapping and assessment process). The Kit is intended to help identify and prioritize actions that will contribute to building an integrated and strengthened child protection

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system³.

An evaluation matrix will be developed by the participating evaluator, outlining how each evaluation question will be answered/measured and how the information will be collected. This matrix will serve to ensure data collection coherence, facilitate data triangulation, analysis based on both quantitative and qualitative data, and participation of stakeholders (see Annex). This will enable the evaluator to develop logical and explicit linkages between data for analysis and the questions.

Validation of findings

The evaluation team will facilitate a validation meeting to present Initial findings to stakeholders in a (in-country or virtual) workshop to assess the validity / accuracy of the findings and their relevance to the Belize context and programmes at the end of the in-country visit (or remote field work). During the workshop stakeholders will help the evaluator to identify and prioritize recommendations so that their relevance, usefulness and usability can be maximized. The feedback will be documented including where any divergent views arise from the findings. The conclusions will be based as far as possible on triangulation of evidence collected from different sources and/or by different methods to ensure that the data is valid.

Limitations

At the time of writing this ToR one of the potential limitations posed to the evaluation of the Child Protection System is having insufficient opportunities to meet with relevant duty bearers and very limited opportunities to meet with rights holders, making it challenging to sustain a rights-based approach in parts of the analysis. These constraints will also make it difficult to triangulate findings outside a small group of stakeholders.

These limitations together present an unusually challenging set of constraints. As noted, secondary data and analysis from reports and findings from previous evaluations will provide some insight and it will be critically important for the evaluation that stakeholders consulted and stakeholder groups such as the Evaluation Steering Group are as broad and diverse in make-up as they can be.

Candidates should present risks and mitigation measures in their technical submissions.

7. CROSSCUTTING CONSIDERATIONS

7.1 ETHICAL CONSIDERATIONS

The evaluation should be conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) norms and standards, UNEG Code of Conduct for Evaluation in the UN system and 'Ethical Guidelines for Evaluation'⁴. Evaluators must address evaluation ethics and enact safeguards to protect the rights and confidentiality of information providers, provisions to store and maintain security of collected information and protocols to ensure anonymity and confidentiality. The evaluator will remain impartial and will not act as representative of any party throughout the evaluation process.

To ensure that the key ethical principles for the conduct of evaluation involving human subjects are followed, each potential respondent will be given full information about the evaluation including the purpose and potential benefits of the evaluation, their rights, and how the information collected will be used. They will also be informed that all data will be kept confidential, being only accessible by members of the evaluation team. The evaluator will be guided by the UNICEF

³ The toolkit is accessible at

https://secure.dc7.pageuppeople.com/apply/TransferRichTextFile.ashx?sData=UFUtVjMtStE3UdAL8JdWhmGq9Ov4Bh_BQvpRxtUjh7xVB AU8rmrO1UDFOE0FryXGYly5ASyqdPyCksDLSu5QHm-KqHXoid_040jvTWvRA9kcFSNJ2cM5irB_yGaYbxBSfz-6dBjJWsuF7BhxYncGyO9bCxTCwA%7E%7E

⁴ UNEG Code of Conduct for Evaluation in the UN system, 2008, <http://www.unevaluation.org/document/detail/100>
Ethical Guidelines for UN Evaluations, 2008, <http://www.unevaluation.org/document/detail/102>
UNICEF Office of Research Innocent, Ethical Research Involving Children, 2013, <https://childethics.com/>

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Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis (2015).

Special attention must be paid to working with children and adolescents, and the evaluation team must tailor their data collection techniques and tools to be adapted to that population. The evaluation team must consult the Ethical Research Involving Children (ERIC) and apply standards. Given the potential involvement of minors the evaluation methodology, questionnaires and questions or other materials will have to go through an **Ethical Review Board** to ensure protection of participants and the ethics of the evaluation⁵. Verbal consent is required from all adults who agree to participate. Participants under the age of 18 will require written parental consent. All participants will be informed of their right to discontinue their participation at any point and approaches for ensuring confidentiality will be described.

