

practical to find communities it may be possible, with appropriate planning, to provide communities with advance notice of distribution so they have time to come to more accessible distribution points.

### **Water, Sanitation and Hygiene**

The distribution of soap in association with health and hygiene promotion provides a useful proxy for examining issues related to coverage. Soap is a tangible and valued luxury commodity in most rural villages in Solomon Islands. Prior to the disaster its presence in households would depend on having disposable cash income, something to trade, or receiving it as a gift from visiting friends or relatives returning from town. Villagers who contributed to the evaluation could accurately recall when they got soap, how much they got and usually who gave it to them.

General achievements related to soap distribution coverage include:

- Every village visited by the evaluation team except one had received soap on one or more occasions since the disaster.
- Most households were reached.
- People were genuinely appreciative: "It's only soap but at least we have received something."

Constraints are more numerous:

- There were large inequities between villages with some receiving a carton of soap (48 bars) per family and other just a few bars and some villages receiving multiple distributions and others just one.
- Remote communities and communities without schools or health clinics often missed out.
- It was often implied that UNICEF's implementation partners did not distribute fairly.
- The amount of soap given was in most cases not enough.
- Soap given to central villages for redistribution to other villages was not distributed fairly.

The frustration of some Choiseul beneficiaries in terms of coverage was clearly expressed to the team.

*Everything from UNICEF is just for Western Province. We, in Choiseul get the leftovers"*  
- Primary school teacher in Choiseul


While this comment is neither accurate or fair it does illustrate an unfortunate perception and contains an element of truth.

Coverage for HIV awareness activities has also been low. In the majority of villages visited by the evaluation team, groups could not recall HIV specific messages delivered in awareness campaigns or reported that messages were rushed. The exception to this was in IDP camps located on Ghizo Island within reach of Gizo town where many staff and organizations were based. This highlights the importance of improving approaches to reach remote communities.

## **6.6. Sustainability/Connectedness**

It is too early to assess whether UNICEF's interventions in response to this disaster are sustainable where sustainability is an important facet (not all emergency interventions are intended for long-term sustainability). Nevertheless, there are many positive characteristics of UNICEF's approach which suggest the sustainability of UNICEF's overall response is generally very good. It is clear that UNICEF staff have worked hard to ensure UNICEF programmes reflect government priorities. The level of government ownership of many of the initiatives UNICEF has supported seems to be very high. This has positive implications for the sustainability of these programmes following UNICEF's eventual departure. Similarly, the encouragement of government leadership of coordination mechanisms is very positive – although based on interview responses this was not a feature of relations with provincial authorities until around 4-6 weeks into the disaster.

There are some very positive examples of support by UNICEF international staff for local staff development and enhancement of existing capacities which has strong implications for sustainability. At the field level in Gizo, for instance, there were excellent examples where local staff had been given the opportunity to demonstrate their capacity and encouraged to develop it further. However, local staff in Honiara and Gizo expressed some frustration that the level of trust and support from Suva office was sometimes limited and that they felt they were sometimes treated as inferiors by some staff in Suva. In general, it was observed by the evaluation team, that insufficient delegation of decision-making to the field appears to be a feature of UNICEF Pacific's operations. This has negative implications for sustainability as it means that decisions may be taken that do not reflect adequate input from staff in the field.



Some specific interventions need close scrutiny to ensure that they are as sustainable as possible. When Safe Play Areas were established there were some complaints that the employment of youth 'volunteers' undermined the role of teachers who were already present in the village and who had existing relationships with children. In other communities this was avoided by ensuring that teachers were fully consulted and encouraged to participate in the running of SPAs.

## 6.7. Coherence

The coherence of UNICEF's response has generally been very good. The use of the CCCs as a guiding framework and integration of UNICEF's responses into existing partnerships with government agencies has been positive. Links between sectoral areas such as Health, WATSAN and Education have been well utilized to improve coherence of programmes such as hygiene promotion. Recent initiatives by consultant specialists to undertake joint field missions are also very positive and if continued should enhance the overall coherence of UNICEF's programmes.

To ensure coherence of UNICEF's response, adequate staffing and resources must be maintained at the field level in Western and Choiseul Provinces. UNICEF's accomplishments to date are significant but fragile. As UNICEF's programmes transition from relief to recovery it will be important to ensure priority areas receive ongoing support and that the withdrawal of other relief agencies does not have an adverse impact on the recovery efforts of vulnerable communities or groups.

## 6.8. Beneficiary Perspectives

The perspective of beneficiaries on assistance provided by UNICEF and other agencies provides a useful 'reality check' on the relevance, appropriateness, effectiveness, timeliness and other characteristics of the humanitarian assistance provided. Communities gave careful consideration to the questions posed by the evaluation team and made insightful comments and recommendations on how UNICEF and other providers of assistance can do better.

These comments have been summarized in Annex 4. These perspectives underpin this evaluation and it is highly recommended that readers of this report examine these comments in some detail. The evaluation team has endeavoured to present the views of beneficiaries as faithfully as possible. It should be highlighted that the views presented do not necessarily represent a consensus view but rather a range of opinions and views offered by individuals present in community meetings. Where separate meetings were held there were frequently inconsistencies in the information provided by men and women's groups.

