

UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage, Phase II

Terms of Reference for the Independent Joint Evaluation

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1. Introduction

The UNICEF Evaluation Office and the UNFPA Evaluation Office are commissioning jointly an independent evaluation of the UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage (GPECM). The evaluation is expected to provide an independent assessment of the progress made with a view of identifying key lessons learned from GPECM implementation between 2020 and 2023 of implementation and improving upon the interventions in progress.

The focus of the evaluation is both an exercise of accountability and to provide learning and insights for the global, regional and country-level management of the GPECM. In terms of accountability, it tracks and independently validates programme progress and results. In terms of learnings, it first identifies key lessons from programme implementation experience, and second, it reviews ways to improve programme management effectiveness. The evaluation recognizes in its design that the GPECM is a complex programme that is jointly managed between two organizations in each country, supported by the regional and global offices; with multiple partners and donors. The countries where the GPECM is implemented are Bangladesh, Burkina Faso, Ethiopia, Ghana, India, Mozambique, Nepal, Niger, Sierra Leone, Uganda, Yemen, Zambia.

The proposed evaluation is foreseen and budgeted for in the GPECM Phase II, 2020-2023. The evaluation will be jointly managed by the UNFPA and UNICEF Evaluation Offices and conducted by an independent team of external experts. The main users of the evaluation include UNFPA and UNICEF programme managers and practitioners at all levels who implement the GPECM; regional and country office teams; the Global Programme Steering Committee, including donors that have funded the programme; programme country governments and partners, civil society organizations and diverse stakeholders (including beneficiaries, critical institutions and households) in programme countries.

These Terms of Reference serve to outline the background, purpose, objectives and proposed scope, as well as provide details on the intended evaluation design, including proposed questions and methods. Considerations of evaluation oversight, timeline and deliverables are also included.

2. Background

2.1 The Global Programme

The global commitment to the Sustainable Development Goals by the international community, implies a commitment to end the practice of child marriage by 2030. While there are globally more than half a billion girls and women alive today who were married in childhood, the prevalence of the practice of child marriage is overall in decline. Nevertheless, there is a great variation across geographic areas and socio-economic profiles. The highest rates of child marriage are 34 per cent in sub-Saharan Africa and 28 per cent in South

Asia.¹ The COVID pandemic affected the everyday lives of girls: their physical and mental health, their education, and the economic circumstances of their families and communities. According to some estimates, these circumstances might imply that over the next decade, up to 10 million more girls will be at risk of becoming child brides.²

The UNFPA-UNICEF Global Programme to End Child Marriage promotes the rights of adolescent girls to avert marriage and pregnancy and enables them to achieve their aspirations through education and alternative pathways. Supported by the Governments of Belgium, Canada, the Netherlands, Norway, the United Kingdom, the European Union, and Zonta International, the GPECM helps households in demonstrating positive attitudes, empowers girls to direct their own futures, and strengthens the services that allow them to do so. It also addresses the underlying conditions that sustain the practice of child marriage, advocating for laws and policies that protect girls' rights while highlighting the importance of using robust data to inform such policies.

The GPECM was designed as a 15-year programme (2016–2030). The Theory of change of the programme, available in the Annex of this document, indicates that a holistic programming approach is adopted to define the interventions of. Phase I (2016–2019) aimed to strengthen critical institutions and systems in selected locations of the twelve countries where the GP is implemented, to deliver quality services and opportunities to adolescent girls, and set the foundations of attitudes, behaviors and norms against child marriage in families and communities. The Phase II (2020–2023) was designed to accelerate actions to end child marriage by enhancing investments in and support for both unmarried and married adolescent girls; by engaging key actors and increasing political support, resources, gender-responsive policies and frameworks; and by improving data and evidence on what works. Phase III (2024–2030) will have a longer-term gender transformative goal for significantly larger proportions of adolescent girls to fully enjoy a childhood free from the risk of marriage. The detailed GPECM annual progress reports, technical notes and briefs, and other relevant documents are available in the GPECM resource websites.³

¹ United Nations Children's Fund, 'Towards Ending Child Marriage: Global trends and profiles of progress', UNICEF, New York, 2021.