7.2 GENDER AND HUMAN RIGHTS CONSIDERATIONS

Gender equality and children's and women's rights should be integrated into the evaluation processes. Principles of inclusion, equity, participation, and developmentally appropriate evaluation methods are examples of this mandate. The evaluator should utilize the United Nations Evaluation Group, Guidance on Integrating Human rights.

- The evaluation design and implementation of the object, the assessment of results and the evaluation process should incorporate a gender equality perspective and child rights-based approach.
- Data collection and analysis **methods** are appropriate for analysing gender equality, child rights issues including child rights identified in the scope.
- The evaluation meets or exceeds UN-System Wide Action Plan (UN-SWAP) evaluation performance indicator criteria.

8. DELIVERABLES AND DISSEMINATION

DELIVERABLES:

The evaluator will prepare an evaluation inception report, budget and work-plan that will operationalize the Terms of Reference. It will be based on an initial documentary data collection, review of existing data and preliminary interviews and will also present a draft reconstruction of the programme theory.

1) Inception report - should include:

- Evaluability Assessment
- Description of the evaluation design and methodology, including an evaluation matrix that includes evaluation questions, indicators, and the related data collection method(s), and its limitations; a sampling approach; a description of data collection methods and tools, and a description of the data analysis approach; Draft list of possible interviews and sites visits
- Clearly outlined work plan including timelines and strategies for each phase of the evaluation.
- Preliminary findings from the desk review and some preliminary hypotheses will be tested during the data collection phase.
- Outline of full report structure
- A clear description of the Child Protection System, including logic model/theory of change and contextual factors.⁶
- Full explanation of the evaluation purpose and scope

2) Preliminary Evaluation Findings should include:

- **Initial data based on key informant interviews**
- **Key findings from data collection**

⁵ The evaluation team will include in their proposal a budget line for the ethical review

⁶ This will be assumed draft at this stage, to be refined in the final report

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- initial recommendations based on data collection

3) Draft final Evaluation Report

The draft final evaluation report should follow the structure outlined in UNICEF-Adapted UNEG Evaluation Reports Standards (inserted below), and have at least the following sections:

- Table of contents which also lists Tables, Graphs, Figures and Annexes
- Executive Summary
- Background/Context
- Description and mapping of Child protection system
- Purpose, objectives and scope of the evaluation
- Methodology (including ethical, gender and human rights considerations)
- Evaluation criteria and evaluation questions I
- Evaluation process: methods for data collection and analysis
- Limitations
- Evaluation Findings (by evaluation criteria)
- Conclusions
- Lessons learned
- Recommendations
- Annexes should include the ToRs, data collection tools, list of persons interviewed, and sites visited, lists of documents consulted, evaluation matrix, theory of change and/or results framework

4) Facilitation of consultation/validation session

Session organized with key evaluation stakeholders to share the report's findings, conclusions, lessons and recommendations sixteen weeks after the signing of the contract. The evaluation team will use a matrix with findings, conclusions, learning and recommendations for the validation.

5) Final Evaluation Report

Addressing all comments and recommendations made by the stakeholders to improve the report. An evaluation brief and accompanying PowerPoint Presentation to facilitate further sharing of the evaluation findings to stakeholders.

The evaluation report should describe the evaluation and put forward the evaluator's findings, recommendations and lessons learned. The presentation of results should be linked to the evaluation issues, establishing a logical flow derived from the information collected. The final report should conform to the [UNICEF-Adapted UNEG Evaluation Reports Standards](#).

Evaluation Deliverables

The evaluation will produce the following deliverables within the timeframe estimated:

Phase	Deliverables	Tentative Timeframe
Inception Report [Deliverable 1]	Kick off teleconference call and first work plan (update of the work plan time frame) 35 pages excluding annexes which includes an evaluation work plan with response to the ToR and proposals for any changes to this; an evaluation framework and further development of the evaluation questions and sub questions; team composition; approach and methodology detailing methods to be used, data collection, data analysis and limitations; breakdown of level of effort and role of each team member; budget; final report outline. The inception report should also include a reconstructed Theory of Change to be tested out and validated in the evaluation process. (See below for Inception Report structure)	By week 8
Data collection, analysis and Draft report [Deliverable 2]	Draft evaluation report Presentation of preliminary findings and workshop: a) The PowerPoint debriefing presentation of preliminary findings against the evaluation questions to be made at a validation workshop at the end of the phase, along with documentation of feedback from stakeholders on the presentation. b) The evaluation team will use a matrix with findings, conclusions, learning and recommendations for the validation. c) The length of the Draft report maximum 50 pages plus annexes	By week 22
Validation and finalization [Deliverable 3]	Final report; Evaluation summary, evaluation brief and policy brief maximum 4 pages each.	By week 28

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	Presentation of final findings The final evaluation report reflecting comments from the Steering Group and participants in the stakeholder workshops The length of the Final report maximum 50 pages. The brief and evaluation brief should be no longer than 4 pages each	
Management Response Action Plan	Support the Development of the management response a) review recommendations with the Steering and Technical Teams b) draft action plan for all recommendations that are partially or fully accepted by the committee	

The planned duration of this consultancy is 28 weeks, with expected start in August 2022 and completion by April 2023.

DISSEMINATION

An *Evaluation Summary Brief (focused on the evaluation process)*, a *Policy Brief (focused on the recommendations)* and a *PowerPoint presentation* will be produced for the evaluation to support dissemination among policy makers, in particular heads of the ministries that work within the Child Protection System of Belize. The Evaluation Technical Group may propose templates and other dissemination materials suitable for particular audiences to share the evaluation findings.

OWNERSHIP OF OUTPUT:

The final report and all related deliverables and materials under the contract shall be owned by the Government of Belize and used by UNICEF, upon consultation with GOB, for the improvement of child protection services.

9. PROPOSED EVALUATION TIMELINE / WORK PLAN

The timeframe below is tentative and will be updated regularly in alignment with COVID-19 developments and related measures put in place by the Government of Belize

	August	Sep	Oct	Nov	Dec	Jan	Feb	March	April
Kick off teleconference call and first work plan (2 weeks)									
Conduct evaluability assessment, finalize evaluation framework, Desk review and tools (KII, FGD), theory of change and ethical clearance									
Draft inception report, see IR format									
Comments/ QA on inception report									
Final inception report [Deliverable 1] (week 8) (Payment 1 / 30%)⁷									
Desk review									
Conduct key informant interviews (in country and remotely)									
Conduct FGD (in country and remotely)									
Draft evaluation report, see FR format									
Presentation of preliminary findings and validation workshop									
Comments/ QA on Draft evaluation report (round 1)									
Comments/ QA on Draft evaluation report (round 2)									
Draft evaluation report [Deliverable 2] (week 22) (Payment 2 / 30%)									
Final report produced									
Comments/ QA on Final evaluation report (round 3)									
Draft the Management Response									
Evaluation final report, management response, evaluation brief and policy brief (week 28) [Deliverable 3] (Payment 3 / 40%)									

⁷ Each payment only after full validation of the related report

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As part of the quality assurance process, UNICEF (Belize and LACRO) and partners will review the draft deliverables (IR, FR, evaluation brief and policy brief) and share comments for inclusion/response at all stages of the evaluation process. The review team will require two weeks to review and revert after the draft has been received.

10. QUALITY ASSURANCE OF DELIVERABLES AND PAYMENT SCHEDULE

10.1 QUALITY ASSURANCE OF DELIVERABLES

The evaluation team will be supervised by Representatives of UNICEF and MHDFIPA in collaboration with the Monitoring and Evaluation Specialist and Child Protection Officer. The Specialists will assess the evaluation team's performance and certify invoices for payment, in accordance with deliverables. The supervisory role will be supported by an Evaluation Steering Group (ANNEX II) comprising representatives of the implementing and strategic partners.

The Evaluation Technical Group (ANNEX III) will review project deliverables and provide feedback within two weeks. General oversight will also be provided by evaluation experts at the UNICEF Regional Office.