Recipients of assistance have clear views on how they want that assistance to be provided in emergencies. Common themes that emerged were that communities wanted:

- to be consulted on their needs and what kind and how assistance is provided;
- clear information on what they were entitled to receive and from whom;
- a mechanism of reporting back to government on what is actually received;
- assistance to arrive much earlier; and
- direct distribution at the household level.

# 7. SPECIFIC RECOMMENDATIONS

THEME	RECOMMENDATION	ACTION	WHO LEADS?	WHEN
<b>PROGRAMME</b>				
<b>Education</b>	1. Develop capacity to supply school tents quickly and effectively	Preposition 20-50 school tents in the region for immediate deployment	UNICEF Suva	NOW
	2. Review contents of SIB and REC kits to ensure appropriateness for Pacific context		UNICEF Suva	During 2008
	3. Consider development of a secondary SIB kit and REC kits more suited for adolescents		UNICEF Suva	During 2008
<b>Health</b>	4. Undertake assessment of the need for a general blanket distribution among IDP population	Discuss with MHMS, NDMO, Provincial governments	UNICEF Honiara/ Gizo	NOW
	5. Investigate anecdotal reports of increase ARIs in Choiseul since the disaster	Assess need for targeted distribution of blankets to vulnerable groups (children, women, elderly)		
	6. Conduct integrated health and nutrition baseline survey and treatment for malaria, vitamin deficiency in Western and Choiseul Provinces	Consult with MHMS and Provincial Health Services	UNICEF Honiara/ Gizo	During 2008
		Train provincial health staff (and community welfare volunteers?)	UNICEF Honiara/ Gizo	During 2008
		Undertake survey	UNICEF Honiara/ Gizo	During 2008
		Develop strategy for improved cold chain management (in coordination with MHMS and donors)	UNICEF Honiara/ Gizo	During 2008
	8. Advocate or facilitate urgent action to address medical staff housing in Western and Choiseul Provinces	Identify donors who might be willing to fund gaps	UNICEF Suva/ Honiara	NOW
	<i>(Assumption: UNICEF will not get directly involved in funding staff housing)</i>	Bring the problem to their attention	UNICEF Suva/ Honiara	NOW
		Lobby/support MHMS to engage on this issue as a matter of urgency	UNICEF Honiara	NOW
	<b>Health/HIV</b>	9. Support training in infection control (esp. HIV/AIDS) in all hospitals and clinics of Western and Choiseul Provinces	In partnership with MHMS run training workshops (prioritising health workers most likely to encounter HIV) including, as necessary, equipment, in-situ training, educational materials and supplies (leaflets, posters)	UNICEF Suva/ Honiara

THEME	RECOMMENDATION	ACTION	WHO LEADS?	WHEN
Health/ Hygiene	10. Continue support to current health promotion activities and particularly the radio campaign implemented by the national health officer	<p>Include poster and pamphlets distributions</p> <p>Consult health and nutrition officer to identify if training or support needed</p>	<p>UNICEF Gizo</p> <p>UNICEF Gizo</p>	NOW
Health/ Nutrition	11. Continue to provide support to improved surveillance (HIS, EPI and EWARN) and use analysis from this to inform emergency and development priorities		UNICEF Gizo	NOW
Health/Field Presence	12. Increase UNICEF presence by positioning a National health officer at Taro	<p>Identify funding</p> <p>Develop terms of reference</p> <p>Recruit/transfer officer</p> <p>(Consider temporary transfer from another post to action this as soon as possible)</p>	UNICEF Honiara	NOW
Health/ Medical Supplies	13. Provide assistance to coordination, storage and effective distribution medical supplies in large scale emergencies	<p>Develop TORs</p> <p>Identify source and shortlist of suitable candidates</p> <p>Include in preparedness planning</p>	UNICEF Suva	NOW
Hygiene	14. Strengthen monitoring mechanisms to improve the relevance, coverage, impact and effectiveness of hygiene promotion	Assess need for washing dish, further soap and other NFI distribution amongst affected population	UNICEF Gizo	NOW
		Distribute all remaining soap supplies with Choiseul as priority focus	UNICEF Gizo	NOW
		Increase monitoring of partners to ensure impact and effectiveness of health promotion messages	UNICEF Gizo	NOW
Water	15. As WATSAN partners begin to withdraw from the affected areas, maintain a long-term presence to ensure the vital rehabilitation work continues	<p>Continue to provide targeted support to and through RWSS</p> <p>Continue to maintain link between WATSAN and the Education Sector</p>	UNICEF Gizo	NOW
Sanitation	16. Focus sanitation interventions on schools and clinics to ensure SPHERE standards achieved	Ensure appropriate latrines are built (pour flush)	UNICEF Gizo	NOW

