



Final Report

Cash Plus Initiative Evaluability Assessment

Agency:	United Nation Children’s Fund (UNICEF)
UNICEF Programme:	Cash Plus Initiative (CPI)
Assessment Topic:	Evaluability Assessment (EA)
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Content responsibility declaration:

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¹ Sarah Capper is the UNICEF Evaluation Specialist, and is the AM for this assessment in particular.

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Abbreviation list

AM	Assessment Manager (UNICEF staff)
CP/CPI	Cash Plus/Cash Plus Initiative
EA	Evaluability Assessment
FSP	Financial Service Provider
HHs	Households
IC	Informed Consent
IR	Inception Report
KII	Key Informant Interview
KIs	Key Informants
MEAL	Monitoring, Evaluation, Accountability & Learning (Section)
MoSAL	Ministry of Social Affairs and Labour
OSP	Other Services Providers (Non-Financial)
PMU	Programme Management Unit
PU	Policy Unit
SFD	Social Fund For Development
SP	Service Provider
SWF	Social Welfare Fund
TOR	Terms of Reference
ToC	Theory of Change
TPM	Third Party Monitor/Monitoring
UCT	Universal Cash Transfer
UN	United Nation (Agency)
UNEG	United Nation Evaluation Group
UNICEF	United Nation Children’s Fund
USD	USA Dollar
HNO/YHNO	Humanitarian Need Overview/Yemen Humanitarian Need Overview
YR	Yemeni Rial

Executive Summary

Background:

The on-going Yemeni war has left around 24 million people (about 80% of the population) in need of humanitarian or protection assistance, including 14.3 million who are in acute need. UNICEF is supporting poor and vulnerable children and their families through the Cash Plus Initiative (CPI), which provides complementary programming to Cash Transfers. The CPI includes referrals to basic healthcare, official documents, schools, COVID-19 awareness campaigns, and hygiene kits. This text provides an evaluability overview of the Cash Plus Initiative (CPI) being implemented by UNICEF in Yemen as part of its Unconditional Cash Transfer (UCT) Project. The UCT Project through its 15 cycles so far, could reach 1.4 million of the poorest families in Yemen. The CPI aims to enhance access to services, pilot strategies for cross-sectoral collaboration, and contribute towards strengthening institutional systems. The CPI has been piloted in several districts across two governorates since 2019, and has successfully supported families to access services, including life-saving support and COVID-19 prevention awareness-raising.

The Evaluability Assessment (EA) is aimed at preparing the Cash Plus Initiative for evaluation in 2023, alongside the transition of UNICEF's Unconditional Cash Transfer (UCT) programme to the Social Fund for Development (SFD) and eventually to the SWF in the future. The assessment covers three key areas: project design, data and information availability and accessibility, and contexts. The assessment provides recommendations for the adjustment of Cash Plus design and practices to strengthen the programme's logic and structure, ensure the availability and accessibility of data, and account for institutional contexts in preparation for an evaluation in 2023-2024. The EA methodology includes an extensive literature review and in-depth qualitative key informant interviews (KIIs). In addition to that, a graded numerical checklist was developed to help give an approximate numerical score for the EA. The EA faced some challenges in getting all the needed documents in the data collection phase, beside the consultant fell ill for a period of time, but these were mitigated by rescheduling appointments and extending the contract time.

Findings:

The findings section of the report presents the results of the CPI evaluability assessment based on three evaluability areas: *project design and implementation area*, *data availability and accessibility area*, and *context area*. The programme design and implementation area scored the lowest, with a total score of 44%, due to the absence of a dedicated programme design, including an overall objective and indicators, and a general implementation plan set for the CPI as a whole programme. This absence led to difficulties in assessing the programme's objectives and results linkage to the whole programme objectives. However, the separate designs and execution plans for each programme cycle were developed independently and scored around 73% in the graded checklist. The cycles were not regularly delivered, and each cycle targeted a different number of service users in different districts, along with different types of services, based on available funds and resources. The monitoring system is weak and lacks consistency in forms, making it difficult to conclude any comparisons between the cycles. The report recommends adjustments and improvements to the programme before claiming maturity for evaluation.

Focusing on the data availability and accessibility area. The assessment revealed an average score of 57% in this area, with a fairly good score of 75% for the possibility of collecting further data parameter. The assessment identified gaps in providing all the needed documents and critical data, which made it difficult to obtain all the necessary documents from the beginning of the assignment. The lack of a dedicated and unified archive accessed by both UNICEF and the SWF for documents related to the initiative was another challenge. However, KIIs showed a good level of awareness and readiness in regard to collecting further needed data. The report recommends addressing the gaps in data availability and accessibility, including the need for a dedicated folder/hub containing all related datasets and documents that are clearly archived and classified. The report also highlights the challenges of

obtaining primary data, such as the sophisticated procedures for obtaining licenses from the authority, reaching targeted areas, and service users changing their mobile numbers. Overall, the report emphasizes the need for better data management and collection strategies to support the CPI's evaluation process.

Focusing on the contexts area. The assessment reveals a high score of 82% in this area, indicating that the demand for the evaluation and the possibility of delivering it, as well as the availability of the different requirements, could be available. However, the report highlights the debate concerning the suitable timing for the evaluation, the programme's readiness for evaluation, and the limited visibility of the results to be evaluated. The report recommends certain adjustments and improvements in design, implementation, and archiving before the programme can be claimed to be ready for evaluation. The report also highlights the need to mitigate challenges in accessing the different stakeholders for gathering evaluation data. Despite the high demand for evaluation, the majority of stakeholders believed that the CPI is not mature enough or ready for evaluation in its current version. The report recommends developing a thorough programme plan, including a dedicated ToC, framework, and whole programme plan before starting an evaluation. The report further recommends considering a range of evaluation types, and stakeholders have expressed their readiness to cooperate and mitigate any negative findings or difficulties that may arise during the evaluation.

To conclude, the assessment revealed several challenges related to the programme's design, implementation, monitoring, and data management. The lack of a dedicated whole programme design, including a (ToC), framework, and a whole programme work plan, made it difficult to evaluate the programme's readiness for evaluation, and by turn will make it difficult to evaluate the programme's effectiveness. The programme's limited results generated so far and other challenges indicate that the CPI is not yet ready for evaluation. The context area scored the highest points among the three evaluability areas, indicating a high demand for evaluation and the possibility of collecting evaluation data. Stakeholders express a need for an evaluation for different reasons. However, challenges related to programme design, monitoring system, and data management, need to be addressed. The type of evaluation is flexible and can be conducted regularly or every 18 months, as already followed by UNICEF for similar types of interventions. Overall, addressing these challenges will help make the CPI more ready for evaluation and provide valuable insights into the programme's effectiveness.

Recommendations²

Generally, findings suggest that the programme is not ready for a robust and reliable evaluation. Therefore, the following recommendations are suggested to improve the CPI programme design and implementation and prepare it for a valid evaluation with reliable and tangible results:

Approach I: Improving the design, implementation plans, and re-piloting the CPI (HIGHLY recommended):

- ✓ Develop a dedicated programme design with a thorough Theory of Change (ToC) and clear evaluable indicators for the programme.
- ✓ Develop a whole programme implementation/work plan for the whole suggested new piloting period.
- ✓ Focus the scope into certain geographical area/areas where the CPI will be implemented along the new proposed piloting period, to make it easier to compare the pre and post situations and to find out tangible results.
- ✓ Repilot the programme with some consistency of targeted users and types of services before evaluation.

² Please refer to the full sets of [recommendation](#) below for better understanding of these recommendations

- ✓ Ensure consistency in the forms used for monitoring and reporting.
- ✓ Establish a dedicated and unified archive where all the necessary documents related to the initiative can be easily accessed.
- ✓ Ensure that the data collected is properly classified, archived, and regularly updated.

Approach II: Going ahead with the past piloting:

Alternatively, if option one for developing the programme and repiloting it is not visible, the following should be managed before any evaluation takes place:

- ✓ Ensure collecting all available CPI related documents from both partners (UNICEF & SWF), proof-read them and eliminate statistics differences between them, filling in the missing data or documents, and organize them well.
- ✓ Limit the evaluation to the programme's relevance (basically satisfaction) and efficiency (excluding time efficiency).
- ✓ Update the targeted service users' database.
- ✓ Start improving the identified gaps within the programme before allocating the right timing for the intended evaluation.
- ✓ Target the last cycle (January 2023 cycle) for the evaluation.

Heading towards the evaluation process, the following is recommended:

- ✓ Start the process of recruiting the evaluators before the end of the planned activities.
- ✓ Have a team of three focal points, from UNICEF CPI staff, SWF CPI staff, UNICEF evaluation staff, working together during evaluation different phases to support the evaluation team.
- ✓ Consider using a national team of evaluators.
- ✓ Make some in-advance agreements/arrangements with the authorities to facilitate field visits.
- ✓ Consider using community health/committee workers or mobile data collection tools to collect data.

A note: Implementing these improvements will enhance the programme's readiness for evaluation and provide more reliable results to assess the programme's effectiveness. If there might not be sufficient resources, or possibility of generating sufficient resources for further piloting, a proposal can be addressed to relevant donors supported by the achievements recorded in the CPI monitoring reports, the recorded case studies, and this assessment report to generate the needed fund.

Overall, repiloting the programme before evaluation can help to ensure that the programme is fully prepared for evaluation and can improve the effectiveness of the programme in achieving its intended outcomes.

1- BACKGROUNDS

1.1. Context and Project Preview

The Yemen's eight-year-old war has created chaotic, fractured, and polarized differences between key fighting groups on the ground. The result is that today in a country of 30.5 million – 24 million people- require some form of humanitarian or protection assistance including 14.3 million who are in acute need. Most of the social infrastructures including health, education water and sanitation as well as social protection systems are already on the verge of collapse. Poverty was already high in the pre-crisis period, and the escalation of violence and conflict has depressed living standards further. Analysis of data from the most recent nationally representative household survey in Yemen, the Yemen Household Budget 2014, suggests that poverty was 49 per cent in 2014, and, as simulated, might have increased to around 80 per cent. Child poverty (monetary) is estimated to be 84.5 per cent.

In response to the above multiple crises, UNICEF YCO is playing a significant role to support poor and most vulnerable children and their families to increase the impact of the Emergency Cash Transfer (ECT) Project, later renamed the Unconditional Cash Transfer (UCT) Project, UNICEF has adopted the Cash Plus Initiative to maximize the benefits to the UCT users (See [A brief about the Cash Plus Initiative](#) below). The Yemen UCT Project is disbursing unconditional cash transfers to 1.5 million beneficiary cases across all Yemen's governorates and districts and impacting about 9 million people. Those beneficiaries were identified through the SWF list pre-conflict lists; and are among the poorest in the country. The UCT Project has delivered 15 payment cycles to date, having reached over 1.4 million people as of the 15th PC reports. Each service user receives the same benefit amount provided by the SWF before the conflict, ranging between 9,000 YER and 18,000 YER per quarter, depending on the size of the household. Evidence from post-distribution monitoring (PDM) surveys confirm that cash is mostly used by the families to meet immediate pressing needs, such as food, medical care, electricity/gas/fuel/water, and debt repayment. At the current exchange rate, the amount received by each beneficiary corresponds to 24 per cent of the minimum food basket. The large scale of the project coupled with concerns on long-term sustainability in case of an eventual handover of the project back to the SWF does not envisage the increase in entitlement amount. Therefore, UNICEF has introduced Cash Plus Initiative by linking people to services, as detailed below.

1.2. About the Cash Plus Initiative (CPI)

Cash Plus refers to complementary programming in which Cash Transfers are combined with other modalities or activities³. While cash transfers can be effective alone in the most ideal circumstances, the effect of cash transfers can be constrained by behavioural mediators, such as financial security, or broader moderators, such as quality or availability of and access to basic services.

The Cash plus initiative refers to the UNICEF integrated initiative to add referral for the cash transfer beneficiaries to other basic services provided by the UNICEF in general such as joining schools, obtaining formal documents...etc.

CPI Objectives

For the aim of maximizing the impact of the cash transfer on the life of the targeted beneficiaries, the initiative aims specifically to:

³ <https://www.syrialearning.org/system/files/content/resource/files/main/calp-updated-glossaryfinal-august-2017.pdf>

- Enhance access to services, and maximize the benefit for the UCT recipients and their family members by leveraging on existing resources contributing to the household welfare indicators;
- Pilot strategies for cross-sectorial collaboration to break silos and maximize benefits to people; and
- Contribute towards strengthening the SWF institutional systems.

UNICEF launched the first pilot CPI along with the sixth payment cycle of the UCT Project. The CPI combined cash transfers with **complimentary support to maximize the positive impacts of the cash transfers**, in which cash recipients were linked to other UNICEF-supported programmes in health, nutrition, education, and child protection in coordination with UNICEF programmes. The initiative was first piloted in one district of Amanat Al Asimah and succeeded in supporting families to access services. This included life-saving support where SAM and suspected cholera cases were identified and referred to healthcare services, and hundreds of children were able to get their birth certificates. These positive results led to an expanded phase two pilot during the UCT seventh payment cycle in four districts in two governorates, Amanat Al Asimah and Sana'a Governorate. During the second phase of Cash Plus, awareness-raising on COVID-19 preventions at the family level was conducted. Even though it was suspended during the UCT eighth payment cycle due to COVID19, Cash Plus 3rd and 4th cycles were successfully implemented during the UCT ninth and tenth payment cycles. Moreover, the 5th and 6th cycles of cash plus were achieved during the UCT the 13th and 14th payment cycles. [Table 1](#) below summarizes the number of participants and their locations in the six cycles:

Table 1 Reach of CPI along the four piloting cycles

Cycle	Period	HHs	Members	Location (District - Governorate)
Cycle 1	October - December 2019	1,224	3,912	Al-Wahdah (Amanat Al Asimah)
Cycle 2	Feb - May 2020	7,790	44,017	Al Tahreer, Al Safiyah (Amanat Al Asimah), Hamdan and Sanhan (Sana'a)
Cycle 3	January to April 2021	9,799	62,994	Ma'een (Amanat Al Asimah) Bani Hushaish, Juhanah (Sana'a)
Cycle 4	June - September 2021	14,612	43,615	Shawoub (Amanat Al Asimah), Arhab and Bilad Al Rous (Sana'a)
Cycle 5	July to September 2022	7,936	48,868	Al Husn (Sana'a), Bani Harith & Al-Thawrah (Amanat Al-Asimah)
Cycle 6	November 2022 to January 2023	11,467	72,199	A'zal (Amanat Al-Asimah), Bain Matar (Sana'a), Crater (Aden)
Total		41,959	281,695	

2- The ASSESSMENT

2.1. Aims & Objectives

The purpose of this Evaluability Assessment (EA) is to prepare the Cash Plus Initiative for evaluation in 2023, alongside the transition of UNICEF's UCT programme to the Social Fund for Development (SFD) and eventually to the SWF in future. The main users of this assessment are the related sections within UNICEF Yemen.

The assessment provides these users with an assessment of CPI's readiness for evaluation in 2023-2024, as well as recommendations that UNICEF and partners can undertake to better ready the programme for evaluation. More specifically, the objectives of the assessment are to:

1. Assess the programme design's logic and structure to ensure that: there is agreement among programme stakeholders; the logic and structure are clear, relevant, plausible, valid, and consistent; and the logic and structure take account of context and complexity;
2. Identify gaps in the availability and accessibility of data and information that may be required for a robust evaluation;
3. Assess UNICEF and stakeholders' institutional contexts for the practicality and utility of an evaluation of the CPI in 2023-2024;
4. Identify potential geographical scope for a 2023-2024 evaluation of Cash Plus based on the above criteria; and
5. Provide recommendations for the adjustment of Cash Plus practices to strengthen the programme's logic and structure, ensure the availability and accessibility of data, and account for institutional contexts in preparation for an evaluation in 2023-2024.

2.2. Scope

2.2.1. Thematic Scope

Based on the TOR, the assessment has covered the following three key areas:

- a) Project design (logic & structure),
- b) Data and information availability and accessibility,
- c) Contexts (practicality & utility).

See [Assessment Key Questions](#) below.

2.2.2. Geographical Scope

The EA has covered the implementation of the CPI in selected districts, where the initiative had been implemented within Amanat Al Asimah and Sana'a Governorate. Namely, the eleven districts listed in [Table 1](#) above.