It is to be noted that UNICEF has developed an oversight system for its evaluation reports since 2009, known as Global Evaluation Reports Oversight System (GEROS) that assesses the quality of all evaluation reports against standard criteria. Overall quality ratings and evaluation reports are then available on the UNICEF website: <https://www.unicef.org/evaluation>. Therefore, the evaluation inception and final reports will be written in French and English and will meet the evaluation quality criteria and must be compliant with UNICEF-Adapted UNEG Evaluation Reports Standards.

Specific templates are available for developing inception and final evaluation reports which provide the structure and the essential components of evaluation reports

10.2 PAYMENT SCHEDULE

Each payment only after full validation of the related report:

Deliverables	Completion (weeks)	Dates	Amount Payable
Initial Plan	2		30%
Inception report	8		
Field visit	21		30%
Draft report Validation workshop (matrix of findings, conclusions, learning and recommendations)			
Draft Evaluation Report			
Conduct Final Validation Session with stakeholders	22		-
Evaluation Summary Brief (focused on the evaluation process) and a Policy Brief (focused on the recommendations) submitted	28		40%
Final Evaluation Report (and PowerPoint presentation) submitted			

11. QUALIFICATIONS, EXPERIENCE AND COMPETENCIES:

The composition of the evaluation team is left up to the institution based on their internal system, ideas and logic. However, it is recommended that the team comprises of at least one team leader to coordinate the overall study; one to two team members with collective expertise in evaluation techniques, qualitative and quantitative evaluation; an experienced statistician and/or data analyst; and an experienced report writer. At least one of the members with expertise in child protection and child protection systems. International applicants are expected to have at least one local team member.

The consultants/institutions are required to possess proven experience in planning and implementing evaluations using

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robust methods and understanding of the UNICEF Belize protection system and context.

The description of the expected team leader and team members of the evaluation team is the following:

Team Leader

- A minimum of 8 years of evaluation experience in developing countries with excellent understanding of evaluation principles and methodologies, including capacity in an array of qualitative and quantitative evaluation methods, including previous experience supporting evaluations involving national government partners
- Experience in conducting evaluations for UN agencies or major bilateral donor programmes, and familiarity with UNEG Norms and Standards
- Previous experience of working in Belize is strongly preferred
- Demonstrated understanding and knowledge of systems analysis, and experience in systems evaluation desirable
- Experience in leading and managing programme evaluations of UNICEF or other UN organizations.
- Diplomacy and tact in carrying out and presenting findings of evaluation processes in sensitive contexts
- Strong English report writing skills and a track record of producing high quality reports

International and/or National Team member(s)

- Having a child protection background, and understanding, key child protection areas in the Belize context,
- Proven experience and knowledge of child protection systems Desirable experience and knowledge of child protection social norms
- Experience of, and ability to design and factor in, essential cross cutting areas such as gender, human rights and child rights effectively into the evaluation process
- Knowledge of the Belize context is an asset

The members of the team should have:

- Advanced university degree in evaluation, social policy or other social discipline.
- Proven experience in evaluation of protection programmes for children, with experience in conducting at least two similar assignments and delivering quality evaluation reports
- Experience with systems analysis (with concrete examples of methodologies)
- Strong analytical skills and experience in qualitative data collection and analysis, including the conduct of KII and focus groups virtually.
- Specific experience of conducting programme evaluations with UNICEF will be an advantage.
- Familiarity with international evaluation guidelines and quality standards.
- Strong inter-personal skills and ability to engage effectively with senior stakeholders
- Bringing a strong commitment to delivering timely and high-quality results, i.e., credible evaluations that are used for improving strategic decisions
- Workshop facilitation skills
- Commitment and willingness to work independently, with limited regular supervision and respond to feedback in a timely and professional manner; s/he must demonstrate adaptability and flexibility, client orientation, proven ethical practice, initiative, concern for accuracy and quality;
- The ability to concisely and clearly express ideas and concepts in written and oral form as well as the ability to communicate with various stakeholders in English.
- Ability to write and communicate in English with professional standard is an asset

The evaluation team should have a high level of expertise on gender equality and human rights and responsibilities in this regard, calling for a gender balanced and culturally diverse team that makes use of national evaluation expertise.