² United Nations Population Fund, 'Impact of the COVID-19 Pandemic on Family Planning and Ending Gender-Based Violence, Female Genital Mutilation and Child Marriage', UNFPA Information Note, UNFPA, New York, 2020; and United Nations Children's Fund, 'COVID-19: A threat to progress against child marriage', UNICEF, New York, 2021

³ <https://www.unicef.org/protection/unfpa-unicef-global-programme-end-child-marriage>, accessed on December 6, 2022

Table 1. Aim of the GPECM phases

AIMS	PHASE I: INITIAL LEARNING AND IMPLEMENTATION (2016-2019)	PHASE II (MIDTERM): EXPANDING SCALABLE MODELS (2020-2023)	PHASE III (LONGER TERM): NATIONAL COVERAGE OF MODELS (2024-2030)
Change attitudes and behaviours	<ul style="list-style-type: none"> Lay the foundations of attitude change among a critical mass of families and communities for longer-term shifts in behaviours and norms on child marriage 	<ul style="list-style-type: none"> Use the demonstration and catalytic power of (i) strengthened systems; (ii) mobilized communities; and (iii) empowered girls to further accelerate progress at significantly large scale 	<ul style="list-style-type: none"> Significantly larger proportions of girls fully enjoy a childhood free from the risk of marriage, and experience healthier, safer and more empowered life transitions, including through making choices about their education, sexuality, relationships, marriage and childbearing
Strengthen institutions and systems	<ul style="list-style-type: none"> Strengthen critical institutions and systems in selected locations and countries to deliver quality services and opportunities for a significant number of adolescent girls 	<ul style="list-style-type: none"> Scale up interventions and strengthened systems to reach more girls, locations and countries 	<ul style="list-style-type: none"> Working models are mainstreamed within and between countries Higher educational levels for girls Lower adolescent pregnancy rates
Political leadership and resources	<ul style="list-style-type: none"> Generate political will and mobilize financial resources to end child marriage 	<ul style="list-style-type: none"> Increase political and social support to end child marriage Engage more governments, donors and actors Finance and implement budgeted plans 	<ul style="list-style-type: none"> Largely local ownership, and large-scale implementation
Measurable change	<ul style="list-style-type: none"> Demonstrable change in some locations 	<ul style="list-style-type: none"> Demonstrable change in some significant locations of considerable size 	<ul style="list-style-type: none"> Decline in child marriage rates in a significant number of high-burden countries

Source: GPECM Phase II Programme Document

INTERNAL - NOT PUBLISHED

2.2 GPECM Governance

The *Joint Steering Committee* of the GPECM comprises the signatory agencies UNFPA and UNICEF, donors and at least one representative from a programme country government. It provides overall oversight and strategic direction for the GPECM and holds the decision-making authority.

The *Partners Advisory Group*, consisting of United Nations agencies, donors and civil society organizations, provides advise the Global Programme and serves as a platform for coordination and knowledge sharing for the sector at large with a variety of actors in the child marriage area.

Each participating United Nations agency, *UNFPA and UNICEF*, has programmatic, financial and reporting responsibility for its part of the GPECM. At the Headquarters offices of UNFPA and UNICEF, the *Global Programme Support Unit* (GPSU) is tasked with high-quality planning, implementation and management of the programme at its various levels. The headquarters offices are responsible for overall leadership, while headquarters and regional offices work together on programme guidance, planning, reporting, and oversight. The support unit is responsible for joint annual planning, review and monitoring of the programme for submission and approval to the Steering Committee. UNICEF, as the Administrative and Convening Agent, takes the lead and management of the GPSU. It is also responsible for the consolidated annual global narrative and financial report.

Drawing from both UNFPA and UNICEF technical experts, there are also technical advisory groups to advise on sector-specific aspects of country strategies around key annual milestones and work streams such as planning, monitoring, research, communication and advocacy.