2.2.3. Time Scope

In terms of targeted periods, the EA covered the piloting six distribution cycles during the period October 2019 – January 2023 as listed in [Table 1](#) above, as well.

2.3. Assessment Key Questions

The key assessment questions suggested in the TOR were structured around the [thematic scope](#) three areas, which had been elaborated further by the consultant into further related questions and sub-questions in the [tools](#). The suggested key questions were:

2.3.1. *Project Design (Logic & Structure)*

1. Does Cash Plus have a theory of change, baseline, and monitoring framework in place? Have those documents been endorsed by UNICEF partners? How reliable and relevant are they to the programme as implemented?
2. What evidence does UNICEF have that Cash Plus's objectives can be achieved, given the planned interventions, within the lifespan of its funding, based on the contexts of Yemen and similar interventions elsewhere? Which linkages in the theory of change (formal or informal) will be most critical to the success of the programme?

2.3.2. *Data and Information Availability and Accessibility*

3. How available, accessible, and reliable is the documentation (e.g., project proposal, progress reports, past evaluations, other commissioned studies, lists of service users, indicators) of Cash Plus, relative to what could have been expected? If not, is it feasible (with existing staff labor and funding) to make it available, accessible, and reliable (in a good quality) by the time of any potential evaluation?
4. Will data and information be available and accessible for each of Cash Plus' indicators during the time of the programme's intervention for a control group?

2.3.3. *Contexts (Practicality & Utility) and Demand*

5. What are the different types of risks to collecting evaluation data face-to-face for Cash Plus?
6. Are stakeholder expectations of a future evaluation realistic, given the project design, likely data availability, and stakeholder roles? What Cash Plus evaluation questions are of interest to whom? How may previous evaluation experiences affect stakeholders' interest in, commitment to, and perception of a future evaluation?

2.4. Methodology⁴

Given the purpose and scope of the assignment, the adapted methodology encompassed A) an extensive literature review to the entire available secondary data documents, including project documents, as well as some relevant documents from outside, including well-founded evaluability assessments guides and toolkits, similar assignments in different contexts and related reports as far as possible. B) In-depth qualitative key informants' interviews (KIIs) protocols for collecting necessary primary data from purposefully selected key informants (KIs), mainly from UNICEF different sections staff, in relation to the programme such as; Programming, Evaluation, Planning, Monitoring, and

⁴ Please refer to the Inception Report in [Annex III](#), for more about the assessment methodology, different phases and deliverables, and quality control issues.

Research (PMR), Programme-specific Monitoring Officers, Information Management Officers...etc., besides relevant staff from the SWF.

Since it was difficult to reach the affected community in the assessment's particular time, and due to the current security situation in Yemen, the spread of COVID-19, and the nature of the assignment, the assessment did not collect data from users of Cash Plus services, nor affected communities' representatives. Whatever needed data about the affected communities were managed through the secondary literature review tasks and from the KIIs.

2.5. Tools

Referring to the [methodology](#) stated above, two types of tools were developed:

- a) **Check List:** A thorough checklist for revisiting and evaluating the project's document as well as other documents was developed, see [Annex 4.1](#) for the complete checklist tool. It was adapted from three established tools, UNICEF 2019, DFID 2013, and JRSA 2003, (see [Bibliography](#) below). The tool aimed mainly to respond to the first component of the assessment for answering the project design questions (see [Assessment Key Questions](#) above). It also generated some hints about evaluation needed data availability and accessibility, finally, it gathered data about the context in general.
- b) **KIIs Protocol:** In-depth interview protocols were developed and targeted the KIIs in direct relation with the CPI design and implementation from UNICEF and partners, besides the UNICEF MEAL section. The aim of this set of protocols was to gather data about the KIIs' perception concerning the CPI design and implementation, highlight any implementation challenges faced, and perception for mitigations, data availability and accessibility during the lifetime of the initiative implementation and monitoring, and their view of the context in general. It also seeks their recommendations for improvement. As well as their expectations from the initiative evaluation. See [Annex 4.2](#) for the KII Protocol.

Graded Numerical Assessment⁵:

A graded numerical checklist was developed to help give an approximate numerical score for the EA. The graded checklist consists of the three evaluability areas, and each area contains two key evaluability parameters as in the following table:

Table 2 Evaluability areas and parameters in the graded matrix

Evaluability Area	Evaluability Parameter
1. Programme (CPI) Design, Logic & Implementation	1.1. Programme ToC and design
	1.2. Implementation
2. Data Availability and Accessibility	2.1. Already available data and accessibility
	2.2. Possibility of collecting further data
3. Context	3.1. Practicalities
	3.2. Demands

⁵ Referring to DFID Working paper Oct. 2013 *"The aggregation of individual judgments into a total score can enable comparisons of evaluability across projects and across time. Without that capacity, it will be more difficult to accumulate lessons about what is working, or not"*,

Each parameter was expanded into numbers of assessment statements, which by turn have been elaborated in several propping questions each. Each assessment statement was graded in two points as maximum to be satisfactory as in the following table:

Table 3 Grading assessment statements in the matrix

Assessment statement	Obtained score				Short assessment comments
	Satisfactory	Partially satisfactory	Unsatisfactory	Not applicable/available	
	2 points	1 point	0 point	NA	

The number of the assessment statements differ from a parameter into another, e.g. the '[Design parameter](#)' has as many as 13 assessment statements, while a parameter like '[Demands](#)' has as less as 4 assessment statements. Therefore, each parameter was graded independently out of 100%, after that the average of each area, and then the whole checklist average is calculated.

Shortage of the graded numerical system:

The main shortage of this graded system is that it had not been tested before. It was developed mainly for this assignment, and so it is really difficult to claim the ultimate reliability and validity of its results. It still needs to be further tested and reviewed. However, it can give approximate hints to the programme readiness for an evaluation or not that will ease the process of taking a decision. For more details, see the assessment graded matrix in [Annex II: 2.1.](#)

2.6. Sampling

As for a qualitative study, a purposeful sampling technique was applied for primary data collection in this assessment that included in-depth KIIs. The following Table 4 shows the actual KIIs done during this study:

Table 4 actual KIIs sample for the EA primary data collection

CPI Partner	Unit/Job	Gender		Subtotal
		Female	Male	
UNICEF	Evaluation Specialist (the Assessment Manager - AM)	1		1
	Programme Management Unit (PMU)Senior Officer	1		1
	PMU M&E Specialist		1	1
	PMU Officers	1	1	2
	Social Policy Unit (SPU) Senior Officer		1	1
	SPU Officers		3	3
	H&N Officers	1		1
	SBC Officers (Social and Behavioural Change unit)	1		1
	PMR section		1	1
	Total UNICEF	5	7	12
SWF	Senior Management Officers	1	6	7
	Total SWF	1	7	8
	Grand Total	6	14	20

See [Annex IV: 4.3](#) for the complete list of respondents

2.7. Challenges & Mitigation

The assessment went well, in terms of methodological challenges or risks. The only faced challenges are included in the following table with the mitigations undertaken:

Table 5 Challenges & Mitigations

#	Challenges	Mitigations
1	The difficulty in getting all the needed documents at the inception phase	They were all made available during the data collection phase
2	The data collection phase took longer time than proposed, because the UNICEF staff happened to be highly loaded with work during that period of time	Interview appointments were rescheduled several times till all the targeted respondents were captured.
3-	Again, the Analysis and reporting phases took a very long period, because the consultant fell seriously ill and underwent over nine surgical operations	UNICEF Staff were kind enough to appreciate the situation and extended the contract time.

3- FINDINGS

The findings section has been organized based on the three evaluability areas;

PROJECT DESIGN (LOGIC & STRUCTURE) & IMPLEMENTATION Area, **DATA AVAILABILITY AND ACCESSIBILITY AREA**, and **CONTEXT AREA**; within each area two evaluability parameters were outlined, as per the distribution in the graded system that was developed for this assessment (see the graded matrix [in Annex II 2.1](#) for more details about the areas and the parameters).

The general sense of the findings calls for doing certain adjustments and improvements to the programme before claiming maturity for evaluation. The following figure summarizes the general findings of the CPI evaluability assessment from the score card:

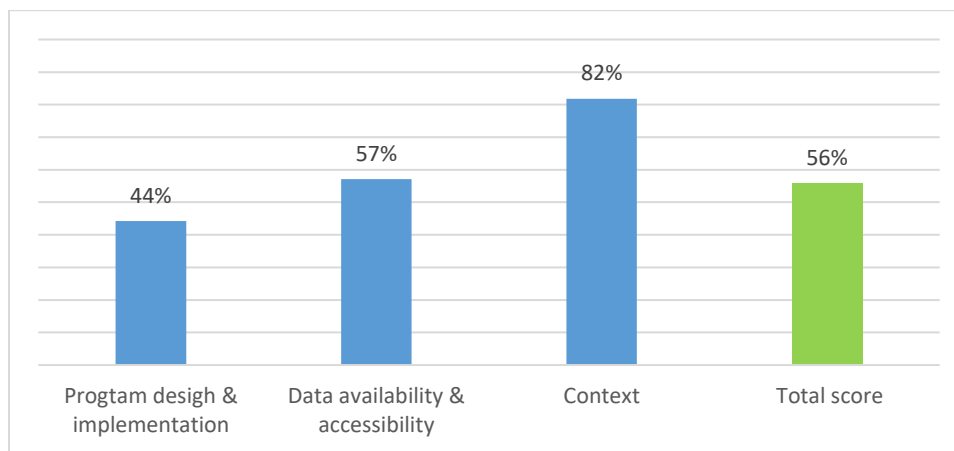


Figure 1 The total results from the availability graded numerical matrix

As can be noticed from the above chart, the total result for the CPI readiness for evaluation reaches 56%, where the programme design and implementation area scored as less as 44%. The following paragraphs discuss these results in details.

3.1. Project Design (Logic & Structure) & Implementation Area

Programme design and implementation area is the most important and the widest assessment area among the three evaluability areas (see Assessment Key Questions above). That is because it is the core area in the programme evaluation. Therefore, it has been explored in depth while performing this programme evaluability assessment.

This part has gained the lowest score in the score card due to the absence of a dedicated programme design, which makes it difficult to precisely assess the area. However, with reference to the design of each cycle independently, this score could be managed and increased. The following figure presents the total scores for the programme design & implementation area and its two parameters:

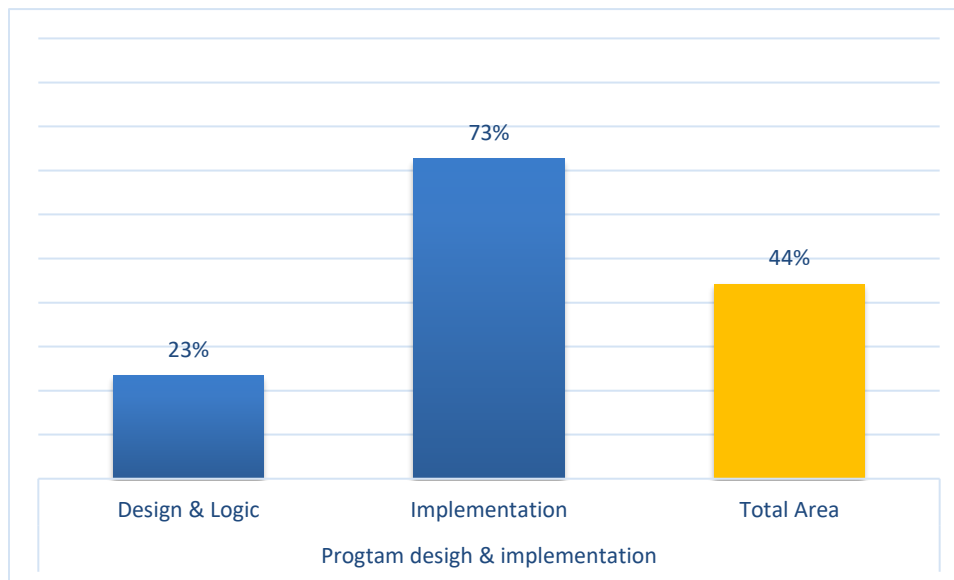


Figure 2 Programme Design, Logic and Implementation - Score Card

3.1.1. Programme ToC and Design Parameter

The CPI was not designed as an independent programme with a dedicated ToC and/or framework containing overall objectives and indicators among the project documents, nor does it have a general implementation plan set for the CPI as a whole programme. This lack in the documents was confirmed by KIIs, that say *“The theory of change was not written and documented, but rather, the Cash Plus initiative was implemented based on the premise that adding cash assistance to referral services maximizes the benefits of cash and enables (the service users) to manage cash better”* a senior UNICEF staff explained. In addition, the CPI as a programme was not preceded by a baseline and/or needs assessment, again based on the assumption that the targeted service users (Social Welfare Beneficiaries – cash recipients, see below) are of *“the poorest of the poor, and that the amount of cash they receive every quarter of the year is not enough to sustain life. (Therefore), the Cash Plus initiative is to present a list of services, whether provided by UNICEF directly or provided through its partners through case managers”* a UNICEF staff put it out. Furthermore, *“it was based on the assumption that those who receive cash assistance need other services, and work in the field has proven the validity of the hypothesis with the evidence of case managers’ reports proving that the need is wide”* a senior UNICEF staff further explained. Instead of pre-assessment, *“the case management team used to visit (the targeted HHs) to assess their priority needs at the start of each cycle”, (with reference to the available services that can be provided at the cycle period of time), and then make a referral”* a SWF FGD concluded. Moreover, many participants referred to findings from the general assessments such as the Humanitarian Needs Overview (HNO), and other humanitarian projects within the UNICEF could give a thorough picture of the targeted users’ needs. This claim seems of much sense.

Because of this absence of the whole programme design and/or plan, and a proceeding assessment, this design parameter got the lowest score (23%) in the assessment graded checklist (see [Figure 2](#) above). However, it is worth mentioning that the CPI was implemented at the activity level of an extended **ToC belongs to UNICEF Yemen Programme Outcome 5: Social Policy/Social Inclusion** (see [annex 1.2.](#) for this) that prioritize addressing inequitable roles and practices among girls and boys; strengthening social protection for children, enhancing support for children with disabilities; and promoting adolescent empowerment. Besides, *“it was an application (scaling up) of an integrated model methodology for social and economic support and empowerment that UNICEF had delivered to*

another category of beneficiaries (previously).” A senior UNICEF staff pointed out, and that also it *“was built (with reference) to similar activities that took place in other countries and proved to be effective.”* a senior UNICEF management added.

Concerning **the targeted service users**, they are clearly defined, as being the SWF cash recipients according to 2014 governmental lists in the targeted districts, in addition to the immediate rapid assessment accompanying each cycle to identify the immediate needs per HHs. But it is quite difficult to precisely judge if their real needs have been matched by the programme in the absence of preliminary need assessments, and a predefined dedicated TOC. Yet, taking into mind the type of the service users, who are believed to be *the poorest of the poor*, and according to the monitoring reports, the project was relevant & beneficial to the targeted service users into some extent, and it could be more beneficial if the some improvements to the programme would have been done before any evaluation, (See [Recommendations I](#) below).

On the other hand, **separate designs and execution plans with timeframes** were developed for each programme cycle independently, which, were reported that, *“each cycles objectives were clear and specific, and the activities followed the plans into great extent and served the people it was designed for”* a senior SWF management assured. However, Because of a whole programme plan absence as stated above, it was difficult to assess how these objectives and results are linked to the whole programme objectives (medium and long). Rather it will be only possible to assess the link of each cycle’ immediate results to its plan, for which the monitoring reports showed fair level of achievement. Moreover, the steady change in the plans from one cycle to another caused *“some inconsistency and difficulties in the implementation process”* as concluded from the SWF FGD, in addition to difficulty in assessing and comparing results among the different cycles. Nearly, each cycle recorded different types of referral to services and/or distributions. These differences were due to the fact that the whole system was based on the available resources and/or offered services by other UNICEF projects at the time of distribution, and that *“activities and interventions were not predetermined (before the delivery of the cycle), so they were changed from a cycle to another”*, SWF FGD, resulting in *“roles and responsibilities were not clear (sometimes)”* as revealed by SWF FGD participants (see below).