In the review of the RFP, while adequate consideration will be given to the technical methodology, significant weighting will be given to the quality, experience (CV's and written samples of previous evaluations) and relevance of individuals who will be involved in the evaluation.

12. REQUIREMENTS FOR SUBMISSION OF PROPOSAL

The applicants must submit to the UNICEF BELIZE office for review:

- 1) Technical proposal indicating (See section 12 technical evaluation criteria of the technical proposals):
 - corporate profile – previous work experience (samples of similar research/studies carried out and published), description of infrastructure, etc.
 - list and profile of staff to be engaged in the implementation of the assignment (CVs included), and description of their responsibilities.
 - proposed approach and methodology, including:
 - concept note outlining the overall approach to the assignment (max. 2 pages).
 - work plan - including key milestones and timeline of main activities.
 - risk and mitigation measures, including adaptations for the covid-19 pandemic
 - ethical considerations and how the contractor will address these.
- 2) **Financial proposal:** specifying the total budget estimated in USD, as well as a detailed (a) breakdown of budget items as per the technical proposal, linked to deliverables, (b) breakdown of the working days for each team member as well as the daily rate of each member. Payments shall be based upon outputs, i.e. Upon delivery of the services specified in the TOR. The financial offer should also include other applicable costs, such as meeting costs, transportation and daily subsistence costs (if applicable).

HOW TO APPLY

Qualified consultants/institutions are invited to submit their technical and financial proposals no later than 4 August, 2022, 11:59 pm (Belize time) .

The technical proposals should contain sufficient information to attest that the firm possesses professional qualifications and experience in line with the requirements under “Qualifications” above and “Technical Proposal” sections below. Technical and Financial proposals should be submitted separately in electronic format (word, or pdf).

- Technical Proposal to: belizeprocurement@unicef.org with subject title “Technical Proposal, Belize Protection system Evaluation”;
- Financial Proposal to: belizeprocurement@unicef.org with subject title “Financial Proposal, Belize Protection system Evaluation”.

UNICEF is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

REMUNERATION, TIMEFRAME AND DURATION

The consultancy will commence by August 15, 2022 and terminates on 5 May 2023 following approval of the final evaluation report. Institutions interested in applying for this consultancy will be asked to submit separate technical and financial proposals. Technical proposals should include a proposed design, methodology and team composition (with relevant CVs). Financial proposals should cover all aspects and travels of the evaluation. The ratio between the technical and financial criteria established will be 70/30 (technical/price), given the importance of the technical aspects of this assignment.

Payments will be made as indicated in Section 10.2, Payment Schedule, upon the satisfactory completion of tasks. In order to efficiently complete the assignment, the consultant may find it necessary to travel to the targeted districts and engage an assistant or people providing technical services. Funds for such expenses will be covered by the consultant using his/her own resources and recruitment of such personnel will be the responsibility of the consultant. UNICEF will cover the cost of a validation workshop.

Belize CPS EVALUATION

Changes to the agreed dates for deliverables must be mutually agreed in writing by UNICEF and the consultant. UNICEF reserves the right to impose a **penalty of payment** on the following conditions: a) unsatisfactory delivery; and b) unjustifiable late completion of deliverables (by five days or more), through a 10% deduction of the cost of the assignment.

The Consultant will be responsible for making his/her own tax returns and other statutory payments.