2.3 Overview of relevant GPECM evaluative work and research

The Evaluation of the GPECM Phase I, 2016-2019, conducted in 2019 jointly by the evaluation offices of UNICEF and UNFPA, concluded that all the stakeholders saw the GPECM leadership as critical to accelerating the end of child marriage. The complementarity of the capabilities of UNFPA and UNICEF supported the convergence of a multi-sectoral approach that is vital to tackling the complex issue of child marriage. The evaluation made eight strategic recommendations calling for: leveraging normative leadership; moving the global framework towards country contextualization; consolidating and strengthening the evidence base and knowledge management; defining and monitoring 'jointness', convergence and complementarity; strengthening and contextualizing monitoring and reporting systems; further investing in human resources; strengthening the programme design; and finding funds or structuring the programme according to resource availability.⁴

Overall, eight evaluations on child marriage programmes have been conducted across regions and countries in 2020 and 2021. At the global level, in 2021, the evaluation offices of both UNICEF and UNFPA conducted an assessment of the GPECM adaptations in response to the COVID pandemic, which provided recommendations and insights to adjust the country level programmes for the year 2022.⁵ With the objective of improving the availability, quality and timeliness of data and evidence, the GPECM Phase II has supported and engaged in diverse key activities, while maintained the elaboration of the biannual publications catalogue:

- Internally, the Strategic Technical Assistance for Research (STAR) Initiative to end harmful practices, provides high-quality research and analytical support to UNICEF and UNFPA country and regional offices seeking technical support, leads evidence synthesis to identify and address prioritised evidence gaps, and promotes the use and uptake of evidence by policymakers, practitioners and researchers. Externally, the Child Marriage Research to Action Network (CRANK) intends to coordinate with global research efforts from diverse organizations.
- The Impact Feasibility Assessment of the GPECM, is an exercise managed by the evaluation offices of UNICEF and UNFPA, to provide an expert, independent assessment of the opportunity design and conduct rigorous independent impact evaluations on potentially scalable community led interventions within the GPECM.

⁴ The complete evaluation report and annexes can be consulted here:

<https://www.unicef.org/evaluation/reports#/detail/16498/joint-evaluation-of-unfpa-unicef-global-programme-to-accelerate-action-to-end-child-marriage>. The actions undertaken by the GPECM management, following the evaluation recommendations, can be consulted here: <https://evaluationreports.unicef.org/GetMRPdf?documentID=16498>. Links accessed on December 6, 2022

⁵ The complete report, the analytical briefs, and the twelve country reports, can be consulted here:

<https://www.unicef.org/evaluation/reports#/detail/18405/joint-assessment-of-adaptations-to-the-unfpa-unicef-global-programme-to-end-child-marriage-in-light-of-covid-19>, accessed on December 6, 2022

- The GPECM Support Unit provide technical support to the Implementing Partners including UNFPA and UNICEF Country Offices towards the strengthening of the monitoring and reporting data systems. This is expected to help building the capacity of implementing partners, including UNFPA and UNICEF Country Offices, implementing the Global Programme, for the measurement and documentation of results.

3. Purpose and Objectives

The purpose of the evaluation is to support identifying and integrating learning among stakeholders at all levels, and to support the programme accountability for the results achieved. The evaluation will serve programming and management purposes as the second phase of the programme, 2020-2023, is nearing its conclusion. In this view, the evaluation is expected to take stock and capture the changes the programme has gone through in this phase, to assess progress made in different country contexts, to assess the integration of gender-transformative approaches in this phase. This is intended to support learning among key stakeholders to inform the design of the next phase of the programme.

In line with its purpose, the primary objectives of this evaluation are to independently assess progress towards and achievement of results and the management of the GPECM and recommend changes if appropriate. The evaluation will also help to improve programme implementation and management by identifying good practices and lessons learned from the first phase of its implementation. The specific objectives are:

- a. Assessing the results achieved against objectives.
- b. Assessing the sustainability of the results achieved.
- c. Assessing the extent to which issues of human rights, cultural sensitivity, equity and gender equality have been taken into consideration in programme implementation. Particular consideration will be given to the adoption and use of gender-transformative approaches.
- d. Assessing the efficiency of implementation by both agencies.
- e. Assessing the effectiveness of the joint management modalities at global, regional and national levels.
- f. Assessing the extent of coordination with partners at the various levels of the programme (global, regional and Headquarters).
- g. Produce clear conclusions and recommendations, identify lessons learned and good practices that support and inform decision-making for the programme

The primary intended audiences and users for this evaluation are the UNFPA and UNICEF GPECM management, the broader child protection programme divisions at headquarters, and GPECM regional office and particularly country office levels with responsibilities with the GPECM; the donors; the programme governments and implementing partners.

