

ANNEXES

Evaluation of UNICEF's Response to Support the Influx of Refugees from Ukraine

| March 2023

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for every child

EVALUATION OF
UNICEF'S
RESPONSE TO
SUPPORT THE
INFLUX OF
REFUGEES FROM
UKRAINE

ANNEXES | MARCH 2023

ANNEXES

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ACRONYMS

AAP	Accountability to Affected Populations
ADAP	Adolescent Development and Participation
API	Application Programming Interface
CCC	Core Commitments for Children in Humanitarian Action
CSO	Civil Society Organisation
ECARO	Europe And Central Asia Regional Office
EU	European Union
GDP	Gross Domestic Product
HAC	Humanitarian Action for Children
HPD	Humanitarian Programme Document
L3	Level 3 (Emergency Procedure)
NER	Named Entity Recognition
NGO	Non-Governmental Organisation
NLP	Natural Language Processing
RE	Relationship Extraction
RRP	Refugee Response Plan
SA	Sentiment Analysis
SBC	Social and Behavioural Change
TOR	Terms of Reference
TP	Topic Classification
UASC	Unaccompanied and Separated Children
UN	United Nations
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
WASH	Water, Sanitation and Hygiene



ANNEX 1

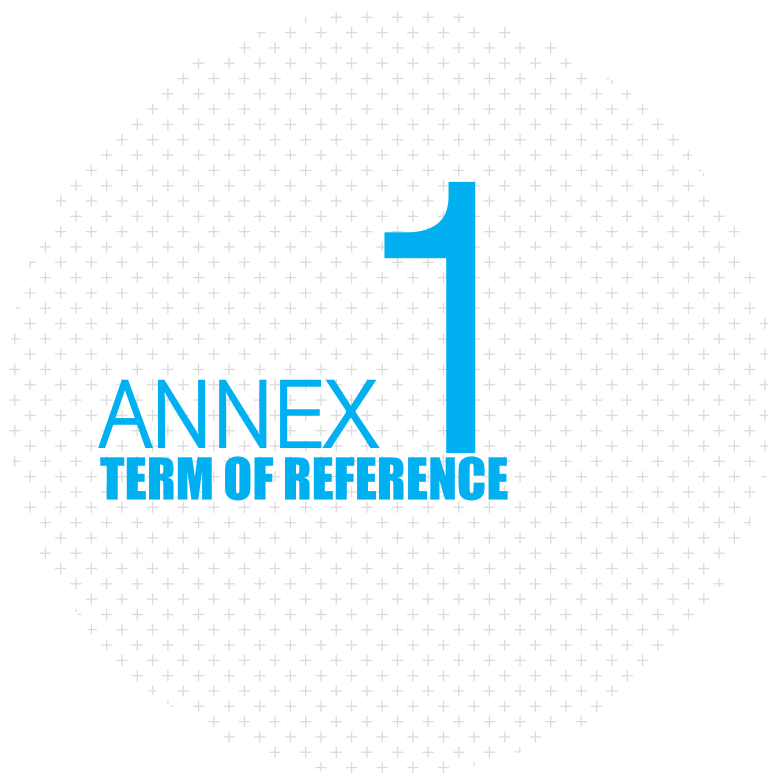


Table 1: Term of Reference	
Title/Purpose	To undertake an Evaluation of the UNICEF’s response to support the influx of refugees, especially Children and Women.
Recruiting Officer	Regional Evaluation Adviser, UNICEF ECARO Evaluation Office.
Location of Assignment	Home-based with travel to limited number of Countries, as required.
Language(S) Required	English. Ukrainian and Russian are an advantage.
Duration Of Contract	April – December 2022.

A. Background

Influx of Refugees to Nearby Countries of Ukraine

Due to the dramatic escalation of the conflict in Ukraine on February 24th, 2022, a large-scale population movement, particularly of children and women, fleeing the war has begun in neighbouring and surrounding countries. The conflict has prompted the internal displacement of approximately 5 million Ukrainians, as well as the continuously increasing mass exodus of nearly 4 million people, mostly women, children and the elderly, to neighbouring countries.

With the dramatic escalation of the armed conflict, Ukraine’s 7.5 million children are caught up in a war, in desperate need of safety, protection, as well as life-saving services and supplies. The traumatic experiences and life-endangering events which children are exposed to, as well as the long-term impact of the destruction of their homes, town, and villages as well Ukraine’s socioeconomic infrastructure, is already having an egregious toll on children and families and will continue to do so in the future. As victims and witnesses of the armed conflict, the children face significant risk of

physical and psychological trauma, family separation, as well as all (other) forms of violence, exploitation, or abuse. The current conflict has resulted in the six grave violations of children's rights in conflict.¹

Within Ukraine, the humanitarian needs of children and their families and caregivers are drastically growing by the day, with services and supplies becoming scarce or unavailable, and the social services workforce being paralyzed due to the ongoing military action. Special consideration applies to more than 91,000 children in residential care institutions, many of whom are children with disabilities, including children in boarding schools, who, despite the efforts of the government and national and international organizations, do most often not count on any alternative accommodation, nor on any means of safe transportation. At the same time, the window for relocating the children (with families or in alternative care) to safer spaces across the country and abroad becomes narrower by the minute.

Given the urgency and the scale of the needs, as well as the complexity of the crisis, UNICEF has activated its Level 3 emergency procedures and is scaling up its humanitarian response to ensure provision of urgent water, sanitation and hygiene (WASH), education, health and nutrition services and critical child and social protection support for affected children in Ukraine and the neighboring countries.

UNICEF's Response in Countries Affected by the Refugee Outflow from Ukraine

In anticipation of an estimated 4 million people fleeing from Ukraine and seeking protection across the region, UNICEF is working closely with UNHCR and other key humanitarian partners under the [Inter-Agency Regional Refugee Response Plan \(RRP\)](#) for Ukraine to respond to the humanitarian needs in neighbouring countries, expanding its programmatic and advocacy support, for refugee children and their families in Poland, the territory of Moldova, Romania, Hungary, Slovak Republic, Czech Republic and Belarus. UNICEF's actions will aim at addressing immediate humanitarian needs in key sectors (such as child protection), strengthen systems and enhance capacities of host countries to support refugee communities in the medium term. Assessment missions to hosting countries will be undertaken and operational plans will be developed in a sequenced manner in partnership with other humanitarian partners.

As a first measure of immediate support, UNICEF and UNHCR are activating so-called "Blue Dots" safe spaces to provide critical support and protection services for refugee children and their families. These children and family protection hubs are being set up in close coordination with national and local authorities along entry points of major population arrivals, often in conjunction with municipalities. As such, the Blue Dots build on the government's national child protection systems and are linked to the national and local referral pathways and services. UNICEF's response also extends beyond child protection and includes, for instance, medical first aid, the creation of safe areas to sleep, or the provision of specific non-food items, among others.

UNICEF is also including other aspects of the response that include activating communication channels with information, providing referrals to different systems, and including some virtual support with digital innovations for children and parents.

UNICEF works with host governments on strengthening national systems that can support the services provided to the refugees. This response includes strengthening capacity in different sectors when there is a need and in mutual agreement with the host governments.

¹ The six grave violations are: Killing and maiming of children; Recruitment and use of children by armed forces and armed groups; Sexual violence against children; Attacks against schools or hospitals; Abduction of children; and denial of humanitarian access for children.

B. Purpose and Objectives of the Evaluation

This Evaluation should be seen as a first step towards being accountable to the affected population that is fleeing Ukraine due to the conflict. Additional evaluative products, reviews, and intensive monitoring of supplies will be conducted inside Ukraine and in neighbouring countries, as the situation evolves. The multi-sectoral humanitarian response is being shaped and re-shaped as needs on the ground are growing and the evaluation function will monitor these developments, adjusting the scope of planned evidence generation activities, to ensure continued relevance and utility moving forward.

This Evaluation intends to have a strong learning component, with a view to generate timely data, providing learning on key elements of UNICEF's response and, in turn, support the decision-making process of UNICEF senior management, as the situation in Ukraine and in neighbouring countries evolves. Given that this is a rapid-onset emergency, readily available evidence that can support the response to the escalating situation and ensure basic child rights, makes a strong case for a data-driven evaluation to be conducted at this point in time- that can be conducive to an increased system strengthening capacity in the host countries.

The evaluation will apply a lens on the humanitarian and development nexus. In doing so, the focus of the evaluation is to examine UNICEF ability to uphold its accountability in humanitarian action and support systems strengthening and social inclusion in host countries.

PURPOSE

The Evaluation of UNICEF's response to the outflow of children and women affected by the emergency in Ukraine is expected to have a strong learning purpose on several fronts: i) providing relevant and integrated data, both operationally and programmatically into UNICEF's response to the evolving crisis; ii) informing the planning and direction of ongoing efforts in the establishment and implementation of the response the short and medium term ; and iii) producing lessons that will be useful and applicable outside of the countries directly involved, as needed. Finally, the Evaluation will strengthen UNICEF's accountability to the affected populations, particularly children and women, as well as partners and stakeholders supporting the overall response, and should thus be viewed as an intrinsic component of the humanitarian response but also constructing towards the humanitarian and development nexus as well.

In line with this goal, the Evaluation is expected to produce actionable recommendations on how to strengthen ongoing efforts in providing supports to refugee children and women through the UNICEF response in coordination with host governments and other key stakeholders, as well as provide lessons on how to improve future preparedness, response, and planning in dealing with the influx of people seeking assistance during an armed conflict – and therefore looking into the humanitarian and development nexus approach.