THEME	RECOMMENDATION	ACTION	WHO LEADS?	WHEN
Child Protection	17. Engage more vigorously on protection issues in Choiseul and Western Provinces – particularly in association with logging camps	Develop relations with SIG Ministries for Forestry and Mining to strengthen codes of practice for logging and mining companies	UNICEF Honiara	During 2008
		Undertake advocacy and monitoring in logging camps and nearby villages		During 2008
	18. Consider interventions which may assist mothers to recover from trauma more quickly		UNICEF Honiara/ Gizo/Suva	Future Emergency
	19. Ensure a monitoring and reporting system of Community Welfare Volunteers is in place so that communities can report back to the provincial office on what has been received or what volunteers have been doing		UNICEF Honiara/ Gizo/Suva	During 2008
	20. Undertake further analysis of SPA interventions to improve linkage with restarting schooling	Conduct focus group discussions with former SPA volunteers and teachers to assess strengths and weaknesses of SPA concept	UNICEF Honiara	During 2008
	21. Ensure total SPA coverage of all areas	Actual site assessments should be done to verify local data on school locations to ensure that communities without schools also have SPA established	UNICEF Suva	Future Emergency
	22. When establishing SPAs involve teachers first as they have a closer connection to children than youth volunteers - youth volunteers can support and assist teachers		UNICEF Suva	Future Emergency
Child Protection/ Education	23. Consider support for mainstreaming information on disaster prevention and response into the national school curriculum	Explanations in simple language or pictures will help to ease fears and help families (through their children) to deal with another earthquake or tsunami	UNICEF Suva	Current programming
HIV	24. Provide immediate and sustained material and technical support and training to frontline health service providers in Taro, Sasamunga and Gizo hospitals and clinics	Assess additional equipment needs	UNICEF Honiara	NOW
		Assess training needs		NOW
	25. Ensure that the Honiara-based HIV officer is given opportunity to travel extensively to priority areas in Solomon Islands (particularly Gizo, Shortland Islands and Choiseul)		UNICEF Honiara	During 2008

THEME	RECOMMENDATION	ACTION	WHO LEADS?	WHEN
	26. Establish a medium term presence in Choiseul Province staffed by 2-3 UNICEF officers (1 team leader, 1 health, 1 education) and build HIV/AIDS prevention into the key rationale for maintaining that sub-office	Provide HIV educational materials and supplies (leaflets, posters, condoms)	UNICEF Suva	During 2008
	27. Carry out a thorough risk analysis and baseline survey of HIV incidence and attitudes in Solomon Islands focusing on high risk and vulnerable communities in Western and Choiseul Provinces	In partnership with national and provincial health authorities	UNICEF Suva/ Honiara	During 2008
	28. Ensure that UNICEF Pacific's HIV and AIDS Programme is tasked to assess and identify HIV issues and appropriate measures for response at the onset of a declared emergency		UNICEF Suva	Future Emergency
	29. Ensure that within the early part of the initial response an HIV officer is deployed to identify key contact points and develop an appropriate strategy for ensuring HIV messages have the desired impact		UNICEF Suva	Future Emergency
	30. Clarify who is responsible in the field for progressing HIV issues in emergencies and establish clear lines of communication between the field and technical expertise in the multi-county office in Suva		UNICEF Suva	Future Emergency
<b>Emergency Preparedness (General)</b>	31. Ensure UNICEF Pacific staff receive more detailed training in emergency response and management (and receive regular refresher training)	Identify and train a core group of staff across UNICEF Pacific  Provide opportunities for Operations staff to 'experience' emergency priorities	UNICEF Suva	During 2008 and ongoing
	32. In coordination with other regional agencies, develop a longer-term emergency response and management capacity building programme for national partners especially in Pacific Island Countries at high risk of natural disasters		UNICEF Suva and other partners	During 2008 and ongoing
	33. Governments and humanitarian agencies working across the Pacific must harmonize emergency data collection tools and streamline information management systems in declared emergencies	Follow-up recommendations made at the initial Information Management in Emergencies Sub-Regional Workshop held in November 2007	UNICEF Suva and other partners	During 2008 and ongoing

THEME	RECOMMENDATION	ACTION	WHO LEADS?	WHEN
	34. Develop emergency roster of people with emergency/and or Pacific experience	Request Sample TORs from NYHQ or EAPRO Identify any specific skills relevant for the Pacific Identify candidates (or roster)  Send regular newsletters to members of roster to keep them current on UNICEF priorities	UNICEF Suva	During 2008
	35. Pre-position increased quantities of medical emergency kits, school-in-a-box kits, Kindy Kits, Recreation Kits, tents, safety equipment, buckets, blankets, and office set-up kits (see	Identify appropriate major hub and minor hub pre-positioning points within region – arrange warehousing accordingly	UNICEF Suva	During 2008
	36. Consider distribution of blankets in the first 72 hours as a standard protocol in most emergencies in the Pacific and pre-position supplies accordingly	Preposition supplies of appropriate lightweight blankets	UNICEF Suva	During 2008
	37. Establish emergency supply agreements for key items in advance	UNICEF Pacific with support from UNICEF Supply Division (Copenhagen, Denmark) and UNICEF Regional Office (Bangkok, Thailand) should set up procurement agreements with supply centres in Australia and New Zealand	UNICEF Suva	During 2008
	38. Map shipping routes and pre-identify preferred transport options for various emergency scenarios		UNICEF Suva	During 2008
	39. Develop common standards and approaches with NGOs and other assistance providers that ensure beneficiaries are adequately consulted and informed on which emergency assistance providers are helping them and what their entitlements are	Consider the use of contribution agreements and memoranda of understandings with local communities as a means of improving accountability and transparency.  Consider the inclusion of posters and information pamphlets in local language and/or English which provide basic information about UNICEF to affected communities	UNICEF Suva	During 2008