3.1.2. Implementation Parameter

Since there was no whole programme plan, as mentioned above, this parameter was assessed based on the separate design and execution plan of each cycle independently. Actually, this review to the separate plans for cycles increased the score of this parameter a little higher than the first part concerning the programme design, it scored around 73% in the graded checklist (see *Figure 2* above). Although some challenges were reported that will be discussed later, there was some sort of agreement that the implementation followed the single cycles’ plans into a great extent, that most of the defined immediate results were reached successfully, and that high satisfaction rates were gained from the targeted service users, according to the monitoring reports. For further detailed and disaggregated tables, please see [Annex II: 2.3](#)

It is worth mentioning that the CPI cycles were not regularly delivered, as for each quarter like it is the case in its parental cash transfer programme (UCT), rather, the six cycles were done in different periods along five years’ time (2019-2023), compared to 15 UCT cycles within the same period. Besides, each cycle targeted different number of services users in different districts, and also with different types of services from a cycle into another as stated above. These differences were mainly based on *“the available fund, resources and types of services in place during each cycle”* a UNICEF staff stated, which happened to *“differ from a cycle into another”* she added. This finding suggests that a valid evaluation might be difficult with such varieties of targeted service users, geographical areas, types of support...etc. Therefore, it would be better to consider repiloting the programme again before a robust evaluation takes place. The repiloting is better to consider acceptable level of consistency in terms of targeted users and types

of services. This might enhance better and more reliable results from the intended evaluation (See [Recommendations](#) below).

Concerning monitoring system, supports for the evaluation and evidence building, though, it is in place for each cycle and each cycle's services users independently, it is weak because of the fact that it is impossible to link each cycle's results to the whole programme results, and to the general programme objectives. Moreover, tracking the cases ends with the end of each cycle, and then no further tracking and/or monitoring to the referred cases to monitor having the services they were supposed to have or not, nor to be able to track the impact of the intervention. All KIs seem to recognize this shortage, *"I really see that one of the things they need right now is a certain mechanism for post activity monitoring"* a senior UNICEF staff thought. This shortage refers also to the lack of a whole programme design and plan, limited resources, contracting the implementation staff for each cycle independently, and the delivery tight time.

Finally, reviewing the six cycle's monitoring and final reports shows lack of consistency in the forms, which makes it difficult to build any comparisons between the cycles, and even more difficult to come up with whole results tables for the cycles together, as can be noticed in the missing data in the achievements summary results tables in [Annex II: 2.3.](#)

3.2. Data Availability and Accessibility Area

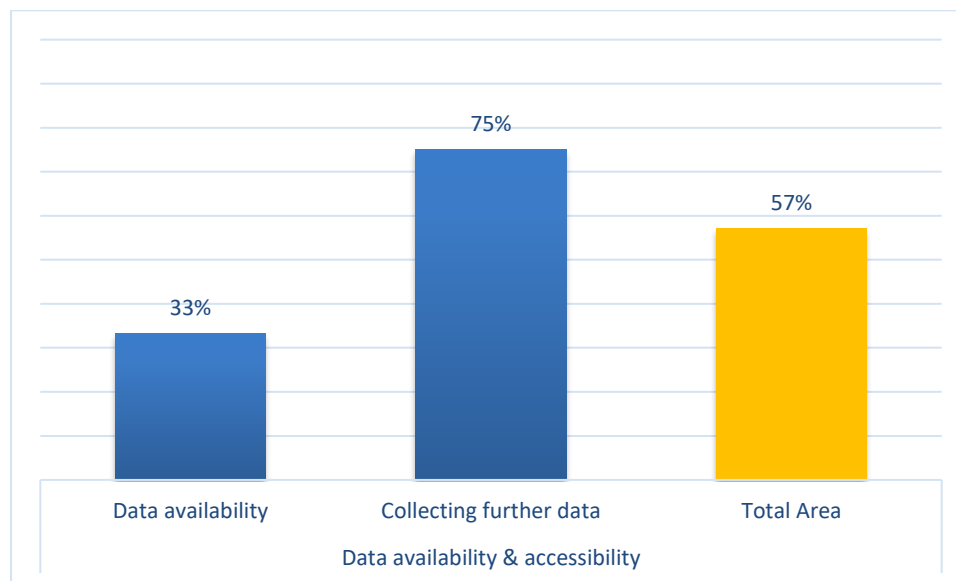


Figure 3 Data Availability and Accessibility Area- Score Card

It can be observed from the above figure that the area of data availability and accessibility has got an average score of (57%), with reference mainly to the *'possibility of collecting further data'* parameter that scores fairly good score reaching up to 75%. The reasons beyond these scores are discussed in the following two sections:

3.2.1. Available Data Accessibility Parameter

Though a good wealth of documents and critical data were made available along the assignment period of time, facilitated by the high levels of cooperation among the programme partners in providing the needed data and/or

documents, there is still a gap in providing all the needed documents and critical data, in addition to another gap between the two partners (UNICEF and SWF) in knowing about available data and documents are held with each partner, *“secondary data still has the problem that there is no dedicated and unified archive accessed by both UNICEF and the SWF for documents related to the initiative, (which) can be easily accessed.”* an SWF staff stated.

This knowledge gap about what documents and critical data are already available with each partner was even noticed during the interviews among the staff of each partner as well, which made it difficult to obtain all the needed documents from the beginning of the assignment, and which by turn will be a serious challenge for the proposed evaluation team. However, according to some KIs, *“Since it was a beta model, there isn't much documentation available. This does not mean that they cannot be accessed, but the documentation does not actually exist. In the humanitarian context, documentation has been deprioritized, because people focus more on life-saving assistance.”* a senior UNICEF staff explained. This could be another reason beyond caring less about archiving the available documents.

Referring to all that mentioned above, it was really hard to gain enough documents at the inception phase of this assignment, but later on during interviews most of the needed documents were obtained. The same documents that were reported to be unavailable initially. And this also was a main reason beyond the low score of this parameter (33%) in the graded evaluability checklist (see Figure 3 above). Despite the fact that most of the interviewed UNICEF staff emphasized to have a *“dedicated folder/hub containing all the related dataset and documents, and are clearly archived and classified”*.

There was not a baseline or pre-assessment for the targeted service users need as stated above, and there is not current plan for doing such assessment. Different KIs seem to be sufficient with the data gathered during the monitoring of each cycle, the pre-cycle needs assessment that is done by case referral, the YHNO, and the other data collected from the different interventions delivered by UNICEF in the same targeted areas, *“the need is confirmed by huge set of data gathered continuously, which make it somehow useless to spend resources in such assessments, which (the resources to spend in such assessments) are not even available”* a UNICEF staff put it clearly. Actually, this is a good point taking into mind the targeted service users, who are of *“the poorest of the poor”* in the country. The already available data with the updates from the case referral teams can stand instead of a baseline, and so objective and indicators can be informed directly by those sets of data.

3.2.2. Possibility of Collecting Further Data Parameter

Though there is no solid written plan to fill data gaps in, through the different interviews, KIs showed a good level of awareness and readiness to provide the needed support for collecting further required data. Almost all KIs confirmed the availability and accessibility to service users and programme stakeholders for collecting further needed data. Because of that this parameter showed one of the highest scores in the graded matrix reaching up to 75% as presented in Figure 3 above. In addition, no safety issues were anticipated as well. Participants believe that the targeted areas are safe and the service users are well cooperative to response to reviews.

However, certain difficulties facing collecting further primary data were highlighted. The first is the sophisticated procedures to get the licenses from the authority before collecting data, which sometimes takes long time to be obtained and in other times the license is never issued. Other highlighted challenges include, the difficulty in *“reaching the targeted areas, specially that sometimes it is one case at far away location”* an SWF staff pointed out, *“the movements of the targeted service users from place into another”* another SWF staff mentioned, and the service users may *“change their mobile numbers from time to time without notifying the team, makes them hard to reach”* a senior SWF staff added. In other words, *“obtaining data and information from primary sources is difficult, but not impossible.”* a UNICEF senior management concluded.

3.3. Contexts Area

In general, elements of the context scored the highest among the three evaluability areas (82%), suggesting that the demand for the evaluation as well as the possibility of delivering evaluation and the availability of the different requirement could be available.

However, the debate is still concerning the suitable timing for the evaluation, the programme readiness for evaluation in its current form, and the so far results visibility to be evaluated. These are important issue that should be taken into account before deciding to have the evaluation, as will be discussed below. The following figure presents the total scores of this area in the scoring matrix:

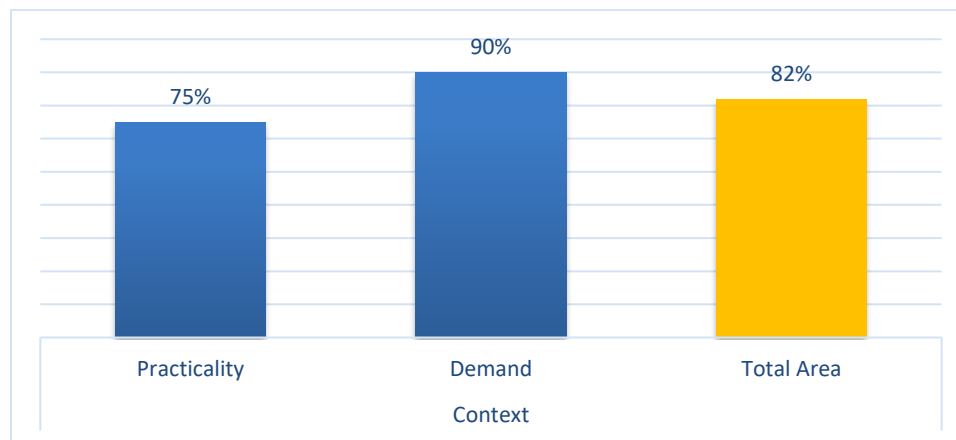


Figure 4 Contexts (Practicality & Utility) and Demand Area- Score Card

3.3.1. Practicalities & Utility Parameter

In terms of practicality and utility, it gained a good score, reaching seventy-five percent. Participation is clearly defined among the different programme stakeholders, who also share a good level of understanding about the core elements of the programme and the targeted context. Critical risks are not fully anticipated, and no problem with accessibility to the different stakeholder was reported as well, see above. Referring to the identified gaps within the programme design and the limited results so far, 2023 does not seem visible for having the evaluation, as stated clearly by some KIs *“to be honest, the Cash Plus initiative is not ready for evaluation at this time”* a senior UNICEF staff believed. The CPI needs some certain adjustments and improvements in design, implementation and archiving before it can be claimed to be ready for an evaluation. Yet, people pointed out again to the difficulty in getting the needed access clearance to gather data from the targeted service users (see above under [Collecting](#) further data, and below under [Demands](#))

Accessing the different stakeholders for gathering the evaluation data is also possible, as discussed above, but still some challenges have been anticipated and to be mitigated in advance before taking the decision to do the evaluation. Furthermore, some KIs still think that the evaluation is not visible at this stage (see Demands below). Besides, the needed resources have not been located, nor proposed to.

The two reviewed partners (UNICEF &SWF) expressed interest and demand of having an evaluation to the programme, showing their readiness to provide all the needed support. Nevertheless, the different KIs have different views about the feasibility of the evaluation at this stage. While some thought that they *“need to know the results*

of the (six) delivered cycles so far to be able to improve the plans for more scaling up in future", others believed that "the so far results of the intervention are limited to be visible, and so it still needs to generate better results from more scaling up cycles before an evaluation", besides, some thought that "there is a need to develop thorough programme documents including dedicated ToC, framework, and a whole programme plan before starting an evaluation".

3.3.2. Demands Parameter

Demand for the evaluation scored the highest among the other evaluability parameters (90%), showing that there is a need for having an evaluation for different reasons. Notwithstanding, the majority still thought that the CPI is not mature enough or ready for the evaluation in its current version (as discussed above). In addition some differences in views about the type of the evaluation to be carried, and preference to local or international teams for having the evaluation.

Both partners expressed their demand for an evaluation to the programme, and seemed clear about what they want from the evaluation, *"regarding the focus of the evaluation should be on the affected peoples' needs, how these needs could be matched/addressed by the programme and if (the programme) needs to be adjusted, particularly if we are going to scale it up. We need to dig into the needs/issues of the affected populations such as equity and vulnerability across different groups"* a senior UNICEF management staff said. Others went further to explain that they expect the evaluation to provide them with information and data that would help to *"identify (points of) strengths and weaknesses and suggest to (them) the possibility of improving the project in terms of mechanism, planning, and/or any other element/stage of the project. These data help decide whether to continue, adjust or stop the project"* a senior UNICEF staff explained, or to know *"what went well to keep up, and what not and ways to improve"* an SWF field staff put it in other words. Identifying results is also a main concern, *"we need to know the results of the initiative so far, this will help to plan for better results in future"* a senior SWF staff emphasized, looking ahead, *"to have feasible results to support fundraising for the programme"* a senior UNICEF management hoped.

About best timing for having the evaluation in future, people have different views. While some thought that *"evaluations of the initiative are supposed to be carried out immediately after the activity in order to obtain more accurate results, but if the evaluation comes late, this will not achieve any benefit."* A senior SWF staff claimed, other thought more strategic that *"it will be over costly to have an evaluation after each cycle (taking into consideration the cost of the evaluation compared to the benefits"* a UNICEF staff thought, and that *"the internal monitoring for each cycle can give the needed data at this stage"* another UNICEF staff added. From our point of view, the evaluation is not only for the immediate results, it should also tackle the impact of the support (medium and long), which cannot be achievable if carried out directly after each round of support. That could be more like a post distribution monitoring than evaluation. More visibly, people believed if the initiative is upgraded into an independent programme, then it is better to be evaluated *'annually'* or *'each two years'* to be feasible and worthy. It is worth mentioning here that UNICEF Yemen follows a model of delivering full evaluation each 18-months, which would make the yearly or the 2-years evaluation seem unrealistic. The 18-months model can do the job very well. However, if there is a need for some kind of annual review, it could be something like evidence gathering studies, quick specialized reviews and so on.

Finally, the evaluation ethical codes of conduct is available. UNICEF, which is the lead partner, have a detailed and highly demanded ethical code of conduct for evaluators to follow during delivering a programme evaluation. Therefore, no constraints and/or problem can be expected in this part. Evaluators have simply to follow those codes of conducts, and they will be fine. Finally, the several KIs (from both partners) expressed their readiness for full cooperation, and their motivation and ability to mitigate any negative findings and or difficulties, if happened during the evaluation.

4- REFLECTION

4.1. Summary Findings/ Conclusion

In general, the Cash Plus initiative was implemented based on the premise that adding referral services to the cash assistance maximizes the benefits of cash and enables to manage cash better, especially that the targeted users are among the “*poorest of the poor*” in the country. The ToC and framework were scaling up of an integrated model methodology for social and economic support and empowerment that UNICEF had delivered to another category of beneficiaries. Based on that, there was no independently developed programme design for this CPI. This lack of a dedicated whole programme design, including the ToC, framework, and Workplan made it difficult to evaluate this important area of the programme evaluability, and will make even harder to do a robust evaluation. Rather, objectives and timelines were developed for each cycle separately, lacking linking together to produce medium and long results. The implementation parameter, on the other hand was assessed with reference to the separate plans for each cycle, again, due to the lack of a whole programme plan. Allocated resources in the planning were made fully available during implementation. Challenges included lack of long-term view of the work, and the short time given to monitor and follow up the cases, which used to end by the end of the cycle implementation. The last challenge hindered the possibility of monitoring, following up and supporting the referred cases till ensuring getting the full intended services, and also it was the reason for not being able to assess the impact so far. The monitoring in general, though, the process was documented and evidenced, but again for each cycle separately, leading to weak linkages.

A knowledge gap was already noticed about the availability of the critical documents and data, there for it was really hard to gain enough documents during the inception phase of this assessment. Though more documents were reached later on during the data collection phase, suggesting a gap between partners about the available documents with each, lack of archiving all project related documents and hardship in accessibility when needed. These issue might also refer to the absence of an independent whole programme design as stated above, and also the CPI teams were handling the CPI activities, along with their other main duties in other sections/programme. In other words, the teams in charge of running the CPI were not fully dedicated to the programme (See [annex 2.3](#)). Nevertheless, interviews revealed the possibility of collecting further data, and accessibility to relevant participants any time, whether to fill in the gaps noticed now, or for intended evaluation in future. Yet a set of challenges were reported including mainly the lengthy process to get the needed licenses to gather data in the targeted areas from the authority, then, the continuous changes of the targeted HHs residences and contact details, and the far distances of some targeted HHs that might make it difficult to reach. Other reported challenges included inconsistency of the interventions and reporting forms from a cycle into another,

In terms of context area, it scores the highest points among the three evaluability areas, as discussed above. Participation is clearly defined among the different programme stakeholders, and no critical risks are anticipated. Moreover, accessing the different stakeholder for collecting evaluation data is seen possible and practical, with reference to only one challenge in relation to getting the necessary security clearance from the authority for gathering data in the targeted areas (see above). Moreover, due to the need of fixing some gaps in the programme design and data availability, in addition, the limited results generated from the CPI so far, 2023 does not seem feasible for doing a robust evaluation.