4. Scope

This exercise will cover the GPECM Phase II period, and all levels (countries, regions, headquarters) as well as the relevant units for the GPECM. Key aspects of evaluation scope are summarized in the following table:

Table 2 Evaluation scope

Area	Scope
Timeframe	The evaluation will cover the implementation of the programme during the period of 1 January 2020 to the time of the conduct of the evaluation data collection by the second quarter of 2023, although it uses GPECM planning and reference documents covering the whole phase II period
Levels	All relevant programme levels from both agencies: relevant units at headquarters level, regional offices and country offices
Geographic	Twelve GPECM countries: Bangladesh, Burkina Faso, Ethiopia, Ghana, India, Mozambique, Nepal, Niger, Sierra Leone, Uganda, Yemen, Zambia. With deep dives in four of the countries.
Programme context	All contexts where the programme operates will be included

5. Evaluation criteria and questions

The evaluation questions will be informed by the Organization for Economic Co-operation and Development Development Assistance Criteria (OECD-DAC) criteria of relevance, effectiveness, efficiency, coherence and sustainability. The evaluation questions are articulated around the key objectives and scope of the exercise and further focus the evaluation criteria. The evaluation questions and sub-questions below are indicative and will be finalized during the inception phase.

Program Relevance

- To what extent are the activities and outputs consistent with its goal, objectives, intended outcomes and impacts?
- Are the activities and outputs of the Program consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the program consistent with the intended outcomes, and impacts?

Programme Effectiveness

- Is there adequate evidence to indicate whether the Program is advancing towards the achievement of its goal and objectives?
- To what extent the phase II has progressed as planned at the onset of the period? Are there unexpected results (positive or negative)?
- What have been supporting and constraining factors in terms of progress towards and achievement of results and why?
- To what extent has the programme been implemented following a human rights, gender equity and culturally-sensitive approach?
- To what extent has the programme ensured that those most left behind are reached?

Programme Efficiency

- How and to what extent does the Program present Value for Money
- To what extent has the programme made good use of human, financial and technical resources in pursuing the achievement of results?

Programme Coordination

- To what extent is the joint governance structure and management structure effective at all levels of the GPECM to facilitate results and efficient delivery?
- To what extent are the monitoring, reporting, financial and human resource management systems in place and working effectively?
- To what extent has the GPECM had a catalytic effect at the different levels (global, regional and country) and in the broader global community and national governments?
- To what extent has cooperation with the programme's implementing partners been efficient and effective?
- To what extent have complementary interventions contributed to reaching girls through multiple interventions?

Programme Sustainability

- To what extent the changes made throughout the programme will be legacy of the interventions conducted as part of the programme?
- To what extent is learning from other components informing design and implementation of activities?

6. Evaluation approach

The evaluation will employ a mixed methods approach and draw on quantitative and qualitative data and methods of analysis. These complementary methods and collection of different sources of data will be deployed to ensure that the evaluation is participatory and integrates the spectrum of voices required, and to triangulates the data collected to increase reliability and validity of results.

The evaluation will be focused on the GPECM performance against goals and targets during the period covered. The analysis will be based on the intended outcomes, outputs, activities and the contextual factors that may have influenced the implementation of the programme. This approach is theory-based in that it relies on the Theory of Change, the GPECM results framework with indicators and targets, as references to make judgements. The analysis of the programme's theory of change will play a central role in the design of the evaluation, in the analysis of the data collected, in the reporting of findings, and in the development of conclusions and of relevant and practical recommendations.

The evaluation will assess and identify lessons and good practices, in line with its primary learning focus, to ensure that there are learnings extracted that can inform the revision of the programme design and future implementation of the programme. The relevant learnings will be shared in real-time with the GPECM management team at headquarters level, to allow for their use to shape the design and work plans of the next phase of the GPECM.

7. Evaluation methods and analysis

In accordance with the approach described above, it is expected that diverse data collection methods are going to be used. The evaluation is expected to draw on the large amount of available GPECM monitoring data, administrative data whenever available, studies, evaluations.