THEME	RECOMMENDATION	ACTION	WHO LEADS?	WHEN
	40. Review each of the CCCs against risk profile of Pacific countries		UNICEF Suva	During 2008
	41. Carry out epidemiological research to assess the greatest risks in the individual context of the 14 UNICEF Pacific countries and inform disaster preparedness planning		UNICEF Suva	During 2008
	42. Provide assistance for coordination, storage and effective distribution medical supplies in large scale emergencies	Prepare TOR for medical supplies specialist Identify suitable candidates for emergency roster	UNICEF Suva	During 2008
	43. Review Emergency Focal Point system to improve effectiveness	Identify EFP replacement if EFP is deployed to field	UNICEF Suva	During 2008
<b>Funding</b>	44. Ensure that a clear budget is developed from the outset based firmly on the priorities identified in the Emergency Management Plan		UNICEF Suva	Future Emergency
	45. Financial management in UNICEF's internal accounting systems (ProMs) should be structured on the Emergency Management Plan Results Matrix		UNICEF Suva	Future Emergency
	46. Develop and continuously update a Supply Plan in accordance with the Emergency Management Plan and supply monitoring		UNICEF Suva	Future Emergency
<b>OPERATIONS AND MANAGEMENT</b>				
<b>Supplies and logistics</b>	47. Ensure all staff are familiar with supply requisition requirements – if necessary, provide rapid refresher (for existing staff) and orientation for all new staff at the onset of a declared emergency and as new staff are mobilized		UNICEF Suva	Future Emergency
	48. Ensure a dedicated Logistics and Supply Officer is mobilized as part of the initial response team and develop clear staff replacement timetable to maintain logistical expertise through the first six months of an emergency response (depending on scale and duration of supply management required)		UNICEF Suva	Future Emergency

THEME	RECOMMENDATION	ACTION	WHO LEADS?	WHEN
	49. Monitor the performance of implementing partners to ensure that results of interventions meet UNICEF's desired targets and international standards	Continue to recognise and utilise the strengths of UNICEF partner organizations but do not accept their limitations – invest more heavily in monitoring distributions if there is potential of ineffective implementation or inequitable distribution  At the very least require that implementing partners are required to present receipt of goods to ensure they have reached the communities	UNICEF Suva	Future Emergency
<b>Rapid Field Office Set-Up</b>	50. Develop a field office set-up kit and pre-position accordingly for rapid deployment in Pacific	Learn now from what it has taken to set up the Gizo Field Office and set a minimum standard for UNICEF operations Train staff in its set-up and work to deadline (eg. 48 hours)	UNICEF Suva	During 2008
	51. Develop standby arrangement with IT and Communications firm to allow rapid set-up and servicing of basic field office equipment and communications		UNICEF Suva	During 2008
<b>Security and Safety</b>	52. Ensure a rapid security and safety assessment is completed as the first task of the first UNICEF staff member to be deployed	This can then be written up as a one page security brief to be emailed to any staff or consultants being deployed, or could form an annex to contract of any consultants	UNICEF Suva	Future Emergency
	53. Prepare and store marine safety kits for rapid deployment with the emergency response team	Pre-position marine safety kits with other pre-positioned items	UNICEF Suva	During 2008
	54. Document the security and safety procedures and good practices that currently exist		UNICEF Gizo/ Honiara	NOW
	55. Conduct a thorough safety audit of actual and potential risks in UNICEF Pacific's operating environment and prepare short (1-2 page) context specific risk management plans for all UNICEF offices across the Pacific		UNICEF Suva	During 2008