OBJECTIVES

The overall objective of the Evaluation is to determine UNICEF's response to the current outflow of affected children, and women from conflict zones in Ukraine in terms of appropriateness/relevance, effectiveness², connectedness³ and coordination/partnerships.⁴

Specific objectives include:

- a. To assess the extent to which UNICEF response is effectively adhering to the Core Commitments for Children in Humanitarian Action (CCCs) operationally and programmatically.

² The timeliness of UNICEF's action will be looked at as part of the 'effectiveness' criterion.

³ Connectedness can be conceived as the equivalent of the 'sustainability' criterion applied to humanitarian action.

⁴ Reference to the revised OECD-DAC evaluation criteria.

- b. To assess the adaptability of UNICEF and partners in responding to the needs of women and children that left Ukraine due to the armed conflict, and particularly to the most vulnerable groups affected by the crisis (e.g. people with disabilities; separated, unaccompanied children; people from marginalized populations, etc.)⁵, and the adaptability in the short and medium term based on the context of the host countries.
- c. To determine data-driven lessons-learned related to the establishment and implementation of a dynamic roll-out of the response on the ground, and considering the context of these countries.
- d. To make recommendations for adjusting and improving the ongoing response towards contributing to stronger systems and social inclusion, as well as planning for replicating these efforts elsewhere, as needed, while meeting the requirements of the CCCs.

C. Expected Users

The primary target audience for this Evaluation is UNICEF management and staff at the field, country, regional, and headquarters levels who are involved in responding to the needs of children, adolescents, and women on the move through the services provided therein. Secondary audiences include, among others, the larger community of partners, which includes governmental and other implementing partners, populations affected by the emergency, the UNICEF Executive Board and interested member states, and donor agencies that support emergency programs with technical and financial resources at all levels. The final evaluation report will be made available to the public on UNICEF's Evaluation page.

D. Evaluation Scope

The Evaluation will cover UNICEF's response in the 6 countries that host children and women fleeing conflict zones in Ukraine (tentatively Moldova, Romania, Poland, Hungary, Czech Republic, and Slovakia). The number of countries will be reviewed again during the inception phase).

The tentative timeframe of Evaluation is about nine months with starting dates in early April. The evaluation will assess UNICEF's humanitarian action in the countries affected by Ukraine crisis. Although it will consider linkages to Ukraine as place of origin of refugees and there are programmatic aspects of the response linked to the Response in Ukraine itself. This effort will later be complemented with more in-depth analysis in Ukraine that will happen at a later stage. The Evaluation will include partnership engagement with local authorities, other UN Agencies and other implementing partners on the ground, setting capacities and supplies when applicable. The evaluation will assess UNICEF's response in providing information, referrals to national systems, including child protection services, mental health and psychosocial support, child and family friendly spaces, and non-food items. In case additional services are added, they will be included in the scope of the evaluation, as it is implemented. The Evaluation will assess the operational effectiveness in terms of partnerships at the national and municipality levels, supplies, human and financial resources.

The Evaluation will assess the connection between the 'immediate effects' of UNICEF's humanitarian action on the countries involved, but more importantly looking into the positioning of UNICEF to highlight some important issues considering the medium and high-income context in which the response operates, in which governments have already capacities in the systems. Due to the nature of the exercise and the context, it will not be possible to isolate the change and attribute it to UNICEF's specific intervention (or, in other words, evaluate 'impact').

Due to time constraints, the evaluation will not consider the impact of UNICEF's response, which would need a lengthy costing exercise and comparisons with alternative implementation approaches. Nonetheless, the timeliness of UNICEF's action will be addressed as a critical aspect for this evaluation. The Evaluation will only assess whether UNICEF has considered Protection from Sexual Exploitation and Abuse (PSEA) in its programming in the context of the current crisis – it will not assess the results of such programming systematically, as this would require additional time and different sets of competencies.

⁵ Findings, conclusions and recommendations of the Evaluation are expected to reflect these considerations.

E. Indicative Evaluation Questions

In line with the objectives outlined above, the following table list a set of general overarching questions that will drive the evaluation. They will be fine-tuned and revised, as deemed appropriate, to ensure relevance and utilization of the exercise once the evaluation team is onboard and the Evaluation Reference Group established. All questions have a dynamic component to address the adaptability to the changing context and will be contextualized for each country- due to the significant differences that the response will take in each country. Adaptability is cross-dimension present in each criterion. The Evaluation Questions will be responded through multi-variate analysis with various data sources from needs assessments, monitoring and feedback from partners and beneficiaries collected overtime. While capturing information on a continuous basis this work will capture evidence-bases lessons as countries are integrating the humanitarian and humanitarian-development nexus response. These indicative questions will be revised and unpacked during the inception phase.

Table 2: Indicative Evaluation Questions

OVERARCHING INDICATIVE EVALUATION QUESTIONS	EVALUATION CRITERIA
1. How appropriate is UNICEF’s response in reaching the immediate and changing/emerging needs of refugee children outflowing from Ukraine, especially the most vulnerable, in each of the receiving countries?	Relevance / Appropriateness
2. To what extent is UNICEF and its partners achieving its intended results, objectives, planned interventions by scale? (Consider adherence to CCCs and RRP) particularly in relationship to the most vulnerable?	Effectiveness / Coverage
3. How is UNICEF operationalizing its coordination with both internally and externally key stakeholders , such as national and local governments, UN Agencies, donors, CSOs, private sector, developing partners, and communities? How is the UNICEF response of the outflow coordinated with the response inside Ukraine?	Coordination / Partnerships
4. How is UNICEF connecting and working in alignment with the national systems and institutions of the country affected by the outflow? To what extent has the response set the groundwork to contribute to the humanitarian-development nexus within the different sectors of the response? In particular, in relation to attending the needs of the most vulnerable?	Connectedness

F. Approach and Methods

The Core Commitment for Children in Humanitarian Actions, particularly the Child Protection Commitments, and the holistic, multi-sectoral theory of change and framework of Child Protection in Humanitarian Action (CPHA) should serve as the overall framework for this evaluation. The theories of change for the seven CPHA workstreams may be used⁶, depending on their relevance to the emergency response and the evaluation focus.

The evaluation will mix and blend qualitative methods and quantitative methods.

The evaluation is divided in two phases: i) Data Collection, including data architecture, dataflows, data harvesting, modelling, key findings; and ii) Data analysis, Findings and Recommendations, including analysis, Summary, and Reporting.

To make this evaluation data driven and ensure findings are already collected from the onset, the ECARO evaluation section has already started with a **first phase of the evaluation (March - July 2022)**. This first phase consists of setting up an architecture for data gathering, testing some modeling approaches with the data, and enabling analysis during the second phase (August – December 2022). Data includes information coming in structured and unstructured forms from different data collection exercises related to needs assessments, monitoring systems, and feedback mechanisms. Some documentation review may also need to happen using natural language processing (NLP), in order to use the data in combination with other data sources. This exercise also includes data scrapping and creating algorithms to categorize internet searchers, and social media information. UNICEF is setting up a server/repository for all the data collected and identify key indicators that will be used to respond to the evaluation questions. In this phase some remote primary data collection will be conducted to obtain feedback from partners and beneficiaries. Data curation and ensuring data flows, and the full data architecture will be set in place. Simultaneously a geo-referenced visualization platform/dashboard which will be reflecting the different variables- at this stage, the visualization platform will be done internally.

This phase will harness and generate evidence through the following three streams:

a. Understanding the needs of children:

Primary data collection:

- Data from frontline workers capturing any service gap or any other information not being captured by other assessments (primary data collection).
- Data from hosting communities (primary data collection).
- Unstructured data from social media, including google searches, twitter, and public social media accounts that can reflect the needs of the population related to the CCC, and what are the pressing issues to be considered. The Evaluation Team will require to conduct primary data collection/scraping. (primary data collection).
- Structured data from people that migrated from Ukraine due to the conflict (albeit not statistically representative). The Evaluation Team will conduct primary data collection through social media or telecommunication channels through short surveys.
- If possible, a face-to-face mechanism to data collection will be set up to capture needs from Adolescents and Children (e.g. interviews, focus group discussions).

⁶ These are Children Associated with Armed Forces and Armed Groups (CAAFAG), Gender-Based Violence in Emergencies (GBVIE), Mental Health and Psychosocial Support (MHPSS), Mine Action and weapons, Monitoring and Reporting Mechanism on Grave Violations (MRM), Protection against Sexual Exploitation and Abuse (PSEA), and Unaccompanied and Separated Children (UASC).

Available information:

- Qualitative and quantitative data and information from Rapid Needs Assessments, and other types of assessments that capture the needs of children. Where possible, the evaluation team will coordinate with partners conducting needs assessments (normally conducted at the country level) to ensure that specific indicators related to RTA are considered. This information might come in generic terms, at the sectoral level, and geographically. Periodicity may vary, some of these will be one time exercise, others recurrent.
- Other documentation related to needs from different organizations.

b. Understanding the response:

Primary data collection

- Quantitative and qualitative monitoring data from blue dots, including the delivery of services in each of the categories (primary data collection, ongoing through Kobo Toolbox).
- Qualitative and quantitative data from frontline workers (primary data collection).