- **Comprehensive document review:** the evaluation will review and analyse a set of key documents including annual reports at the global, regional and country levels; work plans and strategies; reviews, assessments, studies and evaluations; and other relevant documentation identified through the process and especially at the inception phase.
- **Secondary data analysis:** this includes the analysis of administrative and secondary data, either performance monitoring data, financial data and human resource data.
- **Key informant interviews, focus group discussions:** interviews and other consultations will be conducted with a select number of staff and partner key informants from the headquarters, regional and country offices from a wide range of stakeholders, to provide context, perceptions and background on facilitating and hindering factors.
- **Deep-dive studies:** 4 countries will be selected as deep-dive case studies, to deepen understanding of particular programmatic issues or themes. The evaluation team might have to conduct field missions to these countries. In these countries, the team will consider during the inception phase the inclusion of beneficiaries in data collection; for them, it will be strongly encouraged and supported the use of child-focused data collection methods. The selection of countries will be done during the inception phase, and the process will consider inclusion of diverse levels of development indicators; geographic coverage across regions; humanitarian-development spectrum; role and dimension of GPECM funding in the countries; programme patterns.
- **On-line surveys:** the evaluation will gather quantitative and qualitative data from a wider array of stakeholders, including UNICEF and UNFPA staff, implementing partners, and others if needed.

The data analysis is expected to include at least the following:

- Descriptive analysis to identify and understand the contexts in which the joint programme has evolved, and to describe the types of interventions and other characteristics of the programme.
- Content analysis of documents to analyse documents, interviews, group discussions, focus groups notes, qualitative survey data and other qualitative data, to identify common trends, themes and patterns, using coding and other qualitative analysis methods.
- Quantitative analysis includes detailed assessment of performance monitoring data, data from surveys conducted, and information from the joint programme reports, country level studies and reports, and financial data.

The analysis is expected to be supported with appropriate and relevant software (e.g. QDAMiner, MaxQDA, Kobo, Survey Monkey, Lime Survey, R, etc...). Analysis plans should fully integrate these expected, differing evidence streams.

Data analysis will proceed with consolidation of information drawn from each method through use of an evidence matrix which also serves as basis for triangulation. Triangulation will be conducted across methods (e.g. document review, secondary analysis) and across sources within single methods (e.g. key informant). UNICEF and UNFPA welcome the use of diverse and innovative evaluation methods and this will be considered in the selection of evaluation proposals. Each component analysed will be synthesized to form the evaluation findings and conclusions. The inception paper will describe the analysis plan for each method as well as the overall approach to the triangulation and synthesis.

There are potential limitations and risks. They will be considered in the inception phase and mitigation strategies described in the inception report. All limitations and risks, and their proposed mitigation strategies, will be communicated with the management team as soon as they are identified, to allow time to share views and react in the best possible manner.

Table 3. Examples of potential risks and limitations

Risk	Mitigation Strategies
Availability of quality data, including timely availability of key informants	The use of alternative, complementary data collection methods (or informants) will be encouraged. Primary data collection may be considered, particularly in deep-dive countries where field missions may be conducted. The use of local evaluation capacity in case study countries, to support data collection, is strongly encouraged as a mitigation strategy – the management group will facilitate administrative processes and will discuss this with the evaluation team.
Tight deadlines / timeframe for the evaluation	Some parts of the evaluation may be overlapped. For instance, during the inception phase, ethics review process may be initiated at early stages, data collection and documentation review may start in parallel during this phase; data coding may start in parallel to data collection, etc.

8. Ethical considerations

The evaluation team is expected to follow the UNICEF and UNFPA standards on evaluation ethics and quality; guiding documents are publicly available and will be provided to the team. They are consistent with the United Nations Evaluation Group (UNEG) norms and standards, the UNEG Ethical Guidelines and UNEG Code of Conduct and the UNICEF Procedure on Ethical Standards in Research, Evaluation and Data Collection and Analysis. The evaluation will ensure:

- Respect for rights of individuals and institutions: The evaluation team will accord informants the opportunity to participate voluntarily while maintaining their anonymity, and to make an independent decision to participate without pressure or fear of penalty (informed consent/assent). Also, interviewers will assure respondents that information would be confidential, and that reports would be written such that responses/contributions would not be traced back to them. Interview notes and any recordings will be accessible to the team members only.