THEME	RECOMMENDATION	ACTION	WHO LEADS?	WHEN
	56. Ensure new staff, consultants and seconded UNICEF staff are briefed on operations, safety and security before deployment (also allows opportunity for internal relationship building and training in UNICEF Pacific policies, procedures)		UNICEF Suva	During 2008
	57. UNICEF should request incident reports from NGOs and use these experiences to examine their own level of preparedness for similar incidents	Prepare TOR for medical supplies specialist Identify suitable candidates for emergency roster	UNICEF Gizo/ Honiara/ Suva	NOW and in Future Emergency
	58. Ensure debriefing is conducted as a matter of course and staff are given the opportunity and encouraged to receive counselling if they have been involved in critical incidents, under prolonged stress or would otherwise benefit		UNICEF Suva	Future Emergency
	59. Ensure safety and security items receive priority in the procurement process		UNICEF Suva	Future Emergency
<b>Human resource deployment</b>	60. Deploy people and resources as far into the field as possible and as early as possible	Establish field office in Taro with immediate effect (two to three UNICEF staff)	UNICEF Suva	During 2008
	61. Avoid remote management and devolve operational decision-making as far as possible to field staff	Develop new systems and attitudes to encourage local decision-making	UNICEF Suva	During 2008
	62. Reduce the number of visits from the Multi-country office into the field (especially in emergency phase) and increase the duration of those visits that do occur	Monitor trip length and query excessive short term travel	UNICEF Suva	During 2008
<b>Coordination</b>	63. Provide executive support to local government to facilitate their leadership and ownership of emergency preparedness, assessment and response activities	Consult key local government partners on <i>who</i> they need to be more effective now (or in future emergency)	UNICEF Gizo	NOW
		Incorporate into current preparedness proposal	UNICEF Suva (Gizo and Honiara input)	During 2008
		If still required, recruit for positions for current emergency	UNICEF Suva	NOW

THEME	RECOMMENDATION	ACTION	WHO LEADS?	WHEN
	64. Provide material assistance to support local government's leadership and ownership of emergency preparedness, assessment and response activities	Consult key local government partners on <b>what</b> they need to be more effective now (or in future emergency) Formalise standard operational procedures that allow field office to provide appropriate material assistance to local government authorities where required	UNICEF Suva	During 2008
<b>Training during emergencies</b>	65. Consider reducing the number of training workshops and increase opportunities for targeted on-the-job training towards individual needs	Conduct training needs analysis Assess remote learning opportunities	UNICEF Suva	Future Emergency
<b>Internal Communication</b>	66. Set up emergency unit in Suva country office at onset of emergencies with representation from senior management, finance, supply, PAPE and Programme	Ensure emergency unit is staffed with effective, trained staff who are not required to travel from Suva too frequently	UNICEF Suva	Future Emergency
	67. Provide guidance and on-the-job training and reminders on teamwork and giving and receiving feedback		UNICEF Suva	Future Emergency
	68. Encourage cross-department exchanges and rotations and exchanges		UNICEF Suva	Future Emergency
<b>Finance and Administration</b>	69. Ensure all staff are familiar with financial procedures – if necessary, provide rapid refresher (for existing staff) and orientation for all new staff at the onset of a declared emergency and as new staff are mobilized		UNICEF Suva	Future Emergency
	70. Identify additional staffing resources to assist in operational areas (eg. finance) as soon as a large emergency occurs		UNICEF Suva	Future Emergency
	71. In emergencies, document when procedures are not being followed (Note for the Record) but nevertheless proceed if requests will otherwise be delayed due to inadequate paperwork at the time of request		UNICEF Suva	Future Emergency
	72. Ensure there are clear contact points for decisions and approvals		UNICEF Suva	Future Emergency



THEME	RECOMMENDATION	ACTION	WHO LEADS?	WHEN
	73. Review work processes in key operational areas and fine-tune for emergencies	Develop TOR for internal review team and identify members Identify facilitator Agree on process	UNICEF Suva	During 2008
	74. Assess the Contract Review Committee process to develop supply agreements for rapid purchasing of equipment in an emergency	Identify blocks, excessive workloads, inefficiencies or other constraints to efficient support to the field	Internal review team	During 2008
	75. Implement standards of excellence in field support and sanctions for poor performance		UNICEF Suva	During 2008
	76. Monitor junior staff in key operational areas (travel, finance, administration) to ensure timely and devolved decision-making is encouraged through-out the organisation		UNICEF Suva	Future Emergency

# ANNEX 1: TERMS OF REFERENCE

## 1. Background

Solomon Islands have a sea area (encompassed by its 200 nautical-mile EEZ) of 1.34 million km<sup>2</sup>. The islands that make up the nation-state extend over a distance of 1,700 kilometres from Papua New Guinea's island of Bougainville in the north-west, to Vanuatu in the south-east. The most populated province in Solomon Islands is Malaita with 122,620 by 1999. Western province is second with 62,739 and Guadalcanal, third with only 60,275. The least populated province is Rennell-Bellona with only 2,377.

On Monday April 2nd an 8.1-magnitude earthquake struck the Solomon Islands damaging houses and buildings and triggering a damaging local tsunami less than 5 minutes later. The quake was the biggest to hit the Solomon Islands since 1900. According to the US Geological Survey (USGS), the shallow quake, some six miles below the sea floor, was centered some 25 miles (45 km) south-southeast of the island of Gizo, New Georgia Islands in the Western Province and located some 220 miles (350 km) northwest of the capital, Honiara. At least 36,588 people and 6,299 homes were affected in Western and Choiseul Provinces. The National Disaster Management Office also confirmed: 52 deaths; 40 people injured; 304 communities affected; 3,251 houses destroyed; and 3,047 houses were damaged.