Available data:

- Partnership data and financial information.
- Supply data monitoring.
- Aid memoires, meeting recordings/minutes, workshops, logs, reports- in a written and video forms.
- Key Informant Interviews with UNICEF staff and key partners (primary data collection). UNICEF staff at country/regional/HQ levels; Government representatives; implementing partners; development and humanitarian partners and other UN agencies.
- SitReps; HAC; needs assessments; monitoring indicators and reports; funding information; HR data; supply data; COs preparedness and contingency plans reflected in the Emergency Preparedness Platform (EPP); concept note on establishing a Blue Dots; Country Office Annual Report, etc.
- Qualitative and quantitative data from Report.
- Qualitative and quantitative social media channel for dissemination of information to migrants/refugees and host communities.

c. Obtaining information from users of services:

Primary data collection:

- In coordination with the Accountability to Affected Population System, the evaluation will capture feedback from service users (primary data collection). This may include focus group discussions and key informant interviews with a purposive sample of stakeholders (i.e. affected community members including children (if possible, TBC); (primary data collection).
- Data from frontline workers (primary data collection).
- Unstructured big data, where possible, to collect sentiment analysis in relation to the CCCs (primary data collection).

- Unstructured and structured data from UNICEF partners and other stakeholders in affected countries. (primary data collection).

Additional data sources might be identified during implementation. It may include administrative data, and additional qualitative information. Data will be stored in *Databricks*, accessible through UNICEF server with security protocols as established by the organization. Specific account will be to the evaluation team and evaluation manager as independent section, therefore securing independence of the evaluation, in line with ethical requirements. *UNICEF will cover costs and maintenance of the server.*

During a second phase (August-December 2022), the evaluation team will conduct analysis using a multivariate analysis in R or Python to respond to the four evaluation questions, a report will be finalized by the end of the year. This visualization platform will be built on the one which has been designed for the Real-Time Assessment (RTA) of the COVID response. The platform will be available externally. The platform will include a timeline, map, and findings of the evaluation, combining geographic, data, multi-media, and text information.

For the **analytical methods**, the evaluation will use mixed analytical methods to analyse the above-mentioned data sources in relation to the evaluation questions, a multi-sourced analysis will be required. Both qualitative and quantitative analysis will be required, potentially using tools such as natural language processing, R/Python, sentiment analysis and other relevant methods. The analysis is expected to be multi-variate. Whenever information is of good quality and enough, a multi sourced-multi variate model using the available information will be built for each of the evaluation questions. Results from this analysis will be the basis for the formulation of findings.

To guarantee inclusion, accuracy and credibility of the evaluation's findings, primary data collection and subsequent analysis will be sex and age-disaggregated, to the extent possible. Data collection should further attempt to gather the views of the diverse universe of stakeholders/social groups affected by the intervention, particularly the most vulnerable (e.g., people with disabilities; unaccompanied/separated children; and other marginalized groups. etc.).

Data and information collected will be triangulated to ensure soundness and cross-validated at key points in time, as deemed relevant by the evaluation team, through in-country briefings with stakeholders. Without compromising the independence of the exercise, evaluation are by design participatory in nature and built around the regular interaction with key stakeholders.

G. Limitations and Anticipated Challenges

Access and availability of data in emergency contexts, and the need to balance timeliness with depth of information and well-substantiated findings will be key limitations of the exercise. Additional challenges that can be anticipated include the multi-country nature of this evaluation, which covers the hosted countries, as well as limited data information from conflict zones, including the absence of a UNICEF CO in the host countries.

H. Norms and Standards

Guidance documents mentioned below are those that the Evaluation Team is expected to comply with:

- i. United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System 2016;⁷ (including impartiality, independence, quality, transparency, consultative process).
- ii. Ethical Guidelines for UN Evaluations.⁸

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

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

- iii. UNICEF Ethical Guidelines and standards for research and evaluation.⁹
- iv. UNICEF Guidance on Gender Integration in Evaluation.¹⁰
- v. UNEG guidance on integrating human rights and gender equality and UN System-Wide Action Plan (UN-SWAP) on gender equality.¹¹
- vi. Guidance and Procedural Note on Managing Real-Time Evaluation Plus and real-time evaluations of humanitarian action.¹²
- vii. Results Based Management principles (Theory of Change applied in the emergency should be determined by the Evaluation Team).

I. Management and Governance Arrangements

Evaluation Office and Regional Office: The Evaluation will be managed by the ECARO Regional Evaluation Advisor, in coordination with Evaluation Office. This is in line with UNICEF’s Evaluation Policy which prescribes that the Evaluation Office and Regional Offices are responsible for the management of evaluations of L3 and L2 emergencies, respectively. Evaluation Office will provide quality assurance to the evaluation.

Evaluation Reference Group: An Evaluation Reference Group will be established to ensure ownership from relevant stakeholder groups of the evaluation process, provide expert advice, inputs and support to the evaluation. The Reference Group should include representatives from relevant sections and units involved in the response. The reference group will have the following responsibilities:

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

The following is an estimated tentative timeline for the ERG engagement:

- Provide comments to the inception report (four days).

⁹ UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis, 2021 <https://gdc.unicef.org/resource/unicef-procedure-ethical-standards-research-evaluation-data-collection-and-analysis>

¹⁰ <https://www.unicef.org/evaluation/media/1221/file/UNICEF%20Guidance%20on%20Gender.pdf>

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

¹² [RTE Plus GuidanceNote HEP Revision Final June 2019.pdf \(sharepoint.com\)https://evaluation.msf.org/sites/evaluation/files/real_time_evaluations_of_humanitarian_action.pdf](https://evaluation.msf.org/sites/evaluation/files/real_time_evaluations_of_humanitarian_action.pdf)

- Provide reviews/comments to the First draft of report (10 days).
- Provide reviews/comments to the Second draft of report (four days).
- Other engagements depending on the needs during the validation process, recommendations formulation/discussion or transition between and management response (two to three days).

The ERG will meet virtually three times during the process of evaluation: Inception report presentation, After the second Rapid Report and Presentation of the Final Evaluation report.

RO/Country Offices:

The Country UNICEF presence/RO will be responsible for providing documentation, data and materials that is not readily available within HQ and Regional Office. Each country team (where applicable) will appoint a focal point for this evaluation who, in liaison and strong coordination with the Evaluation Office and ECARO, will provide logistical support and act as resource staff for the exercise, including helping to arrange for interviews with key stakeholders.

J. Timeframe, Deliverables

Table 3: Tentative Timeframe and Deliverables	
TASK/DELIVERABLE	TIMEFRAME
Phase 1: Data Architecture	
Desk review, preliminary KII (internal)	May 1st
Data Mapping, frequency, and flows; including key indicators to respond to evaluation questions, identification of data gaps	May 15 th
Data Collection Tools – design and Ethical Review	May 15 th
Inception Report, with data mapping and data collection tools, presentation	May 31 st
Data collection, data harvesting, and data curation, NLP when required (primary, data scraping, etc)	May- June 30 th
Dashboard, flows and scripts	June 30 th
Preliminary modelling (R or Python based)	June 30 th
Preliminary analysis (with available data)	July 31 st
Capacity building Phase 1- Data Architecture – can be combined with capacity building component next phase	July 31 st
Phase 2: Data Analysis and Reporting	
Data analysis	Sept 31 st
Maintaining Dashboard, data harvesting, curation and scripts for analysis	May – Oct
Reporting of data harvesting, curation and analysis, including qualitative	Jul – Nov

Synthesis evaluation report draft, presentation	Nov 30 th
Synthesis evaluation report revised	December 20 th
Visualization of data findings	December 31 st
Capacity building to UNICEF staff - Maintaining dashboard and analytical tools manuals	December 31 st

PHASE 1: DATA ARCHITECTURE

- Desk review and Inception report:** The evaluation team undertakes a desk review to inform the methodology, approach and development of the tools prior to the data collection phase. This should include mapping of all data sources and modelling approach. The inception report should include a detailed outline of the final report. The IR will be presented to the Evaluation Reference Group (ERG) and further refine the overall evaluation scope, approach, design and timeframe, provide a detailed outline of the evaluation methodology including data collection tools and analytical methodology; platform layout and information, periodicity of information published, and dissemination strategy.
- Quick Evaluability and Setting Up Data Architecture:** The evaluation team creates *the data architecture in Databricks* (hosted in UNICEF server), creates the APIs and scripts to ensure data effective harvesting. The evaluation team tests different data modelling for conducting a multi-source multivariate analysis to respond to the evaluation questions. The Data architecture; data curation; data scripts. Anonymized raw data structure in a machine-readable format is included in the architecture. The evaluation team Sets up a **Dashboard**, and the architecture dynamic of the data flows and information. It should be populated with available information (automatically, when possible). Information is maintained regularly, and data uploaded and showed in the dashboard as it comes.
- Primary Data Collection:** During this phase it is expected to establish a system to systematically capture through primary data collection tools feedback and needs from affected populations as well as implementing partners, and other key partners, including governments and civil society organizations on the ground. Data should be collected for a period of 9 months at least. Primary data collection can profit from big data analytics and other digital means from surveys, as appropriate.

PHASE 2: DATA ANALYSIS AND REPORTING

- Data analysis:** the evaluation team will produce two short data reports – 3 pages each with key findings for an agreed period of analysis.
- Evaluation Report:** Data Analysis is conducted through ongoing data available in the dashboard and qualitative data captured. The evaluation team prepares the consolidated report in accordance with UNICEF –Adapted UNEG Evaluation report standards and the report should be logically structured, containing, lessons and recommendations. Validation workshop preparation and presentation materials (PPT, prezi, or other) with evaluation findings and recommendations.
- Visualized report with evaluation findings:** Dashboard and data architecture will be finalized, final scripts for data harvesting for internal UNICEF use at a later stage of the response. A one tome visualized report will be available through R-Shiny with all evaluation findings of the synthesis report. **The visualization platform will**

host information on needs of children, monitoring, and lessons learned from the different geolocations. The platform will be built on the platform built for the real-time assessment of the COVID response. The platform will be available externally. The platform will include a timeline, map, and findings of the evaluation, combining geographic, data, multi-media, and text information. The platform will be updated as data and information are available. When needed, API and other ways to connect data available will need to be programmed.