Finally, as stated above, an approximate agreement among all participants that there is a need to have an evaluation to the CPI, though different people expressed different reasons of this need to an evaluation. While there is a need for having an evaluation for different reasons. Nevertheless, almost a similar level of disagreement was raised concerning whether the programme in its current situation and results is ready for evaluation or not. The majority went for that it is not yet ready for evaluation, referring to different reasons including, limitation of the results, lack of a whole programme design, inconsistency of provided services from a cycle into another, different population for each cycle, and the long period since the delivery of the first cycle (September 2019). In terms of preferences, the different types of evaluation seem to be welcomed by participants, whether national or international evaluators, a firm or individuals, and to have a regular evaluation annually or each 18 months, which is already followed by UNICEF for similar types of interventions.

4.2. Recommendations⁶

Note 1: Two key facts about evaluability assessment are 1) the role of the evaluability is to identify strengths and areas for improvement, and 2) programme adjustments should be undertaken after completion of the evaluability assessment⁷.

Note 2: With a total average score of 56% in the evaluability scoring card matrix, and with the most important areas for any future evaluation the programme design, logic and structure, and the data availability are as low as 23% and 33% respectively, rethinking adjustment to the programme current design and implementation becomes a priority for the time being. In addition, findings suggest that there are certain areas of improvements, and some works on the programme need to be done before claiming maturity and readiness for evaluation, starting from developing a dedicated TOC, and a programme document and framework.

Having said that, the following sets of recommendations are suggested to UNICEF and partners to improve the CPI programme design and implementation and prepare it for a robust and a valid evaluation with reliable and tangible results:

Section I: Concerning CPI Evaluability Readiness:

Note 3: Most of the findings hints and results stated above suggest that the CPI is not ready now for a robust and reliable evaluation. In order to do it well, either of the following suggested approaches can be selected to prepare the programme for the evaluation.

Approach I: Improving the design, implementation plans, and Re-piloting the CPI (HIGHLY recommended):

Develop an independent programme design dedicated for the CPI, and considering all the related contexts and circumstances, and delivering another piloting round for a certain time, such as a year⁸ (e.g., June 2023-June 2024). The suggested improvements will include:

⁶ During finalizing this final copy of the report, some good news from the UNICEF team were communicated to me ensuring fixing different issues discussed so far and some of the following recommendations might have been taken already.

⁷ Guidance Note for Conducting Evaluability Assessments in UNICEF, Evaluation Office, UNICEF, February 2019

⁸ More or less, based on the possibility of generating needed resources for the whole period.

- ✓ Develop a dedicated programme design, with a thorough (ToC) and its valid hypothesis and factual elements for the CPI as an independent programme.
- ✓ Develop a clear independent framework, focused objective and clear evaluable indicators for the programme, linking the immediate results of each cycle to the general medium and long objectives.

Note 4: The CPI might not need any further baseline or pre-assessment, due the fact that the targeted service users are of the *“poorest of the poor”* in the country, who almost needs everything. Furthermore, the findings from the general needs reviews such as HNO, and the huge data and experience that UNICEF already has about those people needs through different interventions, using the data from the UCT monitoring reports, and data from the past CPI piloting monitoring reports can provide enough insights for developing the required indicators without the need to have a new baseline.

- ✓ Develop a whole programme implementation/ work plan for the whole suggested new piloting period, stating almost all the needed resources and how to make them available for the entire period. Then break down this overall plan into cycles’ plans.
- ✓ Focus the scope into certain area/areas where the CPI will be implemented along the new proposed piloting period, to make it easier to compare the pre and post situations and to find out tangible results. This means, not to deliver each cycle in different area.
- ✓ Consider some levels of consistency of targeted users and types of services before during this new proposed piloting, to enhance better and more reliable results from the intended evaluation.
- ✓ To fix the gap in tracking the referred cases till they were fully served, it will be better to contract the SWF cases managers for the whole intended period (such as a year/ 2-years) to allow them to follow up and support their cases till they are fully served. They can follow up the last cycle’s cases while managing the new cycle’s cases at the same time. This will increase the programme efficiency, enhance better monitoring system, and generate better results
- ✓ Referring to the above point, alternatively, establish a mechanism for post-activity monitoring to track the referred cases and monitor whether they have received the services they were supposed to have or not, and to track the impact of the intervention. It could be through the SWF permanent staff.
- ✓ Ensure consistency in the forms used for monitoring and reporting. Develop a unified reporting form/outline to be used to fill in with the cycles’ end/ monitoring reports, which by turn will ease locating data from the different cycles, enable comparison between the cycles, and come up with whole results tables for the cycles together. Furthermore, training the people in charge of these reports on reporting skills is going to be useful.
- ✓ Ensuring that the data collected is properly classified, archived, and regularly updated to enable easy accessibility and analysis. This could be through establishing a dedicated and unified archive where all the necessary documents related to the initiative can be easily accessed by both UNICEF and the SWF. Some techniques can include initiating a dedicated cloud folder/space to upload all the related documents onto it, and to be as easily accessible as a fingertip. The documents in this folder should be well organized and archived to ease surveying and locating needed data when required. This folder can then be shared with the evaluation team in the due time.

Note 5: Implementing these improvements will enhance the programme's readiness for evaluation and provide more reliable results to assess the programme's relevance, efficiency, effectiveness, and results.

Note 6: A note about the need for repiloting the CPI programme before evaluation:

Besides fixing all stated issues, repiloting the programme before evaluation has several potential benefits, including:

1. Ensuring that the programme is implemented consistently across the targeted users and types of services, which will enhance the reliability of the results obtained from the intended evaluation.
2. Identifying any issues or challenges with the programme implementation before the evaluation, which can be addressed and resolved to improve the programme's effectiveness.
3. Providing an opportunity to test new programme design and implementation approaches that can be incorporated into the programme before the evaluation.
4. Enhancing stakeholder buy-in and support for the programme by demonstrating the programme's effectiveness and generating positive results before the evaluation.

Overall, repiloting the programme before evaluation can help to ensure that the programme is fully prepared for evaluation, and can improve the effectiveness of the programme in achieving its intended outcomes

Note 7: In case there might not be sufficient resources, or weak possibility of generating sufficient resources for this recommended further repiloting, a proposal can be addressed to relevant donors, supported by the achievements recorded in the CPI monitoring reports, the recorded case studies, and this assessment report to generate the needed fund.

Approach II: Going ahead with the past piloting:

Alternatively, if UNICEF thinks that it would be impossible to go for approach I recommended above, the following preparations can be useful for having an acceptable evaluation:

- ✓ Ensure collecting all available CPI related documents from both partners (UNICEF & SWF), proof-read them and eliminate statistics differences between them, filling in the missing data or documents, organize them all well and upload onto ONE cloudy folder, easy to reach and easy to search for authorized people.
- ✓ The Evaluation TOR may not include any request to evaluate the objectives and indicators, and the extent of their achievements. Otherwise, this will be of no use. Also, it will be hard to evaluate the programme Effectiveness, Coherence, Impact and Sustainability⁹. Furthermore, evaluating the Relevance criterion might lead to unexpected and unreliable results into far extent. Therefore, the evaluation could be limited to the programme somehow Relevance (basically satisfaction) and Efficiency (excluding time efficiency)¹⁰.
- ✓ Updating the targeted service users' database can be also helpful, as there were reports about those people movements from a district/governorate into another, changing residences, and changing contact details.

⁹ With reference to [the updated version of the OECD DAC Project Evaluation Criteria, 2020](#)

¹⁰ Actually, for these two evaluation criteria, it can be claimed from the findings of this EA that for the service users satisfaction rates, it can reach above average, and for the resources use efficiency, it can hit into high extent.

- ✓ Referring to the above points, 2023 does not seem feasible time for having the evaluation. It would be better to start now improving the identified gaps within the programme as explained before, then it will be possible to allocate the right timing for the intended evaluation.
- ✓ The evaluation of the current piloting can target the last cycle (January 2023 cycle) targeted areas, in which three different areas will be covered: Azal as in an urban district in Amanat Al Asima, and Bani Matar as a rural one in Sana'a Governorates. This will allow better understanding of the programme effectiveness and impact in regard to urbanity of the targeted areas. Also, it included Crater district, as to represent the South areas, again to compare the different results based on the different political situation.

Section II: For Conducting the Evaluation:

Heading toward the evaluation process, the following is recommended:

- ✓ The process of recruiting the evaluators is better to start before the end of the planned activities, to allow data collection a while after the closing of the programme activities, while the service users as well as the staff still have fresh information to input to the evaluation¹¹.
- ✓ At least, during evaluation recruiting and the inception phases, it is better to have a team of three focal points working together. One from the UNICEF CPI staff, another from the SWF CPI staff (both should have been involved in the CPI throughout the whole period), and a third from the UNICEF Evaluation Unit to ease providing the evaluators with the needed information/documents directly when needed.
- ✓ Also the three staff, mentioned in the last point, can contribute to writing the evaluation TOR, as they would have more information about which elements are relevant and which are irrelevant, according to what they know from the actual implementation of the programme
- ✓ Though, some KIs preferred international evaluators, because they might have wider experience and might inform with different practices of similar programme in other countries, a national team of evaluators will be more aware of the country context, and the targeted populations needs and situation. Furthermore, with reference to the CPI limited resources and limited results so far, a national team could be sufficient.
- ✓ The so far targeted areas are generally saved for field visits. However, the process of getting the licenses from the authority should be taken into consideration. Some in-advance agreements/arrangements with the authorities will be beneficial in this regard.
- ✓ Concerning data collection challenges related to the service users always changing addresses and/or contact details, and the far distances, the following alternatives can be taken into consideration.
 1. Using community health/committee workers to collect data: Community workers can be trained to collect data as part of their regular duties and for tracking the services users' movements if

¹¹ This is another reason of why it will be difficult to have evaluation now to the past piloting stage. It has been long time since the last targeted people were served. There is a possibility of not catching them because of changing addresses of contacts, and even if they are caught, they might not remember what happened. Talking about the first, second cycles (back to 2019) would be even more unrealistic.

needed. They can also serve as a liaison between the evaluation team and the targeted service users, helping to build trust and rapport.

2. Using mobile data collection tools and/or other data collection remote tools: Mobile data collection tools can be used to collect data in real-time, even in remote areas. This approach can reduce the time and costs associated with data collection and improve the accuracy of the data collected.

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- CPI Evaluability Assessment ToR
- Cycles Final Reports
- HML Ethics Review Board Form
- LOCs
- MEAL Reports
- Needs & Impact Assessment
- Other Project Docs
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- Project's staff & Other Stakeholders database
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ANNEXES

Annex I: TOR & ToC

1.1. Evaluability Assessment TOR

		United Nations Children's Fund Telephone UNICEF P.O. Box 725 sana'a@unicef.org SANA'A Yemen	
Consultant Contract			
CONTRACT NO. 43372390	AMDT #: 0000	ALLOTMENT ACCOUNT CODE: /7000110/4920B00000/7220140/4920B00000	ISSUING OFFICE Sana'a, Yemen
CONTRACT ENTERED INTO BETWEEN UNICEF AND (HEREINAFTER REFERRED TO AS THE CONSULTANT) 1900890975		NAME Fadhel Abdullah	
ADDRESS Hadda Street Al Oshash Village SANAA, 492 E-MAIL: fadhlab2@gmail.com		TELEPHONE NO. 777252221	
1. TERMS OF REFERENCE OR WORK ASSIGNMENT:			
<p>Purpose of Activity/Assignment Purpose</p> <p>1. The purpose of the evaluability assessment is to prepare Cash Plus for evaluation in 2022, alongside the transition of UNICEF's Universal Cash Transfer (UCT) programme to the Social Fund for Development (SFD) and eventually to the Social Welfare Fund (SWF) in future. The assessment will provide a systematic assessment of whether the programme is justified, feasibly, likely to produce useful information, and ready for meaningful evaluation. It will also provide recommendations to inform future program design in the period between the assessment and the Cash Plus evaluation. The assessment will benefit UNICEF and its partners, including the SWF, for future program planning and coordination of the Cash Plus evaluation.</p> <p>Objective</p> <p>2. The assessment will provide UNICEF, the SWF, local authorities, other UN agencies, donors, communities, private sector partners, and rights-holders with an assessment of Cash Plus' readiness for evaluation in 2022, as well as recommendations UNICEF and partners can undertake to better ready the programme for evaluation.</p> <p>3. More specifically, the objectives of the assessment are to:</p> <ul style="list-style-type: none"> • Assess the programme design's logic and structure to ensure that: there is agreement among programme stakeholders; the logic and structure are clear, relevant, plausible, valid, and consistent; and the logic and structure take account of context and complexity. • Identify gaps in the availability and accessibility of data and information that may be required for a robust evaluation; • Assess UNICEF and stakeholders' institutional contexts for the practicality and utility of an evaluation of Cash Plus in 2022; • Identify potential geographical scope for a 2022 evaluation of Cash Plus based on the above criteria; and • Provide recommendations for the adjustment of Cash Plus practices to strengthen the programme's logic and structure, ensure the availability and accessibility of data, and account for institutional contexts in preparation for an evaluation in 2022. <p>Background and Context</p> <p>4. The Yemen's six-year-old war has created chaotic, fractured and polarized differences between key fighting groups on the ground. The result is that today in a country of 30.5 million – 24 million people- require some form of humanitarian or protection assistance including 14.3 million who are in acute need. Most of the social infrastructures including health, education water and sanitation as well as social protection systems are already at the verge of collapse. Poverty was already high in the pre-crisis period, and the escalation of violence and conflict has depressed living standards further. Analysis of data from the most recent nationally representative household survey in Yemen, the Yemen Household Budget 2014, suggests that poverty was 49 per cent in 2014, and, as simulated, might have increased to around 80 per cent. Child poverty (monetary) is estimated to be 84.5 per cent.</p> <p>5. In response to the above multiple crises, UNICEF YCO is playing significant role to support to poor and most vulnerable children and their families. To increase the impact of the Emergency Cash Transfer (ECT) Project, later renamed the Unconditional Cash Transfer (UCT) Project, UNICEF has introduced Cash Plus Initiative.</p> <p>6. Cash Plus refers to complementary programming in which Cash Transfers are combined with other modalities or activities (CALP, n.d.). While cash transfers can be effective alone in the most ideal circumstances, the effect of cash transfers can be constrained by behavioural mediators, such as financial security, or broader moderators, such as quality or availability of and access to basic services (UNICEF, 2017).</p> <p>7. There are two common modalities for delivering the 'plus' component. One is providing access to services such as through the provision of additional benefits or in-kind transfers, information or behaviour change communication, or psycho-social support. The other one is facilitating linkages to services provided by other sectors, such as through direct provision of access to services, or facilitating linkages to services.</p> <p>8. The Yemen UCT Project is disbursing unconditional cash transfers to 1.5 million beneficiary cases across all Yemen's governorates and districts and impacting about 9 million people. Those benefiting were identified through the SWF list pre-conflict; and are amongst the poorest in the country. The UCT Project has delivered nine payment cycles to date, having reached an average of 1.4 million people per cycle. Each beneficiary receives the same benefit amount provided by the SWF prior to the conflict, ranging between 9,000 YER and 18,000 YER per quarter, depending on the size of the household. Evidence from post- distribution monitoring (PDM) surveys confirm that over 90 per cent of recipients use this cash for food, about one in four to cover medical expenses, and one in five to pay back debts.</p> <p>9. At the current exchange rate, the amount received by each beneficiary corresponds to 24 per cent of the minimum food basket. The large scale of the project coupled with concerns on long-term sustainability in case of an eventual handover of the project back to the SWF, does not envisage the increase in entitlement amount. By linking people to services, the Cash Plus initiative has the potential to increase the impact of the cash transfers in the lives of its participants.</p> <p>10. The objectives of the initiative include:</p> <ul style="list-style-type: none"> • Enhance access to services, and maximize benefit for the UCT recipients and their family members by leveraging on existing resources contributing to the household welfare indicators; • Pilot strategies for cross sectoral collaboration with the objective to break silos and maximise benefits to people; and • Contribute towards strengthening of the SWF institutional systems. <p>11. Since the sixth payment cycle of UCT Project, UNICEF Yemen launched a pilot Cash Plus initiative. Cash plus combines cash transfers with complementary support to maximize the positive impacts of the cash transfers. The Cash Plus links cash recipients to UNICEF supported programmes in health, nutrition, education, and child protection in coordination with UNICEF programmes. The initiative was first piloted in one district of Amanat Al-Asimah and succeeded in supporting families to access services. This included life-saving support where SAM and suspected cholera cases were identified and referred to healthcare services. Hundreds of children were able to get their birth certificates. These positive results led to an expanded phase two pilot during the UCT seventh payment cycle in four districts in two governorates. During the second phase of Cash Plus, awareness raising on COVID-19 preventions at family level were conducted. Even though it was suspended during the UCT eighth payment cycle due to COVID19, Cash Plus 3rd and 4th cycles were successfully implemented during the UCT ninth and tenth payment cycles. The table below summarizes the number of participants and their locations in the four cycles, as shown in the attached ToR.</p> <p>Scope</p> <p>The assessment will cover the time period from October 2019 - September 2021 and include Amanat Al Asimah and Sana'a governorates, in which Cash Plus has been implemented.</p> <p>Work Assign</p>			
ent nment Overview			
Contract nu		Page 1 of 7	
Issuing office: Sana'a, Yemen			

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Evaluability Assessment Questions

12. The key questions for this evaluability assessment are structured around the three key factors in evaluability: project design; data and information availability and accessibility; and contexts. In addition, given the current context of Yemen, which faces both conflict and now COVID-19, the criteria selected have been chosen because they are the most relevant and manageable criteria that can be employed to assess the evaluability of the Cash Plus program. Thus, the assessment aims to answer the following questions:

Project Design (Logic & Structure)

- i. Does Cash Plus have a theory of change, baseline, and monitoring framework in place? Have those documents been endorsed by UNICEF partners? How reliable and relevant are they to the program as implemented?
- ii. What evidence does UNICEF have that Cash Plus' objectives can be achieved, given the planned interventions, within the lifespan of its funding, based on the contexts of Yemen and similar interventions elsewhere? Which linkages in the theory of change (formal or informal) will be most critical to the success of the program?