13. TECHNICAL EVALUATION CRITERIA


The technical evaluation criteria for the technical rating will be as follows --


TECHNICAL PROPOSAL		POINTS
1. OVERALL RESPONSE	<ul style="list-style-type: none"> - Demonstrated understanding of requirements, objectives and deliverables. - Demonstrated understanding of scope, including ability to perform the work assignments articulated in this RFP. - Adequacy of the technical plan demonstrated through the overall concord between RFP requirements and the Proposal submitted. <p>Demonstrated understanding of a gender responsive system</p> <ul style="list-style-type: none"> - Workplan, Methodology and Timeline. - Overall clarity and completeness of the Proposal. 	5
3. STRATEGY/METHODOLOGY	<ul style="list-style-type: none"> - Quality of proposed approach/methodology. - Quality of proposed Implementation Plan, i.e. how the institution will undertake and execute each stage, with proposed project schedules - A tentative ToC (ToC reconstructed if/as needed) 	25
4. PROPOSED TEAM	<ul style="list-style-type: none"> - Structure, qualifications, experience and skills of proposed Team to undertake this assignment. - Team leader: relevant experience leading similar projects, qualifications and position with the institution. - Evidence of relevant competencies 	25
5.	Evaluability assessment, Limitations, Risk and mitigation measures are clearly explained Ethical considerations are adequately addressed	10
6.	Detailed Work plan includes clear timelines and milestones	5
Sub-Total Technical Proposal:		70
6. FINANCIAL ASSESSMENT		30
TOTAL MARKS		100


Belize CPS EVALUATION

WBS: 6110/A0/06/880/003/002

Prepared by: 
Paulette Wade, Monitoring and Evaluation Specialist
Date: 20 July 2022

Reviewed by:  Reynaldo St. Bernard OIC
Tina Balani, Operations Officer
Date: 20 July 2022

Reviewed by: 
Enkhnasan Nasan-Ulzii, Social Policy Specialist;
Date: 20/07/2022

Approved by: 
Alison Parker; Representative
Date: 22 July 2022

ANNEX I: REFERENCE DOCUMENTS

DOCUMENTS

1. <https://drive.google.com/drive/folders/1fjo7JZb1fzSto6SIJOsMcBX3CrRSmEMU>

ANNEX II: MEMBERS/COMPOSITION OF THE TECHNICAL OVERSIGHT COMMITTEE TERMS OF REFERENCE
MEMBERS/COMPOSITION OF THE STEERING GROUP OF THE EVALUATION OF THE BELIZE PROTECTION SYSTEM

Name	Title	Organisations/offices
Tanya Santos- Neal	Chief Executive Officer	MHDFIPA
Julio Sabido	Chief Executive Officer	MOHW
Kevin Arthurs	Chief Executive Officer	MHA
Magali Marin Young	Attorney General	AG Ministry
Alison Parker	Belize CO Representative	UNICEF Belize CO
Luwani Cayetano	Protection section (Belize CO)	UNICEF Belize CO
Kendra Gregson	Regional Protection Section	UNICEF LACRO
Riccardo Polastro	Regional Evaluation Advisor	UNICEF LACRO
Secretary of the Steering Group		
Name	Title	Organisations/offices
Paulette	M&E Officer (Belize CO)	UNICEF Belize CO
Carlos	Multi Country Evaluation Specialist	UNICEF LACRO

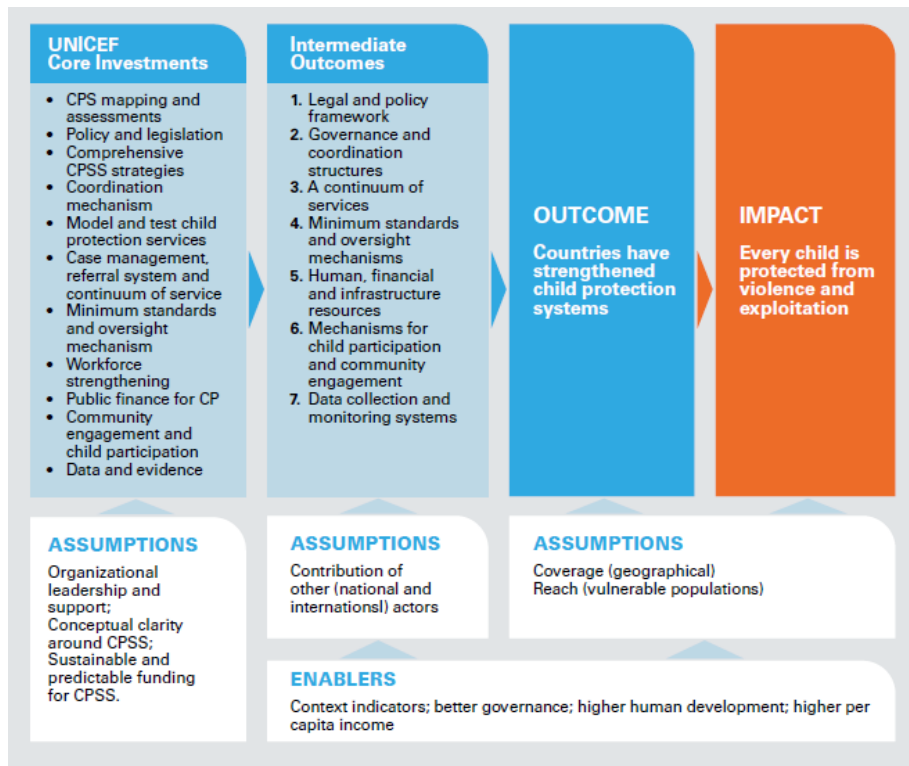
MEMBERS/COMPOSITION OF THE TECHNICAL GROUP OF THE EVALUATION OF THE BELIZE PROTECTION SYSTEM