- **Capacity building sessions** are conducted including manuals and other materials. It can be delivered online in two sessions of 3 hours each.

Outline of the inception report content:

- a. Introduction and context, Timeline of the response.
- b. Purpose, intended use, target audience.
- c. Scope and objectives.
- d. Description of inception phase and issues to consider.
- e. Evaluation design and framework.
- f. Evaluation questions (explanation of deviation from terms of reference, if necessary).
- g. Data collection methods (and sampling details).
- h. Sources to be used.
- i. Data analysis methods.
- j. Identification of limitations and methods to mitigate these.
- k. Work plan and allocation of work within the team and UNICEF support required.
- l. Identification of ethical considerations and plan to address them.
- m. Evaluation matrix: indicators mapping against unpacked evaluation questions, reporting indicators, available information and data gaps, includes data frequency.
- n. Data collection tools.
- o. Timeframe.

Evaluation report:

The evaluation report should be clear and include the following elements:

- a. An executive summary of the maximum 5 pages.
- b. Total report of not more than 30 pages (without annexes): A profile of the evaluated Programme, description of methodology and data collection tools, the main findings, lessons learned, conclusions and recommendations.
- c. Attachments: ToR, reconstructed ToC, evaluation matrix and data collection tools, list of persons interviewed, etc.
- d. Script of the visualization platform for the multivariate analysis.

- e. Anonymized raw data and information of data collected organized in machine readable form (handed only to the Independent Evaluation Office of ECARO, who will protect information). This includes qualitative as well and quantitative information.

The findings and conclusions of evaluation will answer the evaluation questions. The lesson learned and the recommendations will provide the link between the results of the evaluation and further emergency response programmes in recommending relevant adjustments and approaches.

Quality Assurance

The quality of all evaluation reports (Inception Report and Draft Report) will be assessed by a company external to UNICEF and the process will be facilitated by UNICEF ECARO Evaluation Section. The Contractor will be responsible for ensuring that recommendations for quality improvement of the report(s) are fully addressed.

The Draft Report will be considered as a Final one only after passing through the external quality assessment, addressing all comments and having final positive rating as “Satisfactory” or “Highly Satisfactory”. The Final Evaluation Report will be also submitted to the Global Evaluation Reports Oversight System (GEROS) for final quality assessment with feedback provided to the UNICEF ECARO Evaluation Section on the quality of the evaluation.

K. Working Locations and Logistic Arrangements

The evaluation team will work from their own office/homes, with regular phone/Teams meetings with the RO/EO/CO and all other programs or stakeholders on a set schedule. A team leader is expected to travel on missions to conduct in-person interviews, observations, and interactions with refugees, local authorities, implementing partners, and other organizations. During the inception phase, the exact scope of the country mission will be discussed and determined.

The evaluation team should use their own laptop and software applications required for this assignment, and they should bear full responsibility for any extra tele-communication charges or services incurred while working with UNICEF.

L. Proposed Payment Schedule

Payment will be contingent on the submission of acceptable quality deliverables as outlined in the J section. The payment will be agreed upon based on the estimated number of working days, which will be prorated based on each individual's responsibilities, task assignments, and contractual obligations. The individual contract will be issued to each individual with the expected details of the key deliverables toward the key milestones listed below.

Table 4: Proposed Payment Schedule		
TASK/DELIVERABLE	TIMEFRAME	PAYMENT % AGAINST DELIVERABLE
Phase 1: Data Architecture		
Inception Report	May 31 st	25%
Dashboard, flows and scripts	June 30 th	25%
Phase 2: Data Analysis and Reporting		
Data analysis – Summary reports	September 31 st	10%
Synthesis evaluation report revised	December 20 th	20%
Visualization of data findings	December 31 st	10%
Capacity building to UNICEF staff - Maintaining dashboard and analytical tools manuals	December 31 st	10%

M. Evaluation Team Composition, Responsibilities and Required Qualifications

The Evaluation Team will be a mixed team with UNICEF staff and consultants. UNICEF will make available 1 Data expert with experience on child protection and 1 junior evaluation specialist; it will also count on a UNICEF-hired data and visualization expert. Additional support will be provided with Graphic designer and Translation services, when required.

Team Composition and responsibilities:

The evaluation will be conducted by one evaluation team leader and one data scientists. Staff members from UNICEF's EO/RO (TBC) will be 'embedded' in the team and will provide logistical support and assist with data collection and report writing.

The evaluation team is expected to execute the following tasks:

- a. Develop a realistic work plan for the evaluation.
- b. Execute the evaluation to respond to the questions stipulated in the terms of reference (or subsequent revisions of the evaluation questions).

- c. Generate evaluation products and deliverables as shown in the table below, and in accordance with contractual requirements.
- d. Provide written responses to comments from the reference group, and update report accordingly.
- e. Provide regular updates to the Evaluation Managers.

Required Qualifications - Company

Team Leader (Data Architecture and Analysis)

- i. Extensive experience over 15 years in emergency response, preferably with a UN agency.
- ii. Experience in conducting and managing data-driven multi-disciplinary evaluations for UNICEF, other UN agencies or other international partners at the global, regional, or country levels. Specific calcifications of dealing with migration related emergencies is a plus.
- iii. Knowledge of latest qualitative and quantitative methods and approaches in humanitarian evaluation, especially participatory methods and accountability to affected populations.
- iv. Familiarity with UNICEF’s emergency response, including the Core Commitments to Children preferred and familiar with the Child Protection related matters.
- v. Excellent oral and written communication skills (in English).
- vi. Knowledge of qualitative and quantitative methods for data collection and for data analysis.
- vii. Experience with social media listening analysis, a plus experience managing a team.
- viii. Experience with the ethics of evidence generation; experience collecting data from vulnerable groups; familiarity with ethical safeguards.

Data Scientist

Expert in data science, data mining, and big data analysis over 8 years including the use of artificial intelligence for analysis of different sources of publicly available data

- i. Proven experience in the design and implementation of methods of qualitative (NLP) and quantitative research, including facilitating, collecting, and/or conducting remote online polls, surveys, and interviews.
- ii. Proven experience in the analysis of data from different sources, qualitative and quantitative data; in particular DataBricks, R and/or Pyhton , or any other language supported by DataBricks (R preferred).
- iii. Working with different sets of data from structure and unstructured sources.
- iv. familiarity with UNICEF’s emergency response, including the Core Commitments to Children.
- v. Experience with the ethics of evidence generation; experience collecting data from vulnerable groups; familiarity with ethical safeguards.
- vi. Experience with social media listening analysis.

- vii. Excellent ability to communicate and write in English. Russian, Ukrainian and other language in the affected countries is a plus.

Data Analyst (Junior)

- i. Expert in data science, data mining, and big data analysis over 3 years including the use of artificial intelligence for analysis of different sources of publicly available data.
- ii. Experience in the design and implementation of methods of qualitative (NLP) and quantitative research, including facilitating, collecting, and/or conducting remote online polls, surveys, and interviews.
- iii. Proven experience in the analysis of data from different sources, qualitative and quantitative data; in particular DataBricks, R and/or Python, or any other language supported by DataBricks (R preferred).
- iv. Working with different sets of data from structure and unstructured sources.
- v. Familiarity with social media listening analysis.
- vi. Excellent ability to communicate and write in English. Russian, Ukrainian and other language in the affected countries is a plus.

N. Application and Review Process

Applicants must submit a **Technical Proposal** (a maximum of 70 points will be awarded) that includes the following information:

- Presentation of the firm/research institution/consulting group and experiences.
- Understanding of the ToRs:
 - i. Evaluation needs (proposed approach to evaluation, detailed methodology/approach to requirement detailing how to meet or exceed UNICEF requirements for this assignment) and visualized platform.
 - ii. Proposed methodology and rationale for it.
 - iii. Workplan (proposed workplan showing detailed sequence and timeline for each activity to meet the expected key deliverables, quality assurance mechanism and risk mitigation measures including the ethical considerations and how the contractor will address them).
- Team composition (incl. identification of team leader), with complete CVs and Matching the team skills with the required skills.
- Sample(s) or link(s) of previous relevant work for this exercise in last three years.

Table 5: Application and Review Process		
TECHNICAL SUB-CRITERIA	DESCRIPTION	MAXIMUM POINTS
Completeness of technical requirements	Overall conformity of the proposal, including appropriate referencing and supporting documents (description of institution and key personnel, understanding of ToRs, matching team skills with required skills, proposed methodology, detailed timeline, references and written sample)	10
Qualifications of team	<ul style="list-style-type: none"> • Overall conformity with requirements of the team. • Matching capacities with requirements. 	35
Quality of technical proposal	<ul style="list-style-type: none"> • Understanding of the ToRs (match between the proposed approach and requested scope of evaluation). • Quality of the methodology and methods proposed, innovative design, rationale for the methodology. • Understanding of ethical considerations and integration of such in the methodology. • Ethical considerations. • Workplan. 	25
Maximum Total Technical Score		70
Minimum Score for Technical Compliance		50

Financial Proposal should include:

1. Detailed budget as per the Financial Proposal template
2. Explanation of budget assumptions with regard to planning, team composition, field work, etc.