Data and Information Availability and Accessibility

- iii. How available, accessible, and reliable is the documentation (e.g., project proposal, progress reports, past evaluations, other commissioned studies, lists of service users, indicators) of Cash Plus, relative to what could have been expected? If not, is it feasible (with existing staff labor and funding) to make it available, accessible, and reliable by the time of any potential evaluation?
- iv. Will data and information be available and accessible for each of Cash Plus' indicators during the time of the program's intervention for a control group?

Contexts (Practicality & Utility)

- v. What are the physical security risks to collecting evaluation data face-to-face for Cash Plus?
- vi. Are stakeholder expectations of a future evaluation realistic, given the project design, likely data availability, and stakeholder roles? What Cash Plus evaluation questions are of interest to whom? How may previous evaluation experiences affect stakeholders' interest in, commitment to, and perception of a future evaluation?

Stakeholders

13. The following stakeholders have been identified for this evaluability assessment:

- Social Welfare Fund
- Communities affected
- Donors
- Third party monitors

Methodology

14. Given the nature of the program, data availability, and the current context of COVID-19, this assessment will collect primary data from UNICEF and its partners and will make use of existing secondary data and other forms of documentation. There are Cash Plus data available, such as demographic data, needs assessments, referral data, progress reports, and program visit data; however, there are gaps in the available data.

15. Due to the current security situation in Yemen, the spread of COVID-19, and the nature of the assignment, the assessment will not collect data from users of Cash Plus services. The selected assessment consultant will be requested to refine and submit the final detailed methodology for review by UNICEF at Country Office, Regional.

Office and NY Headquarters level at the inception phase. UNICEF anticipates that the methodology will include a desk review of available documentation as a part of the inception phase.

Inception and Desk Review

16. The assessment manager will organize a briefing for the assessment consultant at the time of the signing of the contract. By the time of the briefing, the assessment consultant will receive all documents required for the writing of the inception report and desk review. After the briefing, the assessment consultant will have one week to develop the inception report, which should include an elaborated methodology as well as a workplan with timeline and data collection instruments. Requests for additional documents and data should also be made at this time. The desk review should include a review of Cash Plus' program records and related data. Program managers will provide data that are readily available from various sources.

17. After the submission of the inception report, UNICEF will have one week to provide feedback and obtain any ethical clearance required. The assessment consultant will then have one additional week to revise and submit the final inception report.

Data Collection

18. After final methodology and data collection instruments are finalized at the inception stage, data collection will begin. All interviews should be remote. Data collection for this assessment will be limited, as most of the information needed for the evaluability assessment rests with UNICEF and its partners. When organizing interviews, the consultant will work with the Assessment Manager to arrange a draft schedule of interviews to reduce burden on the UNICEF staff and partners.

Data Analysis and Reporting

19. Given the sensitive context of Yemen, the assessment consultant should pay special attention to data quality control. The assessment consultant team, working together with UNICEF, will exercise data quality control mechanisms intended to preserve the integrity and confidentiality of the data. Quality control measures should be included in the inception report, including confidential handling and storage of evaluation data, as well as culturally-sensitive and ethical data collection (according to UNEG standards) and ethical conduct.

20. Data analysis should be guided by the evaluation questions, and the final report should be structured around each topic area of the evaluability assessment: – Project Design (Logic & Structure); Data and Information Availability and Accessibility; and Contexts (Practicality & Utility) - instead of individually by question. Data should be triangulated across sources.

21. The final report should be shared with the Assessment Manager for comments. The draft report should be organized around these criteria, and should be comprehensive and provide detailed and specific results and conclusions, as well as clear recommendations for improving the evaluability of the Cash Plus program based on the findings and conclusions stemming from the evaluability questions.

Ethical Considerations

22. Ethical issues and considerations as per the UNEG ethical standards for evaluation should be adhered to. This includes explicit reference to the obligations of evaluators (independence, impartiality, credibility, conflicts of interest, accountability); and ethical safeguards for participants appropriate for the issues described (respect for dignity and diversity, right to self-determination, fair representation, compliance with codes for vulnerable groups, confidentiality, and avoidance of harm).

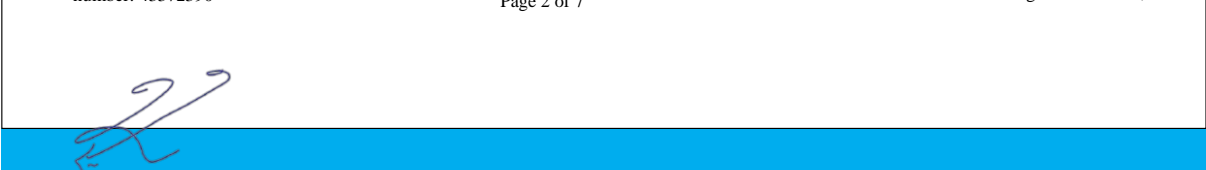
Limitations

23. The most important limitation on the evaluability assessment is the timeframe, which cannot be extended. The assessment must be completed in the planned nine weeks due to restrictions on the use of the funding allotted for it; therefore, if some potential interviewees are unavailable at the time of the assessment or do not provide timely responses, their feedback may need to be left out of the assessment.

24. In-country visits by international evaluators will not be possible. Interviews will need to be conducted by a national consultant partner and/or remotely by the international consultant if an international consultant is chosen to conduct the evaluability assessment.

25. In addition to the access restrictions listed above, given the humanitarian situation of Yemen and the onset of COVID-19, the assessment team should remain cognizant that the program staff dealing with this evaluability assessment will continue to face heavy workloads and will not be as available to respond to questions as in many other contexts globally under different circumstances. Communication should flow strictly through the Assessment Manager so as to limit further overloading already-overburdened programmatic staff; the evaluation team should be aware that tight and early coordination with the Assessment

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Manager is necessary when questions for program staff arise, and that responses could take a longer-than-average time under the current circumstances.

Governance
 26. The evaluability assessment will be funded and managed by UNICEF in collaboration with partner institutions and donors, with technical consultation with the UNICEF regional office. The Assessment Manager will supervise the consultant and approve all assessment deliverables. Stakeholders, including UNICEF’s Social Policy section, will provide the assessment team access to data and information and facilitate remote data collection via the Assessment Manager. The Assessment Manager and the consultant will hold calls to facilitate the assessment and address any challenges that arise.

Location
 27. The work will be home-based.

ICT Considerations and Data Security
 28. The assessment team will require access to some of the UNICEF internal databases and documents. Where UNICEF engages third parties to conduct monitoring on its behalf, they are obliged to implement appropriate data security measures. UNICEF data, including intellectual property rights, are the exclusive property of UNICEF and the assessment team has a limited, nonexclusive permission to access and use the data. As provided in the contract, the data will be used solely for the purpose of performing its obligations under the contract. The assessment team has no other rights under the contract, whether express or implied, to any UNICEF data or its context. To maintain the integrity of stored data, data should be protected from physical damage as well as from tampering, loss, or theft by limiting access to the data.
 29. Data stored on paper, such as on data collection tools should be kept in a safe, secure location away from public access, e.g., a locked filing cabinet. Confidentiality and anonymity should be assured by replacing names and other personal information with encoded identifiers.

30. All data collected by the assessment team at UNICEF’s request is the sole property of UNICEF. The consultant agency will hand over all reports and raw data to UNICEF upon satisfactory completion of the assessment. In terms of disposal, the assessment data will be retained for a minimum of 3 months after UNICEF approval of the assessment report and raw datasets. Paper documents will be shredded, and digitally stored information destroyed or securely overwritten. The consultant will be expected to provide UNICEF with a letter confirming that the data has been disposed appropriately. All assessment data will be stored centrally in one database by the Evaluation section.

Evaluation Process of the Proposal
 31. The consultant is requested to submit a CV and a financial proposal. Assessment will be done based on the CVs of the applying consultants on a pass/fail basis, and then financial proposals of qualified, pre-selected finalists will be evaluated for competitiveness.

Unsatisfactory Performance
 32. In case of unsatisfactory performance, the payment will be withheld until quality deliverables are submitted. If the selected organization is unable to complete the assignment, the contract will be terminated by notification letter sent 2 weeks prior to the termination date. In the meantime, UNICEF will initiate another selection process to identify appropriate candidate.

Conditions and Administrative Issues
 33. The contractor will work on its own computer(s) and use its own office resources and materials in the execution of this assignment. The contractor's fee shall therefore be inclusive of all office administrative costs.
 34. Granting access to UNICEF ICT resources for consultants/non-staff is considered as 'exception,' and therefore shall only be granted upon authorization by the head of the office on justification/need basis. This includes creation of a UNICEF email address, as well as access to ICT equipment such as laptops and mobile devices.
 35. All persons engaged under a UNICEF service contract, either directly through an individual contract, or indirectly through an institutional contract, shall be subject to the UN Supplier Code of Conduct: <https://www.ungm.org/Public/CodeOfConduct>
 36. Please also see UNICEF’s Standard Terms and Conditions attached.

Deliverables
 37. The contract will have the following deliverables:
 a. Inception report outlining the interpretation of the ToR and methodology to be applied (including perceived limitations), ethical considerations, timeframe of assignment and data collection instruments.
 b. Draft assessment report for comments. The draft report should be comprehensive and provide detailed specific results, conclusions, and clear recommendations.
 c. Final evaluability assessment report. Generally, the final report should be within the page limit of 25 pages, plus a standalone Executive Summary and appendices. However, the structure of the report should be discussed during the inception phase.
 d. The assessment team should submit all the qualitative instruments, raw data, and datasets used in analysis.

38. The report will follow the UNICEF guidelines and be cognizant of relevant UNICEF and UNEG guidelines for evaluability assessment.
 39. In the table below the timeline is laid out.

DELIVERABLES:

The contract will have the following deliverables:
 a. Inception report outlining the interpretation of the ToR and methodology to be applied (including perceived limitations), ethical considerations, timeframe of assignment and data collection instruments.
 b. Draft assessment report for comments. The draft report should be comprehensive and provide detailed specific results, conclusions, and clear recommendations.
 c. Final evaluability assessment report. Generally, the final report should be within the page limit of 25 pages, plus a standalone Executive Summary and appendices. However, the structure of the report should be discussed during the inception phase.
 d. The assessment team should submit all the qualitative instruments, raw data, and datasets used in analysis.

The report will follow the UNICEF guidelines and be cognizant of relevant UNICEF and UNEG guidelines for evaluability assessment.

Below is the timelines:

Task:
 Organize and conduct briefing meeting.
Timelines
 1 day
Task:
 Submit inception report with desk review and data collection instruments.
Deliverables:
 Draft inception report with instruments
T
 3 w
Timelines"
 eeks
 ask:



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Obtain ethical clearance and provide feedback on inception report.
 Timelines:
 6 weeks
 Task:
 Revise and submit final inception report.
 Deliverables:
 Final inception report with instruments
 Timelines:
 7 weeks
 Task:
 Collect data (primarily remotely) and analyse data.
 Timelines:
 12 weeks
 Task:
 Prepare draft report.
 Deliverables:
 Draft report
 Timelines:
 9 weeks
 Task:
 Provide feedback on draft report.
 Timelines:
 5 weeks
 Task:
 Submit final evaluability assessment with raw data and datasets.
 Deliverables:
 Final report with raw data and datasets.
 Timelines:
 1 week.

ITINERARY, MODE(S) OF TRAVEL AND STANDARDS OF ACCOMODATION:

SUBSISTENCE ALLOWANCE:

2. DURATION OF CONTRACT:

THIS CONTRACT IS SUBJECT TO THE ATTACHED CONDITIONS OF SERVICE

3. CONSIDERATION:

As full consideration for the service performed by the Consultant under the terms of this agreement the UNICEF shall pay the Consultant upon certification that the services have been satisfactorily performed/delivered.

(A) Note: Please see the table below for details on the fee.
 A total fee of: USD 8,967.00

(B) Where here two currencies are involved, the rate of exchange shall be the official rate applied by the United Nations on the day the UNICEF instructs its bankers to effect the payment(s);

(C) The fee is payable in installment s upon certification of satisfactory performance at each phase and acceptance of written report and submission of invoice

PHASE	AMOUNT
Draft Report,Cash+Evaluability assessmen	3,087.00
Final Report,Cash+Evaluability assessmen	5,880.00

Amendment Reason
 3rd Amendmnets (Non-cost extension)
 This is the fist amendment for the P.O #43340337 which will be vaild up to May 31, 2023.

The data collection for this activity has already been completed. The reporting has been delayed because the consultant has been seriously ill, and so we have been flexible in extending this contract. It is unclear how long the work may take at this point, but there is not much more to do and the consultant is now working on it at a slow but steady pace as his health allows, so it is likely that this will be the last extension needed. It is an exceptional circumstance.In addition to that the previous contract expired on 15 November 2022 and was extended with a contract break, due to global changes in the HR policy that led to a system re-configuration causing delays in contract issuance and fund issue.

I acknowledge that I have read and accept the conditions of this contract Individual C Abdullah Signature: consultant (Name):Fadhel Date: 14.02.2023	AUTHORIZING OFFICER: On behalf of UNICEF (Name and Title): DAVID LIEBER, CHIEF OF HUMAN RESOURCES OIC Signature: Date: 14.02.2023
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Consultant Contract 

General Terms and Conditions of Contract (Consultants)

1. DEFINITIONS
 1.1. In these General Terms and Conditions of Contract (Consultants), the following terms have the following meaning:

(a) "Contract" means the consultancy contract that incorporates these General Terms and Conditions of Contract (Consultants). It includes consultancy contracts issued by UNICEF, whether or not they are issued under a long-term arrangement or similar contract.

(b) "Consultant" means the person named in the Contract.

(c) "Deliverables" means the work product and other output of the Services required to be delivered by Consultant as part of the Services, as specified in the relevant section of the Contract.

(d) "Parties" means the Consultant and UNICEF together and a "Party" means each of the Consultant and UNICEF.

(e) "Services" means the services specified in the relevant section of the Contract.

(f) "UNICEF Data" means any and all information or data in digital form or processed or held in digital form that (i) are provided to the Consultant by, or on behalf of, UNICEF under the Contract or through UNICEF's use of the Services or in connection with the Services, or (ii) are collected by the Consultant in the performance of the Contract.