- Respect for cultural identities and sensitivities: Variances in ethnicities, culture, religious beliefs, gender, disability, age will be respected. As a result, evaluation processes will be mindful of cultural settings, developmental status and evolving capacities/ages of children and other stakeholders, and the needs of the respondents and rights-holders that programmes are supposed to serve.
- Professional responsibilities and obligations of evaluators: The evaluation team will exercise independent judgement and operate in an impartial and unbiased manner. During data collection, any sensitive issues and concerns will be addressed through the appropriate mechanisms and referral pathways. A protection protocol will be in place for each setting where data collection involves children and community members.

As noted above, and as per Evaluation Office standard procedure, the evaluation design will undergo ethical review during the inception phase. Ethical approval will be sought from the UNICEF Institutional Review Board or designated subsidiary prior to implementation. The possibility of seeking in-country approval by the competent national authorities will be studied, particularly where children will be involved in data collection.

9. Evaluation management structure

The evaluation will be led by the management group (MG), with the UNICEF Evaluation Office and the UNFPA Evaluation Office. The management group will be chaired by the Evaluation Specialist of the UNICEF Evaluation Office. The evaluation will be conducted by an evaluation team selected on competitive basis and according to performance and demonstrable ability. The MG will be responsible for the day-to-day oversight and management of the evaluation: budget management, quality and independence of the evaluation and guarantee of its alignment with UNEG Norms and Standards and Ethical Guidelines; quality assurance checking that the evaluation findings and conclusions are relevant, and recommendations are implementable; dissemination of the evaluation findings and follow-up on the management response.

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

The MG role involves day-to-day support to all aspects of the evaluation process, including facilitating access to data, communications and meetings; providing input to key methodological and strategic choices and decisions; and managing all contractual aspects including the evaluation budget. The MG members may participate in key informant interviews and other activities during implementation. The MG provides a first quality review (i.e. zero draft) of all evaluation tools and deliverables presented by the evaluation team before key deliverables are shared with the Evaluation Reference Group or other stakeholders. The MG will also produce the final report version before copy-editing and layout and co-lead the authorship of the final deliverables if necessary.

The Evaluation Reference Group (ERG) was created and met first in December 2022. It consists of a mix of UNICEF and UNFPA managers and advisors from the three levels (headquarters, regional, country) and members from donor countries. The ERG will serve as an advisory organ for the evaluation, providing

substantive technical inputs, facilitating access to documents and informants, and ensuring the high technical quality of the evaluation products as well as organizational learning and ownership of the exercise. The ERG may play a role in implementation of management response actions.

9.1 Quality assurance standards and processes for evaluations

The evaluation team will conduct quality control of all outputs (including drafts) prior to submission to the MG. Quality assurance based on [UNEG](#) and [UNICEF](#) norms, standards, processes and tools is expected.

Levels of quality assurance:

- The first level of quality assurance of all evaluation deliverables (including drafts) will be conducted by the evaluation team, ultimately the team leader, prior to submitting the deliverables to the evaluation management group.
- The second level of quality assurance of the evaluation deliverables will be conducted by the evaluation MG.
- The third level of quality assurance of the evaluation report will be conducted by the ERG.

Draft deliverables are first to be shared with the management group for quality assurance and, once approved, will be more widely disseminated to key stakeholders for comments. Comments received are expected to be transparently addressed by the evaluation team when providing the revised version of the reports (for example, by providing a track-change performance or log file of comments and remedial actions). Deliverables will only be approved when they are judged to be of sufficient quality by the management group and if comments have been adequately addressed.

All reports must be in Microsoft Word format and presentations preferably in Microsoft PowerPoint. The evaluation team will submit no PDF or hard copy (if so, only in addition). All data collected for the evaluation, documentation gathered, photos/videos taken, and analyses produced will be made available at stage of the process to the management group. Graphs and maps must be in editable format for layout purposes. The format of the evaluation report will follow the guiding template and checklist provided by the UNICEF's global evaluation reports oversight system for an independent quality review.