Travel Costs: Except for the Evaluation Team Leader, no travel expenses are anticipated for the majority of the required applicants. Based on the discussions during the inception phase, the travel costs will be estimated and added as a cost amendment to the contract. If travel is approved, the contractor must submit a travel plan. Travel costs shall be calculated based on economy class travel, regardless of length of travel, and costs for accommodation, meals, and incidentals shall not exceed daily subsistence allowance (DSA) rates as promulgated by the International Civil Service Commission (ICSC). All travel arrangements will be agreed upon and discussed in detail during the inception phase and will not be included in the financial proposal estimate.

Evaluation weighting criteria:

The total amount of points allocated for the price component is **30**. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price; e.g.:

Score for price proposal X = (Max. score for price proposal (**30** Points) * Price of lowest priced proposal) / Price of proposal X

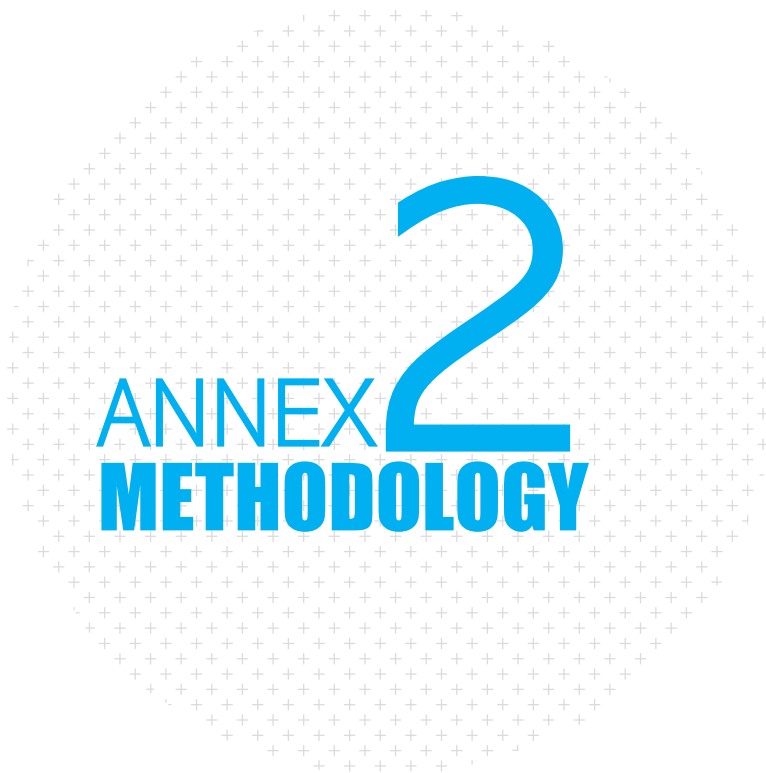
Total obtainable Technical and Price score: **100**

The Proposer(s) achieving the highest combined technical and price score will (subject to any negotiations and the various other rights of UNICEF detailed in this LRPS) be awarded the contract(s).

Mirella Hernani
UNICEF ECARO, Regional Evaluation Adviser



ANNEX 2



ANNEX 2

METHODOLOGY

This Annex sets out the methodology for the evaluation, including how it was applied.

1. **Evaluation criteria.** The first step in methodology development was to define the identified evaluation criteria for the exercise (see [Annex 1](#)). Table 6 provides the definitions:

Table 6: Evaluation Criteria

Definition of the Evaluation Criterion ¹³	
RELEVANCE	The extent to which UNICEF’s design and objectives for its response to the Ukraine refugee situation respond to the needs of affected populations, partners including host governments and municipalities, and adapt to change as the crisis proceeded.
EFFECTIVENESS	The extent to which UNICEF’s refugee response achieved, or was expected to achieve, results for beneficiaries, considering the relevance of initial targets set; differential results across age groups, genders; and different vulnerabilities (disabilities, unaccompanied and separated children, etc.).
EFFICIENCY	The extent to which UNICEF’s refugee response delivers, or was likely to deliver, results in an economic and timely way.
COHERENCE	The compatibility of UNICEF’s refugee response with the response provided by other actors (host governments, NGOs and CSOs, UNHCR, other UN agencies) and the level of coordination with UNICEF’s response within Ukraine as well as with National Committees.
IMPACT	The extent to which UNICEF’s refugee response has generated or was expected to generate significant higher-level effects, especially for strengthened national systems and for social inclusion.
SUSTAINABILITY	The extent to which the positive effects of UNICEF’s refugee response continue or were likely to continue after refugee flows have reduced.

2. **Intervention logic.** With the defined evaluation criteria in place, the evaluation prepared an intervention logic that represented the intended pathways of change for UNICEF’s refugee response (Figure 1 in the main report). The intervention logic was based on internal documentation provided, including UNICEF’s Office and Country Offices/staff working in countries involved in the crisis and was developed to reflect the highly specific nature of the crisis. It recognised that UNICEF’s response was highly determined by its operating contexts, including in countries with no prior programmatic presence. Thus, it aimed to reflect the continuum from initial engagement to programmatic action, including the initial opening up of strategic and programmatic space, within which, once established, services could be delivered, and advocacy occur. The first two columns of the logic model reflect these elements.
3. The intervention logic drew on the Core Commitments to Children (CCCs) in Humanitarian Action, in particular in relation to its Goal, which reflects the strategic result formulated in the CCCs for large-scale movements of

¹³ The definitions of the evaluation criteria follow the [updated OECD/DAC evaluation criteria](#).

refugees, migrants and internally displaced persons.¹⁴ The logic model also recognised the emphasis of the response, as articulated in the HAC, on systems strengthening and social inclusion, as well as on access to services and child protection. Thus, the ‘nexus’ elements of the response, at least in relation to humanitarian and development activity, were strongly reflected.

4. The logic model was tested throughout the evaluation. Once data collection was complete, it was reviewed overall for relevance, and, based on findings generated, its first two columns were updated to present a populated version (see Annex 5).
5. **Refining evaluation questions** The initial set of evaluation questions, related to the four evaluation criteria originally specified, is presented in the Terms of Reference at Annex 1. The evaluation questions were refined and partly newly elaborated given the defined evaluation criteria.
6. For each evaluation question, a list of ‘guiding issues’ was determined, recognising that the response remained fluid and was still ongoing, and that different issues might emerge at different points during the evaluation.
7. The main evaluation questions and their guiding issues, aligned against the evaluation criteria were as follows (Table 7).

Table 7: Evaluation Questions and Criteria, Aligned to Guiding Issues

RELEVANCE	EQ: To what extent has UNICEF’s response met the needs and priorities of its key beneficiaries and stakeholders: refugee children outflowing from Ukraine; host populations; host governments; and implementing partners?
	<p>Guiding issues:</p> <ul style="list-style-type: none"> • Where, how and at what speed has UNICEF generated the conditions/opened up the political & programmatic space to deliver its response on the ground in the different countries? What challenges and opportunities has it met and how did it address these? • How has UNICEF made its strategic and operational decisions during the different phases of the response? To what extent did UNICEF’s structural arrangements support or impede the response? • Did UNICEF have to make any trade-offs between strategic choices – where and how? • To what extent did UNICEF have the right strategic and operational capacities in place to create and expand political/programmatic space on the ground? What strengths and weaknesses were identified? • To what extent was the response design evidence-based? • To what extent did the response design take into account the views of affected populations? • How did UNICEF (i) identify and (ii) differentiate its response to meet the diverse needs of different beneficiaries and stakeholders, including those of women and girls, boys and men? • To what extent did the response take account of the specific needs of vulnerable groups, e.g. unaccompanied and separated children, pregnant women, women with young children; elderly persons and cwerers; ethnic minorities; persons with disabilities (incl. children), gender needs etc? • How did the response evolve strategically and operationally over time?

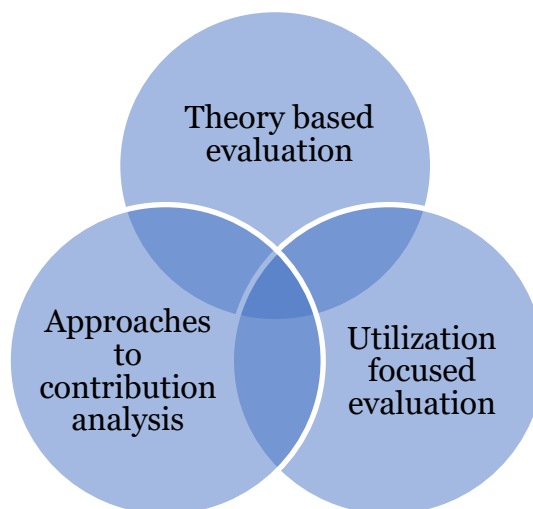
¹⁴ See Section 2.5.2 of the CCCs: UNICEF (2020) Core Commitments For Children in Humanitarian Action (version October 2020)