2. Legal Status
 2.1. The individual engaged by UNICEF as a consultant (the "Consultant") is engaged in a personal capacity and not as representatives of a Government or of any other entity external to the United Nations.

2.2. The Consultant is neither a "staff member" under the Staff Regulations of the United Nations and UNICEF policies and procedures nor an "official" for the purpose of the Convention on the Privileges and Immunities of the United Nations, 1946. The Consultant may, however, be afforded the status of "Experts on Mission" in the sense of Section 22 of Article VI of the Convention. If the Consultant is required by UNICEF to travel in order to fulfill the requirements of the Contract, the Consultant may be issued a United Nations Certificate in accordance with Section 26 of Article VII of the Convention.

3. Obligations
 3.1. The Consultant shall complete the assignment set out in the Terms of Reference of the Contract with due diligence, efficiency, and economy, in accordance with generally accepted professional techniques and practices.

3.2. The Consultant must respect the impartiality and independence of UNICEF and the United Nations and in connection with the Contract must neither seek nor accept instructions from anyone other than UNICEF. During the term of the Contract the Consultant must refrain from any conduct that would adversely reflect on UNICEF or the United Nations and must not engage in any activity that is incompatible with the policies, procedures, standards, guidance, and other administrative issuances of UNICEF (together, the "UNICEF Regulatory Framework"). The Consultant must exercise the utmost discretion in all matters relating to the Contract.

3.3. In particular, but without limiting the foregoing, the Consultant (a) will conduct themselves in a manner consistent with the Standards of Conduct of the International Civil Service; and (b) will comply with the UNICEF Regulatory Framework relating to fraud and corruption; information disclosure; use of electronic communication assets; harassment, sexual harassment and abuse of authority; and the requirements set forth in the Secretary General's Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse.

3.4. Unless otherwise authorized by the appropriate official in the office concerned, the Consultant must not communicate at any time to the media or to any institution, person, Government, or other entity external to UNICEF any information that has not been made public and which has become known to the Consultant by reason of his or her association with UNICEF or the United Nations. The Consultant may not use such information without the written authorization of UNICEF and shall under no circumstances use such information for his or her private advantage or that of others. These obligations do not lapse upon termination of this contact.

4. Title rights
 4.1. All materials created by the Consultant which bears a direct relation to, or is made in order to perform, the Contract and any intellectual property rights thereof, including but not limited to patents, copyright, and trademarks, shall be solely owned by UNICEF.

4.2. The Consultant may not distribute any materials (e.g., photography, video) without written consent from the Head of Office of UNICEF office engaging the Consultant and subject to the conditions set out in such written consent.

5. Confidentiality:
 5.1. The Consultant may not communicate at any time to any other person, entity, Government or authority external to UNICEF, any information known to the Consultant by reason of his/her/their association with UNICEF that has not been made public, except with the prior written authorization of UNICEF; nor will the Consultant at any time use such information to private advantage.

6. Data protection:
 6.1. The Consultant agrees that all UNICEF Data, together with all rights (including intellectual property and proprietary rights), title and interest to such UNICEF Data, will be the exclusive property of UNICEF, and the Consultant has a limited, nonexclusive license to access and use the UNICEF Data as provided in the Contract solely for the purpose of performing its obligations under the Contract. Except for the foregoing license, the Consultant will have no other rights, whether express or implied, in or to any UNICEF Data or its content.

6.2. The Consultant must comply with all data protection standards under applicable law and other applicable legal requirements in the collection, storage, use, processing, retention and destruction of UNICEF Data.

6.3. The Consultant will use its reasonable efforts to ensure the logical segregation of UNICEF Data from other information to the fullest extent possible. The Consultant will use safeguards and controls (such as administrative, technical, physical, procedural and security infrastructures, facilities, tools, technologies,

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practices and other protective measures) that are necessary and sufficient to meet the Consultant’s confidentiality obligations in Section 5 above as they apply to UNICEF Data.

6.4. The Consultant will comply with any guidance or conditions on access and disclosure notified by UNICEF in respect of UNICEF Data.

7. Training

7.1. Consultants may be required to undertake UNICEF mandatory trainings prior to starting their performance under the Contract. The time required for completion of mandatory trainings is part of the onboarding process and not chargeable to UNICEF by the Consultant. The Consultant certifies that all mandatory trainings have been or will be completed without delay. Mandatory trainings can be accessed via the UNICEF agora platform (agora.unicef.org), and related policies at bit.ly/UNICEFpolicies This includes the following policies: CF/EXD/2013-008 Policy Prohibiting and Combatting Fraud and Corruption; CF/EXD/2010-003 UNICEF’s Information Disclosure Policy; CF/EXD/2012-007 Amend 1. Prohibition of discrimination, harassment, sexual harassment, and abuse of authority; ST/SGB/2003/13 on "Special Measures for Protection from Sexual Exploitation and Sexual Abuse; CF/EXD/2016-006"Policy on Conduct Promoting the Protection and Safeguarding of Children

8. Travel

8.1. The Consultant will not be entitled to any separate travel entitlements under the Contract. All expenditure related to the travel plans set out in the Contract are deemed to be covered by the lump sum fee. If UNICEF determines that the Consultant unexpectedly needs to travel in addition to the travel already included in the Contract in order to perform the Deliverables, such travel shall be further added through an amendment setting out the additional fee in consideration of the additional travel requirements on the following basis:

(a) UNICEF will pay for travel in economy class via the most direct and economical route; provided however that in exceptional circumstances, such as for medical reasons, travel in business class may be approved by UNICEF on a case-by-case basis.

(b) UNICEF will reimburse the Consultant for out-of-pocket expenses associated with such travel by paying an amount not exceeding the daily subsistence allowance that would be paid to staff members undertaking similar travel for official purposes.

9. Statement of good health

9.1. The Consultant confirms that they are of good health without concern over the ability to produce all deliverables within the agreed time.

9.2. The Consultant confirms that information regarding location-specific and UNICEF-mandated inoculations was provided, and that they have received all required inoculations or will receive them, at their own cost, prior to the start of the Contract. The Consultant will comply with any further UNICEF-mandated inoculation requirements as may be communicated to the Consultant from time-to-time.

9.3. The Consultant certifies that they are fully covered by adequate medical/health insurance and that, if required to travel beyond commuting distance from their usual place or residence to UNICEF (other than to duty station(s) with hardship ratings “H” and “A”, under the list available at icss.un.org) the Consultant’s medical/health insurance covers medical evacuations.

9.4. The Consultant is responsible for and will assume all costs that may be occurred in relation to the statement of good health, inoculations, medical insurance, or evacuation.

10. Statement of good standing

10.1. The Consultant certifies that they are in good standing with prior employers, and not been subject to allegations, an investigation, or the imposition of a disciplinary measure for workplace misconduct or misbehaviour, in particular, but not limited to, sexual misconduct. The Consultant certifies that she/he/they was not subject to criminal proceedings other than minor traffic offences. In case this cannot be certified, the Consultant must declare such matters to the hiring officer prior to signing or agreeing to the Contract.

10.2. The Consultant further certifies that no family members are currently working for UNICEF in any capacity and declare towards the hiring offices the specific name/s in case a spouse is working for UNICEF, prior to signing the Contract.

10.3. Failure to declare any of the matters referenced in this paragraph renders the Contract void and UNICEF can unilaterally withdraw, rescind, or terminate the Contract without fees owed.

11. Insurance

11.1. The Consultant is fully responsible for arranging, at his or her own expense, such life, health, and other forms of insurance covering the term of the Contract as he or she considers appropriate taking into account, among other things, the requirements of Section 9 above.

11.2. The Consultant is not eligible to participate in the life or health insurance schemes available to UNICEF and United Nations staff members. The responsibility of UNICEF and the United Nations is limited solely to the payment of compensation under the conditions described in section 13 below.

12. Indemnification

The Consultant will indemnify, hold and save harmless and defend, at own expense, UNICEF, its officials, employees, consultants and agents, each entity that makes a direct financial contribution to UNICEF to procure the Deliverables and each Government or other entity that receives the direct benefit of the Deliverables, from and against all suits, claims, demands, losses and liability of any nature or kind, including their costs and expenses, by any third party and arising out of the acts or omissions of the Consultant in the performance of the Contract.

13. Service incurred death, injury, or illness

13.1. If the Consultant is travelling with UNICEF’s prior approval and at UNICEF’s expense in order to perform his or her obligations under the Contract, or is performing his or her obligations under the Contract in a UNICEF or United Nations office with UNICEF’s approval, the Consultant (or his or her dependents as appropriate), shall be entitled to compensation from UNICEF in the event of death, injury or illness attributable to the fact that the Consultant was travelling with UNICEF’s prior approval and at UNICEF’s expense in order to perform his or her obligations under this Consultant, or was performing his or her obligations under the Contract in a UNICEF or United Nations office with UNICEF’s approval. Such compensation will be paid through a third-party insurance provider retained by UNICEF and shall be capped at the amounts set out in the Procedure on Individual Consultants. Under no circumstances will UNICEF be liable for any other or greater payments to the Consultant (or his or her dependents as appropriate).

14. Full Cooperation with Audit and Investigation^s:

14.1. The Consultant will provide his/her/their full and timely cooperation with any audits, inspections, post-payment audits or investigations, including (but not

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limited to) any relevant data and documentation available for the purposes of such inspections, post-payment audits or investigations, at reasonable times and on reasonable conditions, and granting UNICEF and those undertaking such inspections, post-payment audits or investigations access to the any relevant data and documentation available.

15. Dispute resolution

15.1. Nothing in or related to the Contract will be deemed a waiver, express or implied, deliberate or inadvertent, of any of the privileges and immunities of the United Nations, including UNICEF and its subsidiary organs, under the Convention on the Privileges and Immunities of the United Nations, 1946, or otherwise.

15.2. The terms of the Contract will be interpreted and applied without application of any system of national or sub-national law.

15.3. The Parties will use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to the Contract. Where the Parties wish to seek such an amicable settlement through conciliation, the conciliation will take place in accordance with the UNCITRAL Conciliation Rules then in force, or according to such other procedure as may be agreed between the Parties. Any dispute, controversy or claim between the Parties arising out of the Contract which is not resolved within ninety (90) days after one Party receives a request from the other Party for amicable settlement can be referred by either Party to arbitration. The arbitration will take place in accordance with the UNCITRAL Arbitration Rules then in force. The venue of the arbitration will be New York, NY, USA. The decisions of the arbitral tribunal will be based on general principles of international commercial law. The arbitral tribunal will have no authority to award punitive damages. In addition, the arbitral tribunal will have no authority to award interest in excess of the United States Federal Reserve Bank of New York's Secured Overnight Financing Rate (SOFR) then prevailing and any such interest will be simple interest only. The Parties will be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

16. Payment terms

16.1. Payment of fees to the Consultant, including each installment or periodic payment (if any), is subject to the Consultant's full and complete performance of his or her obligations under the Contract with regard to such payment to UNICEF's satisfaction, and UNICEF's certification to that effect.

16.2. Unless expressly stated otherwise in the Contract, the fee is inclusive of all costs, expenses, charges or fees that the Consultant may incur in connection with the performance of its obligations under the Contract. The fee and agreed terms and conditions are understood as inclusive of all associated liabilities, including without limitation any end-of-service indemnity and social security contributions, and compensate for any and all Services provided under the Contract as well as any other benefit or entitlement. It is understood and agreed that the Consultant will not request any change to the fee after the Services or Deliverables have been provided and that the fee cannot be changed except by written agreement between the Parties before the relevant Service or Deliverable is provided. UNICEF will not agree to changes to the fee for modifications or interpretations of the scope of work if those modifications or interpretations of the scope of work have already been initiated by the Consultant. UNICEF will not be liable to pay for any work conducted or materials provided by the Consultant that are outside the scope of work or were not authorized in advance by UNICEF.

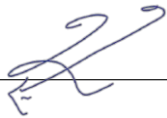
17. Termination of Contract

17.1. Either Party may terminate the Contract before its specified termination date without cause by giving notice in writing to the other Party. The period of notice shall be five (5) business days (in the UNICEF office engaging the Consultant) in the case of a Contract for a total period of less than two (2) months and ten (10) business days (in the UNICEF office engaging the Consultant) in the case of a Contract for a longer period; provided however that in the event of termination on the grounds of impropriety or other misconduct by the Consultant (including but not limited to breach by the Consultant of the UNICEF Regulatory Framework), UNICEF shall be entitled to terminate the Contract without notice.

17.2. If the Contract is terminated in accordance with this Section, the Consultant shall be paid on a pro rata basis determined by UNICEF for the actual amount of work performed to UNICEF's satisfaction at the time of termination. UNICEF will also pay any outstanding reimbursement claims related to travel by the Consultant. Any additional costs incurred by UNICEF resulting from the termination of the Contract by either Party may be withheld from any amount otherwise due to the Consultant under this Section.

18. Taxation

18.1. UNICEF and the United Nations accept no liability for any taxes, duty, or other contribution payable by the Consultant on payments made under the Contract. Neither UNICEF nor the United Nations will issue a statement of earnings to the Consultant.



Assumptions

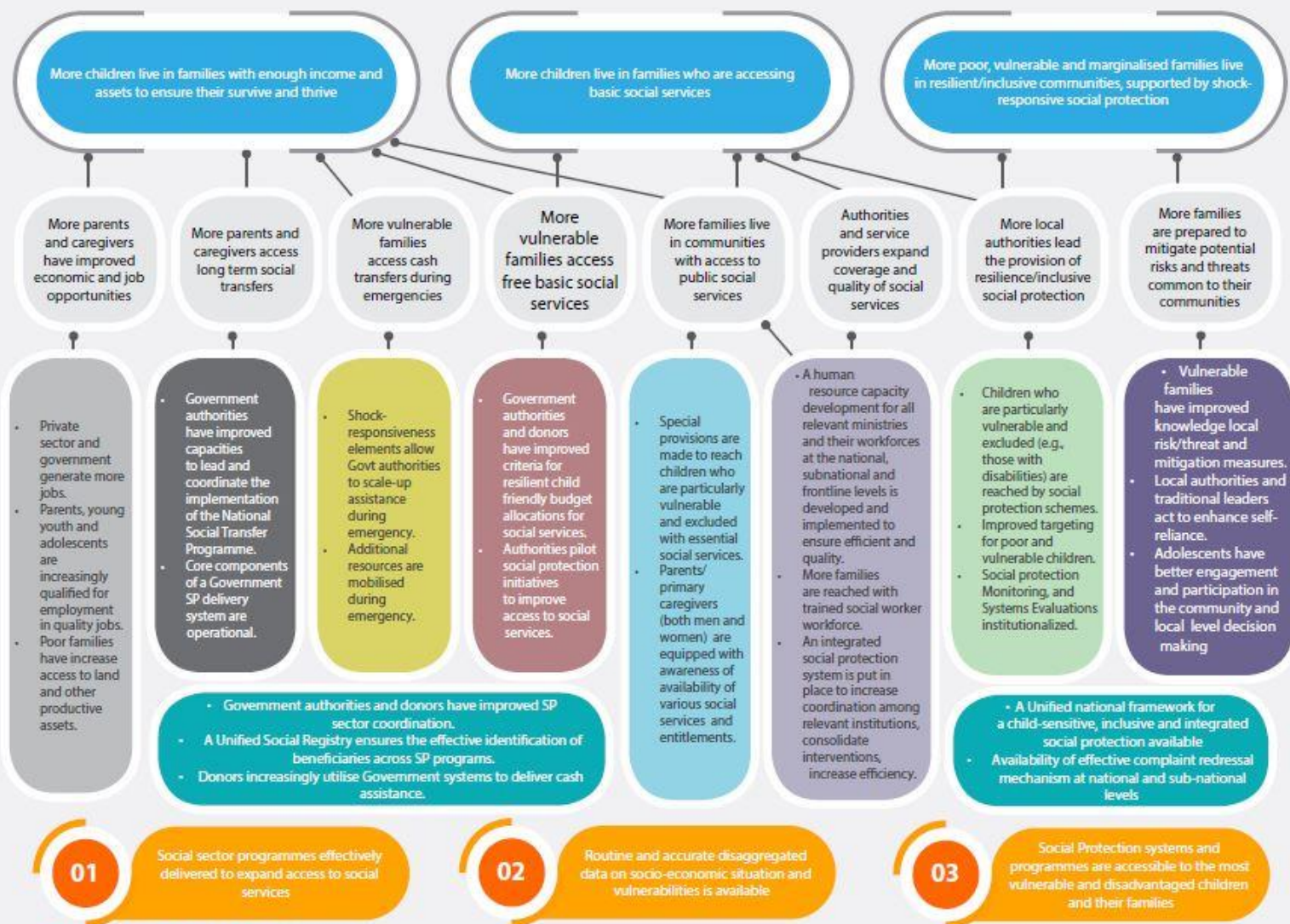
- Social policy programming, including data collection and analysis, continues to be supported by the GoY and de-facto authorities at both national and local level
- Enabling environment in terms of accessibility and security allows UNICEF to innovate and pilot new models even in a fragile context of Yemen

Risks:

- Limited/lack of funding for social policy projects
- Limited/lack of interest from donors to support individuals/children with disabilities
- Access-related constrains (network outages and difficult geographical terrain) and liquidity shortages negatively impacting the implementation of the required activities

DESIRED STATE:

Fewer children in Yemen and their families live in poverty (income and multi-dimensional) and more have access to adequate social services to enable them to reach their full potential.