UNICEF established a small temporary office in one of the rooms of the Gizo Hotel to coordinate response activities in affected areas and liaise with the UNICEF Offices in Honiara and Suva.

There is need to look at UNICEF's headquarters, regional and country offices' relief and recovery activities in the Solomon Islands. This will contribute to UNICEF's overall commitment to accountability and improved performance. The evaluation will document lessons learned and provide recommendations for the country programme and for UNICEF emergency response and recovery programme in general.

## 2. Purpose of Assignment

UNICEF Pacific plans to launch an evaluation of UNICEF's activities during the emergency and relief phase in Solomon Islands. The overall purposes of the evaluation are to:

- identify major achievements during the emergency response and recovery phase (from 2 April 2007 to 1 June 2007) and during the initial reconstruction and rehabilitation phase (June 2 to September 30) including impact on beneficiaries;
- note of any constraints and gaps in that response; and
- identify suggestions for better response for similar situations in the future and potential policy implications for the future.

## 3. Qualifications or Specialized Knowledge/Experience Required

- Extensive work experience on post emergency evaluation work
- Sound knowledge on the situation in the Pacific
- Excellent participatory evaluation and research skills to obtain required information
- Superior analytical and writing skills
- Excellent communication skills
- Previous work experience with UNICEF desirable.

## 4. Scope of Work

The evaluation will endeavour to highlight best practice as well as shortcomings, for dissemination within and outside UNICEF. In this regard, the evaluation will place major emphasis on the following themes and criteria.

### 1) UNICEF's core commitments for children in emergencies

These core commitments cover:

- a) overall humanitarian response, including operational approach, rapid assessment and coordination
- b) programme commitments in health and nutrition, water, sanitation and hygiene, child protection and education, and HIV and AIDS
- c) operational commitments, including security, planning, monitoring, fundraising, communications, human resources, information technology, supply and logistics, finance and
- d) administration organizational preparedness and support, at all levels including regional, country-office and headquarters.

## 2) Lessons pertinent to emergency response

The above themes will be examined from the perspective of the OECD/DAC criteria for evaluating humanitarian action: relevance/appropriateness (including timeliness), efficiency, effectiveness, impact, sustainability and connectedness, coverage, and coherence.

## 3) Overall responsiveness

What has been achieved by UNICEF? In what sectors? Where? (impact, coverage) Who benefited and how (including from the viewpoint of intended beneficiaries)? Were the 'right' people reached? Were efforts made to ensure that vulnerable groups were not overlooked? (impact, coverage) Was UNICEF's overall response appropriate and timely? Was it coherent and connected (i.e. with appropriate coordination, functional/geographic coherence, long term and policy/practice issues addressed)? Did UNICEF achieve its results and targets (see Results Matrix in Emergency Plan) within established timeframes? If not, why not? What were the major strengths and weaknesses of UNICEF's response to date?

## 4) Adherence to international principles and standards

Did UNICEF's performance meet international principles and standards (Code of Conduct, Sphere, and IASC Code)? Were local people involved in the response? What was their perception of UNICEF's response and its impact? Were local capacities and disaster-preparedness capacities strengthened? To what extent did UNICEF work with national and provincial governments and align itself with government commitments and responses to the emergency? To what extent and with what result did UNICEF Pacific itself promote and engage in inter-regional cooperation and advocate for inter-agency cooperation among government, NGO and international agencies? How have human resources been managed, led, supported?

## 5) Use of funds

How much money did UNICEF allocate, and spend, and where and on what? Was this reflected in programme plans? Did UNICEF add value to the overall response? Was the allocation of funds/spending in line with the needs of those affected? Were UNICEF's interventions cost-effective?

## 6) Learning

Is there evidence that UNICEF has learned from the response, and shared lessons from this and previous disasters? How well did UNICEF Pacific apply lessons learned from previous disasters including the Indian Ocean tsunami? Does UNICEF have effective systems in place to monitor, evaluate, learn and adapt from its ongoing work? What are the main lessons acquired to date on how performance can be improved and risks mitigated?

## 5. Evaluation Team and Steering Committee

It is envisaged that there will be a **Technical Evaluation Team** consisting of the following:

- 2 External Consultants
- Government counterparts (National and Provincial)
- PAPE M&E Officer
- UNICEF Emergency Management Plan Team Leader (in Gizo) and field staff/consultants in Gizo/Choiseul.

Under the management of the PAPE M&E Officer, the **Technical Evaluation Team** will be responsible for:

- Facilitating involvement of key stakeholders to discuss and review the evaluation's purpose and design
- Establishing a detailed workplan (training of additional data collectors if necessary, testing of tools, key meetings and interviews, field visits, samples, etc.)
- Facilitating logistics support as necessary ensuring local actors (authorities, leaders, IDP camps, villages, schools, etc.) are prepared enough to receive the evaluation team
- Establishing procedures for reporting and resolution of any incidents of negative interaction with primary stakeholders, local communities, authorities, both from the perspective of security of the team and ethical practices/protection of participants
- Monitoring the degree to which stakeholders are involved as compared to that planned
- Facilitating access to relevant people during the evaluation before and during the evaluation
- Ensuring good communication to stakeholders about the evaluation to build and maintain interest, understanding and willingness to participate
- Ensuring stakeholders are sufficiently consulted to validate and create ownership of conclusions and to ensure relevant actionable recommendations.