EFFECTIVENESS	<p>EQ: To what extent did the UNICEF response to the crisis achieve its intended objectives/ deliver results for affected populations, taking into account the different needs of stakeholders and beneficiaries?</p> <p>Guiding issues:</p> <ul style="list-style-type: none"> • To what extent were UNICEF’s intended objectives for the response (i) prepared in a timely way and (ii) appropriate, given the nature and scale of the response? Did they evolve along with response needs? • Did objectives and targets adequately address the differential needs of stakeholders and beneficiaries, including from a gender and equity perspective? • What progress was made against defined objectives (particularly overarching aim of Child Protection?) What were wereas of strength and weakness? • What progress was made that was NOT reflected in objectives and targets? • Were there any unintended effects? (positive or negative)
EFFICIENCY	<p>EQ: To what extent were available resources converted into results, and how timely was the response in relation to needs?</p> <p>Guiding issues:</p> <ul style="list-style-type: none"> • To what extent did UNICEF’s funding requests align with scale of needs and the feasibility of operational delivery on the ground? • To what extent was funding received aligned to scale/nature of needs on the ground? • To what extent was UNICEF funding disbursed against identified needs? • How swiftly were capacities provided to address strategic and operational needs? • How swiftly were resources received converted into strategic and operational responses to needs? • Where operational delivery was feasible, how timely was delivery against beneficiary needs?
COHERENCE	<p>EQ: To what extent was UNICEF’s response aligned with the needs & priorities of national/regional partners?</p> <p>Guiding issues:</p> <ul style="list-style-type: none"> • To what extent/where did UNICEF position itself in relation to the needs/gaps of national responses, especially for child protection? To what extent/how did its response adapt along with national responses? • How (and how well) did UNICEF navigate the complex political terrain of the crisis, particularly at national level? • To what extent/where did UNICEF meet the needs and expectations of national stakeholders of the response? How well did partnerships work? • To what extent and how did UNICEF’s operational/strategic engagement complement the activities of National Committees? • What capacities/comparative advantages did UNICEF bring to the UN response, and how well did partnerships work, particularly with UNHCR? • To what extent did the response adhere to the Humanitarian Principles; and to what extent were these prominent in the response? • How well did the response co-ordinate with the ‘inside Ukraine’ L3 response? • What was the added value of the regional/multi-country dimensions of the response? • How well did UNICEF’s internal coherence, between different organisational layers, units and divisions, function?

IMPACT	<p>EQ: To what extent has the response contributed/does it continue to contribute to medium and long-term systems strengthening and social inclusion in affected countries?</p> <p>Guiding issues:</p> <ul style="list-style-type: none"> • To what extent was the response framed and implemented within a nexus perspective? (<i>humanitarian-development-peace</i>) • What contributions to systems strengthening were made by UNICEF? • What contributions to social inclusion were made by UNICEF, including from a gender and equity perspective? • What effects have been created in terms of UNICEF’s medium- and longer-term strategic and programmatic space in partner countries?
SUSTAINABILITY	<p>EQ: To what extent has UNICEF delivered lasting results for stakeholders and beneficiaries?</p> <p>Guiding issues:</p> <ul style="list-style-type: none"> • To what extent do results identified show evidence of prospective sustainability? Where and how? • To what extent has UNICEF’s response contributed to building resilience at different levels? (affected population/community/implementing partner/local govt/national govt etc) • To what extent has UNICEF developed, and prepwered for implementation of, its future strategy for the refugee response?

8. **Conceptual approach.** The evaluation design sought a model which was contextually-sensitive to a complex crisis, above, as well as speaking to UNICEF’s own operating model and culture. To achieve this, it combined theory-based evaluation with elements of contribution analysis and a utilisation-focused approach (Figure 1):

Figure 1: Conceptual Approach



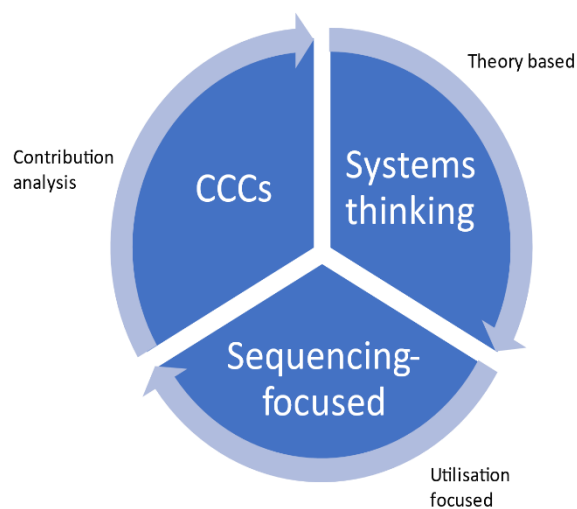
9. These elements comprise:

- **Theory-based evaluation**, which focuses on context, and the highlighting of *causal mechanisms* – i.e. understanding why events happened as they did.¹⁵ This approach was appropriate for an evaluation which encompassed diverse operational contexts, but where an aggregate level overview was required, and where the political/political economy features of the crisis and the humanitarian response, required attention.
- Approaches to **contribution analysis**.¹⁶ Whilst full contribution analysis was not feasible for a real-time exercise, contribution analysis can help map out the pathways from interventions to results, particularly where contexts were fluid and dynamic, through ‘contribution stories’. This approach was appropriate for an evaluation where context played such a powerful role in shaping the refugee response.
- Finally, **utilization-focused evaluation**. Utilization-focused evaluation stresses that evaluations should be conducted in such a way as to promote the use and operationalisation of findings.¹⁷ For this evaluation, it also operationalised the learning and forward-looking approach adopted.

10. **Evaluation framework.** The evaluation framework built on the conceptual approach. It embedded three key items:

- **The CCCs:** The CCCs were reformulated in October 2020 and comprise UNICEF’s formal statement of its commitments to children in situations of humanitarian crisis. They formed the basis of the intervention logic and were integrated throughout the evaluation matrix. They were applied as part of the analytical framework for the response (see [Annex 5](#)).
- **A sequencing-focused approach.** Without Country Offices in several of the host countries, the requirement to dedicate time and resources to ‘opening up’ strategic programmatic space (para 62) needed to be built into the evaluation framework. Consequently, it encompassed the preparatory and programmatic readiness elements of the response as substantive elements of the humanitarian action undertaken by UNICEF.
- **The use of systems thinking.** The refugee response to the Ukraine crisis takes place across UNICEF’s corporate structures, systems and operations. This makes systems thinking and analysis, and complexity theory, closely interconnected with systems thinking,¹⁸ highly relevant, particularly as UNICEF itself continues its journey of learning and organisational change.¹⁹

Figure 2: Evaluation Framework



¹⁵ Chen, R (1991) *Theory Driven Evaluations* London: Sage.

¹⁶ Mayne, J (2001) ‘Addressing Attribution through Contribution Analysis: Using Performance Measures Sensibly’ *The Canadian Journal of Programme Evaluation* Vol.6, No. 1, Canadian Evaluation Society.

¹⁷ Quinn Patton, M (2000) *Utilisation-focused Evaluation* London: Sage.

¹⁸ Patton, M. (2011). *Developmental evaluation applying complexity concepts to enhance innovation and use*. New York, NY: Guilford Press.

¹⁹ UNICEF (2019) *UNICEF’s Journey of Organizational Transformation*

11. **Evaluation matrix.** To support a fully systematic approach, the design will apply an evaluation matrix, provided at Figure X. The matrix provided the central analytical tool for the exercise. It was organized by evaluation criteria and defines a set of proposed indicators for each evaluation question/set of guiding issues. It also set out data sources and data analysis methods which helped shape its indicators, applying the CCCs as the basis. Most of these indicators were of a quantitative nature, but some were also qualitative.

12. **Sources of evidence.** Table 3 provides the list of sources applied for the evaluation. These include UNICEF sources; external sources; and sources generated by the evaluation team, such as surveys and mapping exercises, for example to determine partner profiles and a timeline for the response.

Table 8: Data Sources, by Stakeholder

STAKEHOLDER	PRIMARY	SECONDARY
UNICEF	Semi-structured interviews with key informants at HQ, regional and country levels Web survey with staff involved in refugee response, including those on surge deployments	Strategic and operational documents (HAC Appeal, RRP, Situation Reports, Humanitarian Programme Documents, etc.), policies and procedures. Internal databases (on funding and expenditures, human resources, partnerships, etc.). Recordings and minutes of meetings Internal reviews and reports. Social media posts.
Refugee population	Web survey	Needs assessments. Feedback and complaints forms UReport chatbots.
Host communities	Web survey	Media reports. Social media posts.
UN partners, mainly UNHCR	Semi-structured interviews	Strategic and operational documents (Multi-agency RRP, Situation Updates, etc.). Operational data portal and dashboards.
Host governments (central and decentralised level)	Semi-structured interviews	Government response plans and reports. Media reports. Social media posts.
Implementing partners (municipalities and NGOs/CSOs)	Web survey at management level and with frontline workers Semi-structured interviews	Media reports. Social media posts.
National Committees	Semi-structured interviews	Media reports.

13. For data collection from refugees and host communities, respondents were targeted from among the general population of refugees and host populations. Second, as elaborated in the evaluation matrix, these groups were asked about their perceptions of national systems and social inclusion, rather than specific UNICEF interventions. Separate indicators served as proxies for the contribution that UNICEF made to higher-level results.
14. The strong reliance on secondary data sources in this evaluation had clear advantages and disadvantages. The most important advantages were that these data already existed, did not require time and resource-intensive data collection, and were easily accessible. However, accuracy of data was often uncertain, and effort was needed to assess the reliability of databases or survey data collected externally.
15. **Secondary data gathering** While the analysis of structured data, such as from administrative records or needs assessment surveys, was relatively straightforward, analysis of unstructured data was more challenging. The evaluation used natural language processing (NLP) technology to analyse data from social media, media reports, recordings of meetings, and feedback forms; and also to strategic and operational documents. This was supplemented by qualitative analysis where needed. For data from social media, the evaluation team harvested data from public Twitter and Facebook accounts (as these were the main social media platforms for official communication) of UNICEF.
16. A 'needs index' was also calculated at country level, using secondary data to map the UNICEF response against needs. Box 1 explains the methodology for this:

Box 1; Needs index

We calculate a needs index to capture countries' needs for support from UNICEF in responding to the inflow of refugees from Ukraine. The needs index is a summary measure of four dimensions, which take countries' structural conditions to deal with the inflow of refugees as well as the magnitude of the refugee population into account. The four dimensions are:

- 1) Economic strength (measured by GDP per capita, in international \$ PPP)
- 2) Government effectiveness (measured by the World Bank's government effectiveness indicator)
- 3) Children's rights (measured by the KidsRights Index)
- 4) Refugee population (measured as recorded refugees per 100,000 population)

We first calculate an index for each of the four dimensions and then aggregate the dimensional indices to one aggregate needs index.