CURRENT SITUATION:

Too many children in Yemen and their families are poor f(income and multidimensional) and cannot access adequate social services to develop to their full potential

Annex II: Findings Summaries

2.1. Graded System Matrix (Score Card) with findings:

Evaluability Area	Evaluability Parameter	Assessment Statement	Points Score						Short assessment and recommendations
			Satisfactory	Somewhat satisfactory	Unsatisfactory	Not applicable /Not available	Total Score	Percentage	
			2	1	0	NA		%	
1. Programme (CPI) Design, Logic & Implementation Area	1.1. Programme ToC and design parameter	1.1.1. Clear ToC.				NA			The available ToC and framework belong to the activities of the Social policy Unit in general (the SPU is the UNICEF unit responsible of implementing the CPI as one of its activities). However, there was not a dedicated ToC or framework with its objectives and indicators for the CPI among the project documents.
		1.1.2. Coherent well-articulated Framework.				NA			The framework is a duplication of an integrated supporting programme that was implemented earlier by UNICEF with different type of beneficiaries. Besides, for the TOC see 1.1.1. above
		1.1.3. Clearly defined objectives.		1					The cycle’s objectives are clear and specific. However, there were not general objectives for the whole programme, otherwise they were of the whole PU. See 1.1.1. above

		1.1.4. Matching real Needs.		1				Because of the absence of a dedicated TOC and design, this cannot be judged with reference to these missing elements. However, taking into mind the type of the service users, who are classified as the poorest of the poor, and with reference to the monitoring reports, it did match the need of the targeted service users. See 1.1.1. above
		1.1.5. Identified beneficiaries.	2					The Service users are clearly defined, who are the SWF beneficiaries according to 2014 lists in the targeted districts. In addition to the immediate rapid assessment accompanying each cycle to identify the immediate needs per HHs
		1.1.6. Achievable objectives.				NA		See 1.1.1. above
		1.1.7. Valid indicators.				NA		There was not any type of pre-intervention analysis, neither baseline nor a needs assessment. The intervention was based on the assumption that as the targeted services users are of the poorest of the poor, they are in dire need to all types of support. In addition, there were some hints of those needs from the Cash Transfer monitoring reports.
		1.1.8. Consistent intervention.				NA		See 1.1.1. above
		1.1.9. Aligned with other sectors.				NA		See 1.1.1. above

		1.1.10. Clear linkage and focus.				NA		Again, because of the project design's documents absence, it was hard to assess this within this section. However, this will be visited below under implementation section, with reference to what happened.
		1.1.11. Equity considerations and Gender responsiveness				NA		See 1.1.1. above
						NA		See 1.1.1. above
		1.1.12. Clear realistic assumptions.				NA		See 1.1.1. above
		1.1.13. Agreed conception and views among different stakeholders.		1				Different views from the different interviews concerning the CPI objectives and their achievements. This might refer to the absence of the dedicated framework to the initiative as stated in 1.1.1. above.
		1.1.14. Clearly defined timeframe.		1				Though there are timeframe for each implementation cycle, they are not linked to the achievements of the objectives (short, immediate, or long term). Again, this might be due to the absence of a dedicated framework for the initiative. See 1.1.1. above.
		1.1.15. Planned implementation.		1				There are implementation plans for each cycle independently, resources are allocated and made available. Nevertheless, interviewees pointed out that these allocated resources were not sufficient, and that more resources need to be taken into consideration while planning new cycles of the CPI.

		1.1 Programme ToC and logic parameter total score & concluding comments	2	5	0		7	23%	This low score of this parameter is simply because of the absence of a dedicated ToC and/or framework with clear objectives and indicators for the CPI as an independent programme. Therefore, this section's analysis was NOT applicable/available (NA), which, consequently, affected the possibility to analyze issues in relation to them as the ones above.
	1.2. Implementation parameter	1.2.1. Matching the design.	2						Based on the separate design and execution plans of each cycle, independently, and the data from the interviews, it is yes. Activities followed the plans into great extent, with the resources planned for, and served the people it was designed for. However, still this lacks the overall plan for the CPI as a whole programme.
		1.2.2. Ready implementation resources.	2						Again for each for cycle independently, the articulated materials were available as reported by the interviewees, but they were reported also to be insufficient
		1.2.3. Qualified staff.	2						There were extensive training courses at the start of each cycle. The training used to focus on the needed skills for managing the different cases, the procedures of cases referrals and follow up, as well as refreshment about the key humanitarian principles.
		1.2.4. Monitoring system in place.			1				There are monitoring systems for each cycle and each cycle's services users independently from other cycles.

	1.2.5. Mature & stable program.		1				Based on the programme documents review and the data from the KI, there are still some work on the programme to be done before claiming maturity, starting from developing a dedicated TOC and programme document and framework.
	1.2.6. Data and system are in place.		1				For each cycle independently, and some gaps are also there.
	1.2.7. Risks are identified & mitigated.	2					For each cycle independently
	1.2.8. External/internal influences clearly defined and controlled.	2					For each cycle independently
	1.2.9. Scale up is planned.			0			No such plan was available
	1.2.10. Support for Evaluation and Evidence Building.			1			

	1.2.11. Learning is in place.	2					There are some templates for learnings, besides, this was confirmed by the different KIs
	1.2. Implementation parameter total score & concluding comments	12	4	0		16	73% Because of the lack of a hall programme plan, implementation parameters were assessed with reference to the independent implementation plan for each cycle in isolation from the other cycle. Documents as well as interview data conformed adduced planning before each cycle, availability of plan resources during the implementation, existing of monitoring system and monitoring data evidence of learning, and a good level of mitigating risks. The only gape was about the absence of a system to track the existent into which the targeted population got the services they were supposed to. And that is because the tracking process used to stop by the end of each cycle, whether the targeted users had been fully served or not. Finally, there is no current plan for scaling up.

	<p>I- Programme Design, Logic & Implementation Area total score & concluding comments</p>		<p>14</p>	<p>9</p>	<p>0</p>		<p>23</p>	<p>44%</p>	<p>Programme design and implementation area is the most important and the widest assignment area among the three availability areas. That is because it is the core area in the programme evaluation. Therefore, it is taking in depth while performing the programme availability assistant. This part has gained low score due to the absence of dedicated programme design, which makes it difficult to precisely assess this area. However, with reference to the design of each cycle independently, this score could be managed.</p>
<p>2. Data Availability and Accessibility Area</p>	<p>2.1. Already Data availability and accessibility parameter</p>	<p>2.1.1. Do baseline measures exist?</p>			<p>0</p>				<p>As said earlier under parameter 1.1., there wasn't a baseline, Furthermore, there is not current plan for doing such assessment. Different KIs seem to be sufficient with the data gathered during monitoring each cycle, and data gathered from the different interventions delivered by UNICEF</p>
		<p>2.1.2. Availability of critical data.</p>		<p>1</p>					<p>Critical data are mostly available with some certain missing areas, but still need to be well achieved to ease accessibility when needed. In addition, some critical data are still missing, especially in relation to disaggregated data of service users.</p>
		<p>2.1.3. Availability of documents.</p>		<p>1</p>					<p>Again, a good wealth of documents are available, but first, not all needed documents for an evaluation are available, nor all the available documents are easily accessible. Even the different stakeholders</p>

								do not have the same knowledge about the available documents.
	2.1. Data availability parameter total score & concluding comment	0	2	0		2	33%	Though a good wealth of documents and critical data are available and good levels of cooperation among the programme partners in providing the needed data and/or documents, there is a gap among the two partners in knowing about the available data and documents. Furthermore, this gap was clear among the staff of each partner, which made it difficult to obtain all the needed documents from the beginning of the assignment.
2.2. Possibility of collecting further data	2.2.1. There is a plan for filling in data gap.			0				There is no solid written plan to filling data gaps in. However, through the different interviews, KIs showed good level of awareness and readiness in regard to collecting further needed data.
	2.2.2. Respondents and KIs availability.	2						All primary data confirmed the availability and accessibility to service users and programme stakeholders for collecting further needed data. With the exception of the sophisticated procedures to get the licenses from the authority before collecting data.

								<p>The majority of the KIs expressed the need for the programme evaluation giving different reasons including, not limited to:</p> <ul style="list-style-type: none"> - "the need to identify the different results of the intervention", - "To know what went well to keep up, and what not and why to improve", - "To have visible results to support fundraising for the programme". <p>However, there were different views regarding whether the programme is ready now for evaluation or not yet. While some thought that they "need to know the results of the four delivered cycles so far to be able to improve the plans for more scaling up in future", other believed that "the so far results of the intervention are limited to be visible, and so it still needs to generate better results from more scaling up cycles before an evaluation", besides, some thought that " there is a need to develop a thorough programme documents including TOC and framework before starting an evaluation"</p>
	2.2.3. Need for evaluation.	2						
	2.2.4. Planned evaluation.	2						This evaluability assessment assignment is one of the planned steps for an evaluation.
	2.2. Further data collection sub-section total score & concluding comment	6	0	0		6	75%	

		II- Data Availability and Accessibility Section total score & concluding comment	6	2	0		8	57%	
3. Context	3.1. Practicalities	3.1.1. Clearly defined participation.	2						Whether in the part of the targeted service users, or the other stakeholders, participation is clearly defined
		3.1.2. Common understanding of the context.	2						Reviewed documents as well as data from the interviews showed a good level of shared understanding about the core elements of the programme and the targeted context.
		3.1.3. Accessibility to and availability of stakeholders.	2						This can be managed; no risk is anticipated in this part.
		3.1.4. Resources available to do the evaluation.		1					Available to some extent
		3.1.5. Is the defined timing for the evaluation right?			0				Referring to the findings above and the need to work on developing the programme design and other pointed out element, 2023 does not seem feasible time for having the evaluation. It would be better to start now improving the identified gaps within the programme as explained above, then it will be possible to allocate the right timing for the intended evaluation.
		3.1.6. Coordination is in place.	2						For the time being, only UNICEF and SWF are interested in and demand the evaluation. Nevertheless, others such as donors and governmental authorities can be

								shared with for better promotion and facilitation to the programme in future.	
	3.1. Practicalities sub-section total score & concluding comment	8	1	0		9	75%	In terms of practicality and utility, it seems to have a good score, reaching nine's percent. Participation is clearly defined among the different programme stakeholders, who also share a good level of understanding about the core elements and the targeted context. Critical risks are not anticipated, and no problem with accessibility to the different stakeholder was reported as well. Referring to the identified gaps with in the programme design and the limited result so far, 2023 does not seem visible for having the evaluation.	
	3.2. Demands	3.2.1. Who wants an evaluation?	2						Both partners expressed their demand for an evaluation to the programme, though they differ about if the programme is ready for evaluation or not. See 2.2.3. above for this
		3.2.2. What do stakeholders want to know?	2						Partners seem clear about what they want from the evaluation as detailed in 2.2.3. above
3.2.3. What sort of evaluation process do stakeholders want?			1					As it is a continuous type of intervention, respondents agreed about having a form of defined milestone evaluation. They differ whether to be a kind of immediate, annually or each two years review.	

	3.2.4. Ethical issues existence.	2						As UNICEF is the lead partner, UNICEF have a detailed and highly demanded ethical code of conduct, and so no constrains can be expected in this part
	3.2.5. Risks are mitigated.	2						Referring to the interviews data, participants expressed their ability to mitigate any risk or negative findings.
	3.2. Demands total sub-section total score & concluding comment	8	1	0		9	90%	Demand for the evaluation scored the highest among the other evaluability parameters showing that there is a need for having an evaluation for different reason as stated above. Notwithstanding, there were some differences in views about the best time for evaluation, whether the programme is now ready for evaluation or not, the design of the evaluation, and preferring of local or international teams for having the evaluation
	III- Context Section total score & concluding comment	16	2	0		18	82%	In general, elements of the context scored the highest among the three evaluability areas, suggesting that the demand for the evaluation as well as the possibility of delivering evaluation and the availability of the different requirement are available. However, the debate is still concerning the suitable timing, the programme readiness and the so far results visibility, which should be taken into account before deciding to have the evaluation.

<p>Grand Total Score & Closing Remarks</p>	<p>36</p>	<p>13</p>	<p>0</p>		<p>49</p>	<p>56%</p> <p>Having 64% as a total percentage from the evaluability graded checklist, with the core evaluability area of the programme design and implementation is as less as 48%, it would be difficult to have solid and reliable evaluation. Furthermore, most of the needed documents can be available, but accessing these documents will be challenges if not archived. In terms of context, it seems supported to an evaluation, with very low possibility of any serious risk, most of the KIs agreed about the need for an evaluation for different reasons, but most of the KIs thought that the programme is not yet ready for an evaluation, matching the findings of this graded scored checklist.</p>
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2.2. CPI Achievements Summary Table:

Summary of the Totals						
Cycle	period	#	Targeted HHs	Reached HHs (of the target)	Got the service (of the reach)	
					HHs	Individuals
First	October - December 2019	N	1,173	1,036	995	3,954
		%		88%	96%	
Second	Feb - May 2020	N	6,879	6,108	6,025	47,460
		%		89%	99%	
Third	January to April 2021	N	9,899	8,703	8,703	62,596
		%		88%	100%	
Fourth	June - September 2021	N	7,874	7,388	7,388	50,791
		%		94%	100%	
Grand Total		N	25,825	23,235	23,111	164,801
		%		90%	99%	

2.3. Findings related to evaluation and recommendations:

During the data collection phase, some important findings arose, which are not directly related to evaluability assessment. They are more like evaluation results. Because these issues are out of this assessment scope, these findings are tackled briefly in this annex as pullet points, accompanied with short suggestions for fixing them. This aims at taking them into account while improving the programme as far as possible¹².

Resource availability and sufficiency:

In terms of Resources, they were allocated in the cycles' plans and made available for each CPI cycle, and during the implementation. Nevertheless, the majority of the interviewees agreed that the used to be allocated resources *"were not sufficient, and that more resources needed to be generated"*. *"The second challenge is continuity without available resources which is very difficult. We are trying to implement the activities at the lowest possible costs"* a senior UNICEF staff added.

Recommendations:

- ✓ Ensure the availability or possibility of providing the needed resources, and not to leave it to the opportunity, based on the available services/fund for each cycles separately. Designing an independent programme can help seeking funds for it and may resolve this issue

Tight implementation period:

Despite the good score of the implementation parameters, KIs and desk review revealed some challenges that made the activities implementation hard-hitting. The tight implementation timeframe ranked the top among these challenges. *"The first challenge is always the timing, the preparation period is short, and the implementation is intensive within two months."* a senior UNICEF staff said, which places *"high pressures on the team and also affects the ability to track all referred cases till they all got the proposed services"* a senior SWF staff explained further. This fact also hindered the ability of monitoring and tracking the intended users for services till they are fully served (see under [Implementation Parameter](#) and under the [Recommendations](#) sections in the report).

Recommendations:

- ✓ Try to expand the time of implementations so that it can allow better implementations and follow up.

Over-loaded staff:

A key challenge appears in terms that the concerned UNICEF staff for CPI are not actually dedicated for the programme, they handle it in addition to their primary work in other sections, especially the Social policy Unit. This might cause some confusion in the work and delay in response rates.

Recommendations:

- ✓ Because of the heavy work load that the UNICEF staff is being undergoing, it highly advised to appoint/dedicate a sole team for the CPI programme. It can be as few as two people, who will be fully dedicated to the CPI, and who can make the needed arrangement and coordination with the needed sections/projects within UNICEF, and manage the coordination with outer partners.