Deliverables must be in professional-level standard English, written in a concise, clear and easy-to-understand language, and comply with the most recent UNICEF Style Book and the UNICEF Brand Book, although changes may be considered and agreed with the MG. Using reader-friendly techniques such as bullet points, tables, graphs, photos, or videos embedded in presentations, reports, and other visualisation methods is strongly encouraged and desired. PowerPoint presentations should include notes below each slide to make them easy to understand for people who could not attend the sessions where the presentations are utilized. Annexes should include among others, evaluation tools and key process documentation, secondary information that is not directly related to the evaluation findings, and any technical documentation intended for a specific audience.

The final evaluation report that will be made available on the UNICEF and UNFPA websites and widely disseminated to key stakeholders (such as staff, partners or target groups), may not be exactly the same product submitted by the team. Nevertheless, substantive adjustments will be acknowledged if required. UNICEF will have copyright of the report, presentations and data collected. However, the members of the evaluation team and their roles and products will be acknowledged in the report.

10. Timeframe, deliverables and pay schedule

10.1 Timeframe

A total of nine months from inception to finalization is envisaged for the whole evaluation process. Insights, preliminary results or learnings identified will be shared with the GPECM team through the process to support programme adjustments.

Table 4. Indicative detailed timeline

Activity	Time Estimate
Preparation	November-December 2022
Setting up governance structure for the evaluation: Evaluation Reference Group; initial discussions with programme management and other stakeholders	October-November 2022
ERG meeting kick-off	December 2022
Selection and recruitment of evaluation team	January – February 2023
Inception	February-March 2023
Draft Inception Report and Ethics review: including development of evaluation framework and evaluation matrix, work plan, and use and influence plan	16 February – 20 March
Present draft Inception Report to the Reference Group	24 March
Final Inception Report	31 March
Data collection and analysis	March-June
Pilot data collection tools and conduct data collection	27 March – 26 May
Data analysis and triangulation (using triangulation matrix or alternative agreed with the MG)	1 May – 23 June
Preliminary findings report (including learnings) and presentation for validation workshop	23 June
Hold validation workshop with Reference Group	30 June
Reporting and dissemination	Seven weeks
Zero draft Evaluation Report to the MG and outline of learning briefs	1 August
Revised draft report based on feedback received, including conclusions and recommendations	15 August
Review and co-creation workshop of recommendations with the ERG; learning briefs draft	21 August
Second draft evaluation report with integrated feedback from ERG	1 September
Final Evaluation Report, master presentation and learning briefs	15 September

10.2 Deliverables

The expected deliverables are the following:

- a. An inception report (maximum 25 pages, excluding annexes): following the initial desk review, which outlines the scope, methods and chapter plan for the final evaluation including data collection instruments and protocols, work plan and a completed evaluation matrix;
- b. Preliminary findings report (maximum 30 pages, excluding annexes) and PowerPoint presentation
- c. Zero draft evaluation report (maximum 60 pages excluding annexes);
- d. Revised evaluation report (maximum 60 pages, including conclusions and recommendations and excluding annexes)
- e. Draft learning briefs (2-3 briefs; 5 pages maximum each)
- f. Final evaluation report based on comments received on the draft report/s and an executive summary (maximum 60 pages, excluding annexes)
- g. Final learning briefs (2-3 briefs, 5 pages maximum each)
- h. Preliminary findings PowerPoint presentation and Master PowerPoint (with final report) presentation including an overview of the evaluation, summary of key findings, conclusions and recommendations.

10.3 Payment schedule

Table 5: Payment schedule

Deliverable	%
1. Inception Report	25
2. Validation workshop for preliminary findings	30
3. Draft evaluation report with conclusions and recommendations & PowerPoint preliminary findings, draft learning briefs	25
4. Final evaluation report, master PowerPoint, final learning briefs	20