The **Technical Team** will report to a **Steering Committee** consisting of

- Government Counterparts (National)
- Chief of Policy Analysis, Planning and Evaluation
- Chief of Field Office Solomon Islands and Honiara staff (as relevant)
- Chief of Field Office Vanuatu
- Chief of Field Office Kiribati
- Other UN agency and NGO representatives (as appropriate)
- UNICEF Programme Staff (including EAPRO and Suva Area Office).

The **Steering Committee** will be responsible for:

- Monitoring progress of the evaluation (vis-à-vis key dates in the workplan)
- Reviewing key data collection tools, provide comments as necessary
- Assessing the evaluation results and reviewing preliminary drafts of evaluation report
- Attending any key consolidation meetings with stakeholders
- Reviewing final draft and coordinate clearance
- Defining and refining the dissemination strategy to ensure evaluation report or other products are disseminated to key potential users in a timely fashion
- Organize, facilitate debriefing sessions with key stakeholders
- Ensure that stakeholders meet to discuss implementation of relevant recommendations and planned follow-up.

## 6. Evaluation Methodology

The overall methodology for this participatory evaluation will include:

### 6.1. Desk Review:

A desk review of existing documents and materials including strategy documents, plans, proposals, monitoring data, mission reports, previous UNICEF evaluations that focus on emergency response, and interagency exercises such as the Tsunami Evaluation Coalition. A reading list will be provided to the successful applicants.

### 6.2. Field visits Suva, Honiara, Gizo and Sasamunga in Solomon Islands.

Field visits will include:

- an initial introduction meeting with the UNICEF management and staff
- discussions with stakeholders about evaluation design and tools with final submission to UNICEF and stakeholders for rapid approval
- interviews with key personnel, partners, officials visits to selected project sites/areas
- 'end of visit' debriefing to share broad findings with senior UNICEF staff and note their comments.

### 6.3. Interviews

'Beneficiary' views should be gathered from Western Province and Choiseul Province, the purpose being to elicit feedback from local people about UNICEF's performance in the disaster response.

### 6.4. Preparation of first draft report

Submission of a first-draft evaluation report to EAPRO for distribution to a select number of stakeholders for factual corrections and other feedback.

### 6.5. Review Workshop

A review workshop will be held in Honiara, led by the Technical Evaluation team, to discuss substantive issues emerging from the first draft with the Steering Committee and other stakeholders.

### 6.6. Second draft

Incorporation of comments and production of second draft.

### 6.7. Final Report

Sign-off and submission to UNICEF Pacific, EAPRO and UNICEF's Evaluation Office.



## 7. Deliverables

1. First draft report by 9 November 2007.
2. Second and final draft incorporating comments/feedback from key stakeholders 16 November 2007.

The Consultants will be supervised by the PAPE M&E Officer.

## 8. Payment Schedule

Upon signing of the contract the Consultants will receive 10% of consultancy fees

Submission of the first draft	-	40%
Second and final draft	-	50%

**UNICEF will organize all travel to Fiji (if required) and to Solomon Islands and within Solomon Islands.**

## 9. Timeframe

It is anticipated that the evaluation will cover a period of five weeks or 25 working days commencing October 15 to November 16. Details are presented below

### Week 1

- Team arrive in Suva for briefing
- Team arrive in Honiara for briefing
- Desk Review (Consultants / team members)
- Final evaluation and tool design for stakeholder approval

### Weeks 2-3

- Field Visit and data collection in Western and Choiseul Provinces
- Interviews with official service providers and representatives of partner agencies
- Interview with beneficiaries in ALL affected areas (Western and Choiseul)

### Week 4

- Team debrief on findings in Honiara
- Preparation of first draft report
- Workshop in Honiara to present findings.

### Week 5

- Circulation of draft report for comments
- Preparation and submission of second and final evaluation report.