Limited benefits of the programme:

¹² Almost all these points have been discussed further with both partners' staff during the assessment.

The programme was limited to referring the service users to other services provided by UNICEF such as basic health service and issuing official documents, which might not be considered priority for the targeted population who lack the most basic fundamentals for living, including food and drinking water. *“Coordination with the interventions of other agencies, organizations and donors (to provide better support to the targeted services users)”* a SWF field staff pointed out. So, coordinating with other humanitarian actors working in the area such as WHO, WFP, UNDP ...etc. can maximize the benefits further. Such shortage in resources, limited time, and the long distances for some cases locations, made it difficult to *“document all the cases by going to the field”* an SWF staff said.

Recommendations:

- ✓ If possible, expand the coordination/ partnership with other active humanitarian actors in the targeted areas, such as WFP, WHO and others, to expand the benefits for the targeted users.

Lack of in advance payment to the field teams”

The lack of having in advance payment to the field teams made their job even more difficult. The UNICEF system does not allow delivering the transportation fees for the field teams in advance to help teams move easily, *“field teams have to manage their own transportation and daily expenses fees to the different targeted areas, which happen to be far away from each other, and then collect their money back from UNICEF after the work is done. In most cases the selected individuals (for the field work) do not have the needed money for this, especially with the cuts of the salaries”* a senior SWF put it.

Recommendations:

- ✓ During the implementation, try to find a way for the field teams to be able to receive part of their salaries in advance to facilitate their movements and travel to the targeted HHs and following up their cases.

Services users’ misunderstanding of the expected benefits

Some knowledge shortage within the field teams about what the programme is going to support the services users with, led to people misunderstanding to the expected benefits. Some had over expectations of what is going to be given by the programme, which led eventually to feeling upset with the actually supports. Field teams focused on the need to develop *“implementation guides or manuals to clarify the work mechanism as well as the expected benefits”* an SWF field staff highlighted. Furthermore, both partners confirmed that training courses are delivered to the project teams at the start of each cycle. The training used to focus on the needed skills for managing the different cases, the procedures of cases referrals and follow up, as well as refreshment about the key humanitarian principles. However, SWF team claimed that further trainings are required, *“field teams used to have training at the start of each cycle, but we think further training is still needed, especially that field teams as well as types of services differ from a cycle into another”* an SWF staff put it out.

Recommendations:

- ✓ To avoid any misunderstanding from the service user such as over expectation of the type of supports they might get, the field teams should be well aware about the exact support they are going to refer the service users to. This precise awareness shall be informed through a focused awareness workshop and in writing through leaflets/papers to be given to each field staff. In addition, further humanitarian and personal skills training for the field teams, and developing certain manuals explaining all the programme and service like implementation can be more beneficial, and will avoid any future misunderstanding or over expectation regarding the programme.

Shortage in cooperation from the intended services providers:

Other reported challenges included unclear roles and responsibilities in the side of the intended service providers, especially the health services providers leading to low levels of coordination.

Recommendations:

- ✓ More promotion of the programme to the intended service users to ensure effective response and coordination.

A word about the SWF institutional capacity

As the future plan is to hand the whole programme back to the SWF, some questions has been trying to explore lightly the SWF capacity for it. According to the documents as well as the interviews, the SWF have a good infrastructure such branches all over the country, own buildings and fair equipment within these branches, good management structure and sufficient staff for the main branch and the branches, who are pausing currently because of the salary cuts and lack of the internal operation budget. But they can restart their work smoothly as soon as the political situation in the country gets stable, salaries and operation budget are made available. Furthermore, the SWF is supported by the law and their operation manuals, which will allow the SWF registered beneficiaries to access all the governmental services such education, health, and others freely as they were before the crises.

However, SWF KIs pointed out some critical needs for the time being for the SWF to be able to carry its responsibilities including *“financial capabilities, laptops, and updating training”* a senior SWF staff said, and that, *“we have our own building and some equipment, not like other institution who have rented buildings, this is a strength point, but they need some repairs and furniture”* an SWF staff noted out. In terms of handling and managing data, SWF have a central server that only needs *“some recent updates, adding more devices, training the team to enable the teams to operate it effectively”* an SWF staff proposed.

Annex III: Inception Report

Because of the big size, it has been attached as a separate annex.

Annex IV: Toolkits

4.1. Graded System Matrix (Score Card):

See under [Annex 2.1.](#) above

4.2. KII Protocol: English

UNICEF-CPI Evaluability Assessment

Assalam Aleekom, and welcome. Thank you for taking the time to talk to us today. My name is
. I am a freelance consultant, on behalf of UNICEF, I am leading an Evaluability Assessment (EA) for the UNICEF programme "Cash plus Initiative (CPI)" that you have been participating in, the aim of the study is to prepare the CPI for evaluation in 2022-2023. You have been selected for this study because of your role in the CPI. You are invited for to share your opinions on this topic. I want you to feel comfortable and free to share your ideas. There are no right or wrong answers

- We want you to talk from your experience.

Please be assured that your identity will be kept completely confidential, data is anonymous and will be kept confidential and safe, and that the answers I will have will be used only for the purpose of this review. Data then will be presented in the report without any reference to the identity of who said what. No risk is anticipated for any respondents participating in this study. However, participation is totally voluntarily, and you can choose not to answer all or any of the questions at any time. It will last around 45-60 minutes, if you agree, then I can start the discussion. Do you agree to take the interview? Do you have any questions before we start?

For any further inquiry now or later, please contact: Fadhel Abdullah, evaluation consultant, email: fadhlab2@gmail.com, Mobile & WhatsApp: (+967) 777252221.

Yes

No

Interview Date & Time:

yyyy-mm-dd

hh:mm

Thank you for accepting to take this interview. Please answer the following questions as detailed as possible.

» A. Demographics

Respondent name (Optional)

Gender

Female

Male

Qualification (Optional)

Age (Optional)

**Organization/Authority
Role/Position**

Years in this position

Contact number and/or Email (optional)

» B. Validation

- What is your role in the Cash plus Initiative (CPI) programme?
- Can you give us a brief about the CPI intervention?

Note to the interviewer: through answering the above two question, if the respondents showed no knowledge of the programme (CPI), thank him/ her and end the interview.

» C. Thematic Questions

» » 1- Programme Design, Logic & Implementation

1.1. How suitable do you think the CPI Theory of Change (ToC) and Framework are?

» » » Probes

1.1.1 Do you think that the CPI framework/ ToC is clear?

- Yes No

1.1.1.1 If no, why not? What are the unclear issues in the framework?

1.1.1.2 What do you suggest to make it clearer?

1.1.2 Do you think the ToC is realistic?

- Yes No

1.1.2.1 If yes, How? Please explain.

1.1.2.2 If not realistic, what do you think the problem is? And what do you suggest to improve it?

1.1.3 How do you assess the ToC assumptions? Are they realistic? And are they thorough?

1.1.3.1 Do you think these assumptions will come true or not?

Yes No

1.1.3.1.1 If not, why? What is the problem? And what do you suggest to improve these assumptions?

1.1.4 Are the expected short terms and long terms impact clearly articulated?

Yes No

1.1.4.1. If not articulated clearly, which of them is/are not clear? How do you suggest to improve?

1.1.5 In general, what do you suggest to improve the current CPI design?

1.2. How could you define the targeted CPI services users' needs besides the cash for the CPI?

According to UNICEF recent policies, the term "service users" is the equivalent of the term "beneficiaries". And so, it should be dealt with along this protocol in this sense.

» » » Probes

1.2.1 Did you have an assessment to find out their priority needs, such as a needs assessment or a baseline assessment before adopting the CPI model?

Yes No

1.2.1.1 If yes, what was the results of the assessment in general? And to how could the current CPI match these identified needs?

» » » 1.2.2 If there was no baseline assessment,

a- Why? And how could you be sure of the targeted services users' priority needs? What other data do you think the CPI model depended on to define those priority needs (e.g. users' complaints, monitoring reports, PDMs...etc.)?

b- Also, how could you define the CPI indicators and targets without data from a baseline?

c- And finally, how do you expect to assess those indicators and targets achievement?

1.2.3 Do you think the current CPI Model is the best response for the current users' priority needs?

Yes No

1.2.3.1 If yes, how?

1.2.3.2 If no, why? What is the problem? And what do you suggest to improve the CPI responsive to the users' priority needs?

1.3. Do you think CPI indicators and targets are achievable?

- Yes totally partially yes
 Not at all

1.3.1 If totally yes, how?

1.3.2 If partially or not at all, why? What is the problem? And what do you suggest to improve these indicators and targets achievability?

1.4. Does the programme have a clear and realistic timeframe?

In other words, is it reasonable and feasible?

- Yes No

1.4.1.1 If yes, how? To what extent has the implementation followed the timeframe so far?

» » » 1.4.1.2. If the timeframe is not realistic,

a- Why? What have been the challenges?

b- How were these challenges mitigated?

c- And what improvements in the timeframe do you suggest for future implementations?

1.5. Do you know if the CPI have a monitoring system/plan in place?

- Yes No

b- What kind of data could it provide? Please give examples if possible.

c- And how could you and other benefit/make use of monitoring data?

1.6. How would you comment on the CPI implementation in general?

» » » Probes

1.6.1 Has the CPI implementation so far followed its original design?

- Yes No

1.6.1.1. If yes, how? Please explain.

1.6.1.2 If not, what were the challenges? How could you or the project team deal with these challenges? And what do you suggest to improve design or the implementation for future to avoid these challenges?

1.6.2 Have the nominated materials and resources in the design for implementation been adequate and enough?

Yes No

1.6.2.1 If yes, how? Please explain.

1.6.2.2 If not, why? What was the problem or what needed resources and materials were missing or not enough? How could you or the project team deal with such insufficiency? What do you suggest for better implementation in future?

1.6.3 What type of other challenges have you faced during CPI implementation? If any, how could you overcome these challenges? And what do you suggest for future implementation to avoid such challenges?

1.7. What are your overall expectations from the CPI in general?

1.7.2 What further efforts do you suggest to reach such expectation?

1.7.3 What types of failures to reach the expectations from the CPI do you think, if any? Why? And what do you suggest to avoid such expected failures?

» » 2- Data Availability, Accessibility & Quality

2.1. How easy has it been to collect the relevant information from the primary resources when needed?

Note: Primary data are the data gathered from individuals such as service users, partners, stakeholders...etc., which are normally called primary data resources, through means such as surveys, KIIs, FGDs, or direct observations.

» » » Probes

2.1.1 How have you used to collect such needed information?

2.1.2 How easy was it to access CPI services users and other stakeholders to collect the needed primary data?

2.1.3. How cooperative were the CPI services users and other stakeholders, as well as programme staff, in providing the needed information?

2.1.4. What about licenses from authorities to gather the needed primary data from the field, how easy and fast was it to get these licenses?

2.1.5. What common quality issues, if any, were associated to the primary collected data, in particular? What do you suggest to avoid such quality issues in future?

2.1.6. What do you suggest to improve access to primary data in future?

2.1.7. What other challenges did you/ the programme staff face when trying to gather the required primary data in general?

2.1.8. What recommendation would you kindly give to the programme future evaluation team in terms of easy data collection?

2.2. How available and accessible are the CPI programme related documents for an evaluation, in general?

» » » Probes

2.2.1. Are all the programme different documents such as proposal, project description, framework/ToC, different reports and assessments, and related systems & policies such as monitoring, CFM, gender, protection, inclusion...etc. available if needed for an evaluation?

Yes No

2.2.1.1. If no, why? What is missing?

2.2.2. If documents for an evaluation are available, do you think these available documents will be sufficient for carrying an evaluation?

Yes No

2.2.2.2. If not sufficient how do you suggest to do for a thorough evaluation? What are the alternatives to the missing documents?

2.2.3. Are the available documents provide a good quality data that can be reliable and useful for an evaluation?

Yes No

2.2.3.1. If not, why? What are the quality issues? And what do you suggest to mitigate these quality issues?

2.2.4. Can all these available documents also be accessible for the evaluators?

Yes No

2.2.4.1. If yes, how can the evaluators access those available documents?

2.2.4.2. If not, what do you suggest to make them easily accessible for the evaluation team? Or what do TPM agents need to do to access these documents?

2.2.5. Are they well archived and easy to refer to?

Yes No

2.2.5.1. If not well archived, why? What is the problem? And what do you suggest to improve the programme documents' archiving?

» » **3- Context**

3.1. Do you think CPI programme really needs an evaluation?

Yes No

» » » **3.1.1. If you think yes, the CPI programme really needs an evaluation,**

a- Why does the CPI programme really need an evaluation?

b- What items/issues do you think should be evaluated? Or what do you think should be the focus of the evaluation?

And why?

c- Whom do you prefer for carrying the CPI programme evaluation, an individual's evaluator or an institution/company and why?

d- At what intervals (e.g. Quarterly, half yearly, annually...etc.) Do you suggest regular evaluation to CPI to occur? Why?

3.1.2. If you think no, the CPI programme does not need an evaluation, why not? What other alternatives you may suggest to replace an evaluation?

3.2. In case there is an evaluation, do you think the CPI programme is ready for the evaluation in 2022/2023?

Yes No

» » » **3.2.1. If you think yes, the CPI programme is ready for the evaluation in 2022/2023?**

a- How can be confident that the CPI is really ready for an evaluation in 2022/2023

b- How available Do you think the evaluation needed resources (cost, time, and personnel)?

c- In addition, to what extent do you think the evaluation needed resources (cost, time, and personnel) are justified?

3.3. Do you think the current context in the targeted areas is supporting a thorough reliable and valid evaluation or not?

Yes No

3.3.1. If yes, How? Please explain

3.3.2. If no, why not? What are the context challenges do you expect to hinder the reliable evaluation? And what do you suggest to overcome these challenges?

3.4. What results can you expect from the CPI intended evaluation in 2022/2023?

» » » Probes

3.4.1. What information/data do you really need from an evaluation to provide you to improve the CPI programme?

3.4.2. How can these results benefit programme implementation and eventually the targeted services users, in general?

3.4.3. In particular, from your current position, how can you use these results to improve the CPI next rounds, if needed?

3.4.4. What can you and your organization do to support better evaluation for the CPI programme in 2023?

» D. Closing

4.1. Do you think we missed a question that we should ask in this review?

Yes No

4.1.1 If yes, what? Please add the question/questions you may suggest.

4.2. Do you recommend us to talk to other people in particular who can provide good data in relation to this review?

Yes No

4.2.1 If yes, who are they? And what are their contacts if possible?

4.3. Any further comments?

Thank you for your valuable time and information

4.3. List of Respondents:

#	#	Section/ Entity	Job Title	Activity
First: KIIs Potential Participants				
1	1	Social Policy-Unicef	Social Policy Specialist/Chief OIC	KII
2	2	Evaluation Unit - Unicef	Evaluation Specialist (Assessment Manager)	KII
3	3	PMU & Outpost Office-Unicef	Senior Coordinator	KII
4	4	PMU-Unicef	Monitoring & Evaluation Specialist	KII
5	5	PMU-Unicef	Programme Specialist • PMU Sana'a	KII
6	6	SWF- HQ	IMSEA & Cash Plus Programme Coordinator / Supervisor	KII
Second: FGDs participants				
7	1	Social Policy-Unicef	Social Policy Officer • Programme Section, Sana'a	FGD
8		Social Policy-Unicef	Social Policy Officer • Programme Section, Sana'a	
9		Social Policy-Unicef	Individual Consultant • Sana'a, Yemen	
10	2	H&N - Unicef	Nutrition Officer • Programme Section, Sana'a	FGD
11		SBC -Unicef	SBC Officers (Social and Behavioural Change unit)	
12		PMU-Unicef	Programme Specialist • PMU Sana'a	
13		PMU-Unicef	Programme Officer - PMU O/P to Sa'ada	
14		PMR-Unicef	Implementing Partnership Mgmt. Officer • Programme Section, Sana'a	
15	3	SWF- Sana'a	Project Facilitator / Coordinator	FGD
16		SWF- Amant Al Asimah	Project Facilitator / Coordinator	
17		(CRA) Civil Registry Authority	Project Facilitator - Cash Plus	
18		SWF- Amant Al Asimah	Cash Plus Supervisor	
19		SWF- Sana'a	Cash Plus Supervisor	
20		SWF- Sana'a	Project Operation	