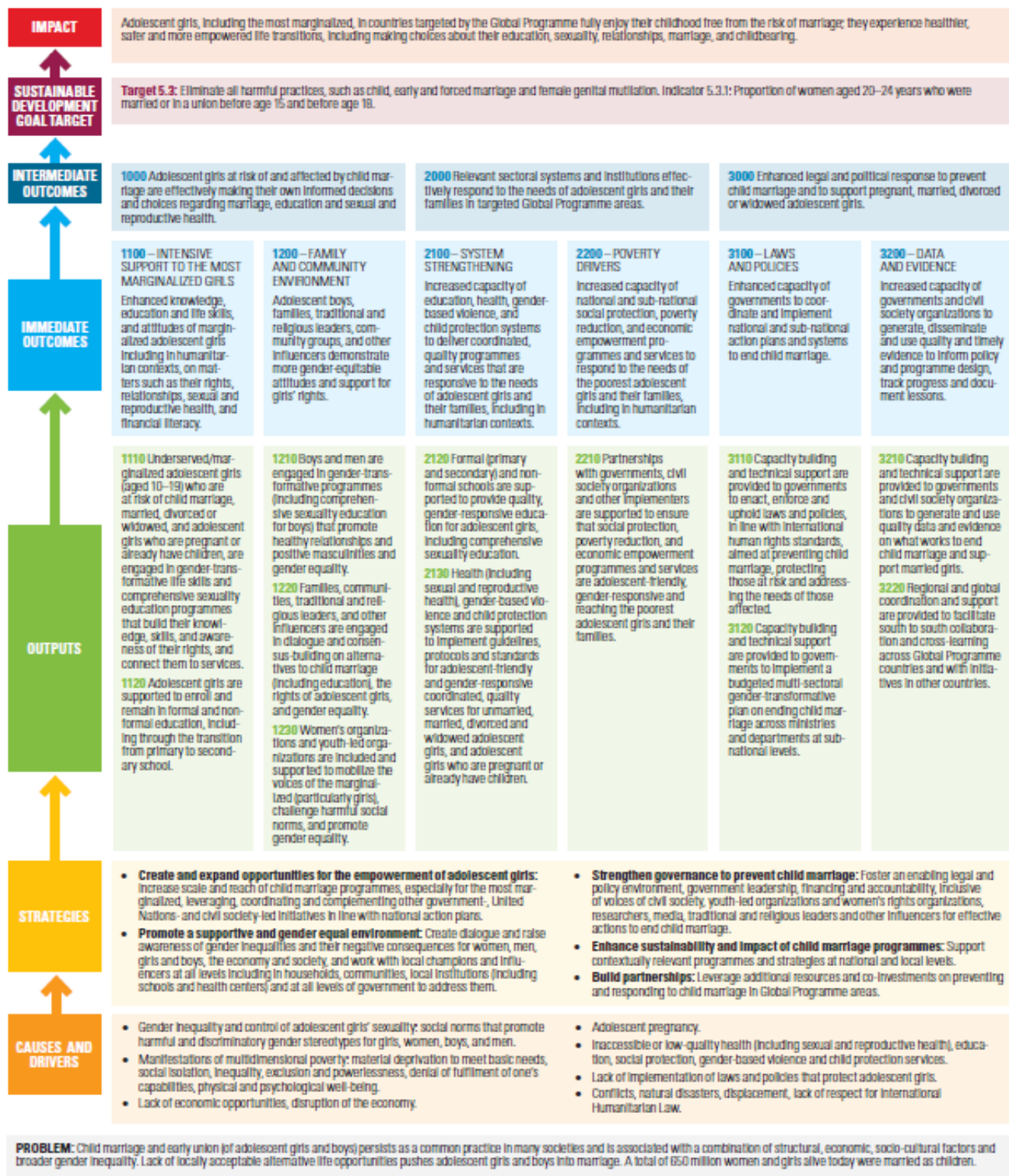
Any authorized travel expenses will be paid upon completion of the travel and reception of the travel report and required documentation. Travel expenses will be added in the contract as a separate line.

11. Composition of the evaluation team

The evaluation team will consist of two international experts: a team leader with an evaluation profile, and a technical expert with child rights/protection/gender/reproductive health background. They will be supported by a research evaluation officer and local capacity. UNICEF and UNFPA are looking for individuals with deep commitment and strong background in multi-country, complex evaluations, and child rights/protection/gender/reproductive health, to undertake this evaluative exercise.

Candidates from any gender, ethnic background, disability status and geographic origin, are encouraged to apply. The roles and profiles of consultants sought for this evaluation are the following:

12. Annex. Global Programme to End Child Marriage, Theory of Change (Phase II)



Source: <https://www.unicef.org/documents/global-programme-phase-ii-theory-change>, For more GPECM resources: <https://www.unicef.org/protection/unfpa-unicef-global-programme-end-child-marriage>, accessed on December 6, 2022