## UNICEF staff will be allocated by particular section or counterpart to follow up with and report back to Consultants.

# ANNEX 2: EVALUATION TIMETABLE

Monday 22nd October	Briefing at UNICEF offices Suva, Fiji.
Tuesday 23rd October	Travel to Honiara Briefing UNICEF offices Honiara
Wednesday 24th October	Briefing UNICEF offices Honiara Meeting with key stakeholders
Thursday 25th October	Briefing UNICEF offices Honiara Meeting with key stakeholders
Friday 26th October	Briefing UNICEF offices Honiara Meeting with key stakeholders, Workshop on Evaluation Methodology with UNICEF staff
Saturday 27th October	Document review
Sunday 28th October	Document review
Monday 29th October	Travel to Gizo, Western Province Briefing UNICEF office, Gizo Meeting with key stakeholders
Tuesday 30th October	Meeting with key stakeholders, Gizo
Wednesday 31st October	Site visit to Rendova Harbour and Mandali Village
Thursday 1st November	Courtesy call to Premier and PS, Western Province Site visit to Vella (Leon/Irigili) depart 10am
Friday 2nd November	Meetings with key stakeholders, Gizo
Saturday 3rd November	Site visit to Simbo (Lengana)/Ranogga (Mondo)
Sunday 4th November	Team debrief for Western Province (Scheduled flight to Choiseul unavailable)
Monday 5th November	Team begin to draft Western report Site visit to Gizo Island Camps/Titiana/New Manda/Paelonge/Sitova)
Tuesday 6th November	Meetings with key stakeholders, Gizo
Wednesday 7th November	Travel to Taro, Choiseul Province (Travelled by boat due to airline strike)
Thursday 8th November	Meeting with key stakeholders, Taro Site visit to Salakanau Village Overnight at Ngarione Village
Friday 9th November	Site visit to Puzivae and Sasamunga
Saturday 10th November	Site visit to Solowae camp consultations Team debrief for Choiseul
Sunday 11th November	Team debrief for Choiseul (Honiara flight cancelled due to bad weather)
Monday 12th November	Report writing/data analysis in Taro with HIV/AIDS staff Consultation at Taro Hospital (Honiara flight cancelled due to bad weather)
Tuesday 13th November	Flight back to Honiara Report writing
Wednesday 14th November	Data analysis/Report writing



Thursday 15th November	Data analysis/Report writing
Friday 16th November	Data analysis/Report writing
Saturday 17th November	Data analysis/Report writing
Sunday 18th November	Data analysis/Report writing
Monday 19th November	Data analysis/Report writing
Tuesday 20th November	Data analysis/Report writing
Wednesday 21st November	Preparation for review meeting
Thursday 22nd November	Review meeting Administration
Friday 23rd November	Administration/Data analysis/Report writing Evaluation complete. (Final draft report submitted on Tuesday 4 December)

# ANNEX 3: UNICEF'S CORE COMMITMENTS FOR CHILDREN IN EMERGENCIES

**Table 3: UNICEF's Core Commitments for Children in the Initial Response (usually 6-8 weeks)**

1. **Assess, monitor, report and communicate on the situation of children and women:** conduct a rapid assessment, including on severe or systematic abuse, violence or exploitation, and report through the appropriate mechanisms.
2. Provide **measles vaccination, vitamin A, essential drugs and nutritional supplements:** vaccinate children between 6 months and 14 years of age against measles, providing vitamin A supplementation as required. Provide essential drugs, basic and emergency health kits, oral rehydration, fortified nutritional products and micronutrient supplements. Provide post-rape-care kits, including post-exposure prophylaxis for HIV, where appropriate. Provide other emergency supplies such as blankets, tarpaulins, etc.
3. Provide **child and maternal feeding and nutritional monitoring:** with the World Food Programme (WFP) and NGO partners, support infant and young child feeding, therapeutic and supplementary feeding. Introduce nutritional monitoring and surveillance.
4. Provide **safe drinking water, sanitation and hygiene:** emergency water supply and purification, provision of basic family water kits, safe disposal of faeces and hygiene education.
5. Assist in **preventing the separation** and facilitate the **identification, registration and medical screening of children separated** from their families; ensure family tracing systems are put in place and provide care and protection; and prevent sexual abuse and exploitation of children and women.
6. Initiate the **resumption of schooling** and other child learning opportunities: set-up temporary learning spaces and re-open schools, start re-integrating teachers and children (with a focus on girls), and organize recreational activities.



**Table 4: UNICEF's Core Commitments for Children after the Initial Response (up to and beyond six months)**

Once the initial emergency response is well established, other activities may be introduced to address other elements of the CCCs, as the situation evolves:

**Monitoring and advocating on the situation of children:**

- ensure that information on the situation of children and violations of their rights is collected and updated;
- make available this information to relevant partners, child rights advocates, the public and media, as appropriate;
- use UNICEF's voice on behalf of children.

**Survival:**

- expand support to vaccination and preventive health services;
- support infant and young child feeding, including breastfeeding and complementary feeding and, when necessary, support therapeutic and supplementary feeding programmes;
- establish, improve and expand safe water and sanitation facilities and promote safe hygiene behaviour

**Organizing Child Protection:**

- continue to identify and register unaccompanied and orphaned children, and support communities to provide for their protection and care;
- establish child friendly spaces and provide psychosocial support;
- monitor, report on and advocate against abuse and exploitation of children including recruitment of child soldiers and other exploitative forms of child labour;
- initiate work on the release and reintegration of child combatants;
- promote activities that prevent and respond to sexual violence against children and women;
- lead in the organization of mine risk education.

**Resuming primary education services:**

- re-establish and/or sustain primary education as well as establishing community services within schools (such as water supply and sanitation).

**Preventing HIV and AIDS:**

- provide access to relevant information on HIV and AIDS using the three primary prevention methods (ABC);
- in collaboration with relevant partners facilitate young people's access to comprehensive HIV prevention services including treatment for sexually transmitted infections.