For each dimension, we calculate a dimensional index as:

Dimension index = (actual value - minimum value) / (maximum value - minimum value).

Minimum and maximum values are defined by our sample of eight countries. In other words, we define the lowest value in a certain dimension among our eight countries as the minimum and the highest value as the maximum.

In all but the refugee population dimension, higher values imply lower needs. In the refugee population, a higher value is a proxy for higher needs. In calculating the refugee dimension index, we thus calculate 1 minus the ratio.

We then calculate the arithmetic mean of the four dimensional indices and obtain the needs index. We invert the resulting index such that higher values of the needs index indicate a higher need for support.

17. **Primary data gathering** Primary data was gathered through semi-structured interviews or short surveys. Surveys were conducted remotely, in the form of web surveys or polls, using Viber as the main channel of communication for refugees. Four surveys were conducted: (i) with UNICEF staff in host countries, (ii) with implementing partners, (iii) with host communities and (iv) with refugee populations. That for UNICEF staff resulted in limited data, primarily responses from one single country offices.
18. **Semi-structured interviews** Key informant interviews were conducted partly remotely and partly during field missions. Annex sets out the list of interlocutors, but the main responded groups included:
- a. UNICEF Headquarters (especially EMOPS officers).
 - b. Regional Office Management Team.
 - c. UNICEF Country Offices or Refugee Response Teams.
 - d. Implementing partners, at management level and frontline workers.
 - e. Government representatives.
 - f. National Committees.
 - g. UNHCR, WFP and other relevant UN agencies.
19. **Country level analysis.** As a whole-of-response evaluation, which took place as the response was ongoing, the evaluation did not seek to conduct individual ‘case studies’ which might have taken place in a more ex-post evaluation design. Nonetheless, it was extremely important that data from operating environments was adequately reflected in the evaluation’s implementation, and that reporting was appropriately grounded in the real world of the refugee response on the ground.
20. To ensure this coverage, members of UNICEF country teams were interviewed in all eight countries covered by the evaluation. However, interviews with selected implementing partners, representatives of host governments, UNHCR and other UN agencies took place in three countries, which reflect the diversity of operating contexts in which the refugee response has taken place. National Committee members in Japan, Germany, the USA and Poland were also interviewed.
21. **Analytical methods.** The evaluation relied on a range of different analytical methods, depending on the type of data generated. *Table 9* below shows the specific analytical techniques applied. Throughout, the focus was on triangulation, and ensuring that findings were supported by more than one evidence source, to ensure internal and external validity.

Table 9: Analytical Methods

QUANTITATIVE DATA	QUALITATIVE DATA
<ul style="list-style-type: none"> ● Desk review ● Framework analysis ● Content analysis ● Statistical methods for: <ul style="list-style-type: none"> - means or proportion calculation - distributions of variables - index creation - correlation calculation ● Natural Language Processing (NLP) 	<ul style="list-style-type: none"> ● Desk review ● NLP ● Framework analysis ● Content analysis ● Contribution story construction

22. A core template for analysis was developed, linked to the evaluation matrix. Data were mapped against this template, and content analysis took place, assessing (i) the strength of the evidence in different areas and (ii) the extent to which evidence converged. No contradictions in the evidence emerged.

23. An important aspect of data analysis was to confirm or revise the intervention logic with the help of contribution analysis. The logic was tested, validated and refined on an ongoing basis throughout the evaluation, and a finalised intervention logic was a key output of the evaluation.

24. As per its emphasis on data generation, the evaluation aimed to visualize as many findings as possible for accessibility. Consequently, an internal interactive website was developed, which visualised the timeline and other data for the response. Three Briefs were also presented, to capture findings as they emerged.

25. **Ethical standards.** The evaluation adhered to key ethical standards, including:

- UNEG Ethical Guidelines (2008).
- UNICEF Procedure on Ethical Standards in Research, Evaluation, Data Collection and Analysis (2021).

These standards require that the principles of justice, beneficence, respect for persons, integrity and accountability guided the work of the evaluation team in all endeavours.

26. The use of a wide range of data sources implied significant attention to ethical issues. Some of its approaches, namely relying on existing data sources and minimizing the burden on potential interviewees or survey respondents as well as the public availability of evaluation outputs, directly addressed potential ethical concerns of justification of evidence generation and of reciprocity. However, of potential ethical concern was the generation of evidence from human subjects (in the form of web surveys with refugee and host populations) as well as the analysis of potentially sensitive secondary data (in the form of meeting records²⁰, social media posts, and needs assessments or feedback and complaints information).

27. **Web surveys:** The refugee survey were addressed at people 16 years and older; and the host community survey at adults only. Survey questionnaires were translated to the relevant languages. The recruitment of respondents through social networks, opened the way for minors (even below the age of 16) to participate. In the invitation

²⁰ While minutes from meetings may also be used for this evaluation, these do not usually identify individuals. Those minutes that were reviewed by the evaluation team in the inception phase never pointed to individual statements or actions.

message, it was therefore clearly communicated who the target group of each survey was, and at the beginning of the survey, respondents were asked to indicate their age category. If too young, the survey was immediately ended.

28. The web surveys did not collect any personally identifiable information. It was assumed that knowledge of a broad age category (such as 18 years and above) and being in a specific country was clearly insufficient to identify persons, even if recruited from a group of participants of a Viber channel. These channels were sufficiently large; a poll conducted by Viber for UNICEF in March 2022 resulted in between 600 and 10,000 responses per host country.
29. Furthermore, the surveys did not cover sensitive topics. De facto anonymity and the lack of sensitive questions therefore reduce the risk of harm for respondents.
30. Informed consent was sought by all survey respondents. The purpose of the data collection was explained at the beginning of the web survey questionnaire. Potential participants were given the opportunity to ask questions (by being provided the contact details of a member of the evaluation team who may be contacted for questions) prior to giving their consent to participate. Participants were assured that their participation was voluntary and that they were able to terminate the web survey at any time without repercussions.
31. Including minors (of age 16 and 17) in the refugee survey raises particular ethical concerns, as collecting data from minors usually requires consent of parents or caregivers. The risks of data collection from this age group were evaluated as being low (for the same reasons above), justifying the exercise for the benefit of hearing the opinions of adolescents directly.
32. The web survey of refugees also ended with a listing of relevant helplines for additional support and information. A list of such helplines (phone numbers, websites or e-mail addresses) were compiled by the evaluation team ahead of implementing the survey, and in consultation with the UNICEF country teams.
33. **Meeting recordings:** Recorded meetings were those of the Emergency Management Team, the Technical Emergency Teams, and the Ukraine Emergency Response – Indicator Reporting Clinic. All these meetings were of a professional nature, touching on strategic, organisational, and operational topics related to the refugee response. They did not contain information that represented a private individual but information that people discussed in their professional positions. No sensitive or personal issues arose in the meetings.
34. In the case of meeting recordings, participants were asked for their consent for the meeting to be recorded and regarding the planned use of these recordings. Participants were provided with the possibility for withdrawal (opt out).
35. **Social media data:** Data were used from public accounts, mainly on Twitter, Facebook and Instagram; and the primary data providers were public bodies or organisations (such as UNICEF offices, governments, implementing partners). These social media posts were of no ethical concern because the users were not posting information with an expectation of privacy; on the contrary, they even intend to reach a large coverage.
36. For some indicators in the evaluation matrix, however, data was to be used from private individuals, for example, when looking at reactions to tweets. In these cases, as in general in this evaluation, the evaluation team did not identify people and only reported results in an aggregate way, for example by showing if there were more positive than negative reactions.

37. None of the mentioned data were shared with anyone outside the evaluation team. Individual data extracts were not presented in any evaluation outputs. No individual was identified, and no individual quotes were displayed. Confidentiality was guaranteed throughout.

38. Risks and limitations and how they were mitigated/managed are presented in [Table 10](#) below.

Table 10: Risks and Mitigation / Management

RISK OR LIMITATION	MITIGATION/MANAGEMENT
Low interest and buy-in of Country Offices and Refugee Response Teams	<ul style="list-style-type: none"> • Communication with teams, explaining the purpose and usefulness of the evaluation. • Producing ongoing evaluation briefs, and engaging with the teams as intermediate results become available/for validation.
High time requirements for UNICEF staff and other potential stakeholders	<ul style="list-style-type: none"> • Applying secondary data where available. • Obtaining access to source files, which were being updated, rather than having to contact UNICEF staff for updates. • Designing surveys and interviews only to obtain information for which no other source was available.
Low relevance – the evaluation report may risk being outdated by the time it was finalized	<ul style="list-style-type: none"> • Emphasizing the real-time aspect of the evaluation and providing intermediate results. • Producing an interactive internal website.
Relevant data within UNICEF was saved in many different folders and systems	<ul style="list-style-type: none"> • Manager of the evaluation and colleagues from Evaluation Office helped establish contact between evaluation team and the data owners and request permission for data access.
Inconsistent availability of data across host countries	<ul style="list-style-type: none"> • Whenever data was available only for one or a few countries, reporting data gaps.
Survey data to be collected from refugee and host populations was not going to be representative/will experience survey fatigue	<ul style="list-style-type: none"> • Using Viber, which has the highest usage among refugees.
Due to the partnership approach of the refugee response, beneficiaries often do not know that UNICEF supported programming	<ul style="list-style-type: none"> • Asking beneficiaries about their experience of services, without specifying UNICEF.
Given the use of different sources and types of data, major contradictions in results cannot be excluded	<ul style="list-style-type: none"> • No major contradictions arose.