Name	Title	Organisations/offices
Starla Bradley	Director, Community Rehabilitation Department	MHDFIPA
Shawn Vargas	Director, Human Services Department	MHDFIPA
Jenna Hoare	Inspector of Social Service Institutions	MHDFIPA
TBD	Policy and Planning Unit	MHDFIPA
Dr. Natalia Beer or a representative	Maternal and Child Health Advisor	MoHW
Bart Jones	Deputy Commissioner of Police	MHA
Martha Rhys	Officer Commanding Domestic Violence Unit	MHA
Sharon Fraser	Chief Magistrate	AG
Dale Cayetano	Director of Family Court	AG
Franisha Augustine	Executive Director	NCFC
Eli Romero	M&E Specialist	NCFC
Paulette Wade (Chair)	M&E Specialist (Belize Country Office)	UNICEF Belize CO

ANNEX II: MEMBERS/COMPOSITION OF THE TECHNICAL OVERSIGHT COMMITTEE TERMS OF REFERENCE

Taheerah Usher	Child Justice Coordinator	UNICEF Belize CO
Esther Ruiz	Regional Protection Section	UNICEF LACRO
Carlos Rodriguez Ariza	Multi Country Evaluation Specialist	UNICEF LACRO

Programme - Impact Pathways of CPSS of the UNICEF's Approach to Child Protection systems Strengthening⁸ (see section 3)



⁸ Child Protection Systems Strengthening (UNICEF, 2021)

Criterion	Evaluation question	Judgment criteria	Indicators	Sources of information	Collection methods
Relevance	To what extent are the objectives of the programme aligned with the priorities of the national government?	Evidence in the programmatic frameworks and documents that the programme is explicitly aligned with government priorities Evidence of participation/ consultation of government stakeholders in the development of the programme	Explicit references in the programmatic frameworks of government policies and frameworks. Number of government participants in the development of the programme; references to government participation and/or comments received	Documents and frameworks of the programme Meeting minutes, e-mails, information from interviews	Document review Document review, interviews with key stakeholders
Relevance					
....					
Effectiveness					
....					
Efficiency					
....					
Sustainability					
....					
...					
Gender					
Human rights					
....					

Document in Excel:

Work plan	August 22	Sep-22	OCT-22	Nov-22	Dec-22	Jan-23	Feb-23	March-23	April 23	May -23
1 Contract signed	█									
2 Kick-off meeting	█									
3 Inception phase / Desk and literature review	█	█	█	█						
4 Delivery of draft inception report			★							
5 Comments by steering group + external ethical review			█	█						
6 Integration of comments and final version of inception report			█	★						
7 Data collection/field visits				█	█	█	█	█		
8 Data analysis and triangulation					█	█	█	█		
9 Workshop to present first findings and get first comments from reference group						█	★			
10 Delivery of draft final evaluation report							█	★		
11 Revision & comments from reference group to draft report							█	█		
12 Integration of comments and final version of evaluation report							█	█	★	
13 Workshop/Dissemination of data									█	★
14 Management Response to the Evaluation									█	█