Matrix 1: Evaluation Matrix

Note for the reader: Indicators in italics are qualitative; the rest are quantitative.

Relevance: Evaluation Question - To what extent has UNICEF’s response met the needs and priorities of its key beneficiaries and stakeholders: refugee children outflowing from Ukraine; host populations; host governments; and implementing partners?			
GUIDING ISSUES	INDICATORS	DATA SOURCES	DATA ANALYSIS METHODS
Where, how and at what speed has UNICEF generated the conditions / opened up the political & operational space to deliver its response on the ground in the different countries? What challenges and opportunities has it met and how did it address these?	Degree of strategic and operational space	Situation reports	Desk study of situation reports
	Degree of operational readiness	Data from semi-structured interviews with UNICEF staff	Mapping of space and readiness, by country and month
		Recordings of EMT meetings	If possible, create indexes of the degree through statistical methods
	Number of partnerships at national/sub-national government level or with other implementing partners	ECARO Implementing Partnerships -Ukraine Response excel file, in combination with E-Tools	Simple calculation of numbers, by country and month
	<i>Evidence on challenges and opportunities</i>	Situation reports	Desk study of situation reports
		Data from semi-structured interviews with UNICEF staff	Mapping of challenges and opportunities
		Recordings of EMT and TET meetings	NLP of recordings
		EMT and TET Action Point Matrix	Desk study of action points and their timing
		Data from web survey with UNICEF staff	Calculate proportion of respondents who report on certain challenges
How has UNICEF made its strategic and operational decisions during the different phases of the response? To what extent did UNICEF’s structural arrangements support or impede the response?	<i>Evidence on prioritization of actions</i>	Recordings of EMT and TET meetings	Desk study or natural language processing (NLP) of recordings and interviews
		Data from semi-structured interviews with UNICEF staff	Mapping of priorities
	Speed of decision-making	Recordings or minutes from	Mapping of decision-making arrangements

	Degree of decentralisation of decision-making	decision-making meetings, including from EMT and TET meetings	
	<i>Role of structural arrangements in supporting or impeding decision-making</i>	Data from semi-structured interviews with UNICEF staff	Mapping of UNICEF's structural arrangements for the response
Did UNICEF have to make any trade-offs between strategic choices – where and how?	<i>Evidence on trade-offs</i>	Recordings of EMT and TET meetings Data from semi-structured interviews with UNICEF staff	Desk study or NLP of recordings and interviews Mapping of trade-offs
To what extent did UNICEF have the right strategic and operational capacities in place to create and expand political/ operational space on the ground? What strengths and weaknesses were identified?	Number of staff/surge deployments, by country and month Turnover rate of staff	Data on staffing and surge deployments	Simple calculation of numbers Statistical calculation for turnover
	Perception on technical and executive capacities of staff/surge deployments	Data from web survey with UNICEF staff	Statistical calculation for proportion of respondents who assessed capacities as good or excellent
	Demonstrated presence and utility of staff deployed in relation to needs	Data from semi-structured interviews with UNICEF staff Human resources data Travel authorizations	Verifying operational presence of staff deployed Overview on previous experience level of staff deployed
To what extent is the response design evidence-based?	Quality of information available to design a programmatic response Degree to which response design was evidence-based	Data from web survey with UNICEF staff	Statistical calculation for proportions of respondents who a) had quality information available and b) were guided by needs and capacity assessments
	Proportion of originally set indicators and targets that were	HPM table (original and revised)	Mapping of original vs. revised indicators and targets

	dropped/substantially revised		Calculate the share revised
To what extent did the response design take into account the views of affected populations?	Degree to which response design is influenced by input of affected people	Data from web survey with UNICEF staff and implementing partners	Statistical calculation of proportion of respondents who report any way of influence (can also consider the variety)
	Degree to which feedback collected in Blue Dots, if any, was considered	Feedback and complaints forms from Blue Dots (in Kobo Toolbox) Data from semi-structured interviews with UNICEF and UNHCR	NLP of feedback forms If there is any sensible feedback, map from interviews how this was addressed
	Share of UNICEF-supported programmes with feedback and complaints mechanism in place	Data from web survey with UNICEF staff and implementing partners	Proportion of respondents who report that programmes have a feedback and complaints mechanism
	Degree to which this feedback is processed and reported	Data from web survey with implementing partners	Proportion of respondents who report that data is processed regularly and/or reported to senior management
How did UNICEF (i) identify and (ii) differentiate its response to meet the diverse needs of different beneficiaries and stakeholders, including those of women and girls, boys and men?	Needs assessments reflect diversity of vulnerable groups, particularly gender and equity	Survey data or aggregate results from multi-sectoral needs assessments	Desk review of which vulnerable groups are considered in needs assessments
	<i>Congruence of needs and response</i> Diversity embedded across programmatic areas to reflect findings of needs analysis	Multi-agency RRP, country refugee emergency response plans Recordings of TET meetings Data from semi-structured interviews with UNICEF staff UReport chatbots	Map out in matrix form (i) stakeholder groups, (ii) needs per stakeholder group, and (iii) analysing how UNICEF responded

To what extent did the response take account of the specific needs of vulnerable groups, e.g. unaccompanied and separated children, pregnant women, women with young children; elderly persons and carers; ethnic minorities; persons with disabilities (incl. children), gender needs etc?	Reflection of diverse needs in strategic documentation for the response, particularly gender and equity	HACs	Content analysis of HACs
	Share of workplans/HPDs signed with implementing partners that mention vulnerable groups	Workplans and HPDs signed with implementing partners (extracted from E-Tools)	NLP of workplans/HPDs and mapping vulnerable groups against response
	Evidence of high-level policy engagement that focuses on vulnerable groups	Situation Reports	NLP of Situation Reports and mapping vulnerable groups against response
	Proportion of UNICEF social media posts mentioning vulnerable groups	Tracking sheet for social media (twitter and Facebook (FB)) data posts on Ukraine from: <ul style="list-style-type: none"> UNICEF's accounts 	NLP on the text corpus of all the posts that have tags or mentions about Ukraine and mapping vulnerable groups against response
How did the response evolve strategically and operationally over time?	<i>Degree of adaptive capacity over time</i>	Situation Reports Data from semi-structured interviews with UNICEF staff	Mapping a timeline of the refugee response

Effectiveness: Evaluation Question – To what extent did the UNICEF response to the crisis achieve its intended objectives/deliver results for affected populations, taking into account the different needs of stakeholders and beneficiaries?

Guiding issues	Indicators	Data sources	Data analysis methods
To what extent were UNICEF's intended objectives for the response (i) prepared in a timely way and (ii) appropriate, given the nature and scale of the response? Did they evolve along with response needs?	Time between start of emergency and initially set indicators and targets Time between start of emergency and revised indicators and targets	Multi-agency RRP and country refugee emergency response plans Recording of Ukraine Emergency Response – Indicator Reporting Clinic (and follow-up material)	Mapping a timeline of the refugee response Desk study of RRP and materials related
	Proportion of initially set indicators and targets that were substantially revised	HPM table (original and revised)	Mapping of original vs. revised indicators and targets

			Calculate the share revised
Did objectives and targets adequately address the differential needs of stakeholders and beneficiaries, including from a gender and equity perspective?	<p><i>Congruence of needs and objectives/targets</i></p> <p><i>Degree to which objectives and targets take gender and equity concerns into account</i></p>	<p>HPM table</p> <p>CCC mapping</p> <p>Multi-agency RRP</p> <p>Situation Reports</p> <p>Data from semi-structured interviews with UNICEF staff</p>	<p>Map out in matrix form (i) stakeholder groups, (ii) needs per stakeholder group, and (iii) objectives and targets</p> <p>Analysis of gender and equity considerations reflected within objectives and targets</p>
What progress was made against defined objectives (particularly overarching aim of CP?) What are areas of strength and weakness?	<p>Achievement of targets</p> <p>Coverage through UNICEF supported programmes</p>	<p>HPM table</p> <p>Performance Analysis Dashboard</p> <p>HPDs and work plans</p>	<p>Desk review of performance indicators</p> <p>Analysis of explanatory factors for differential achievement of targets</p> <p>If possible, calculate correlations between share of targets achieved and potential explanatory factors</p>
	<p><i>Strengths and weaknesses identified and recognised by UNICEF management and staff</i></p>	<p>Data from semi-structured interviews with UNICEF staff</p>	<p>Map strengths and weaknesses</p>
What progress was made that was NOT reflected in objectives and targets?	<p>Evolution of strategic and operational space over time</p> <p>Evolution of operational readiness over time</p>	<p>Situation Reports</p> <p>Data from semi-structured interviews with UNICEF staff</p>	<p>Map a timeline of creating strategic and operational space as well as operational readiness</p> <p>Identification of challenges and barriers to expansion of strategic and operational space</p>
	<p>Uptake of UNICEF's advocacy messages among host governments</p>	<p>Social media data (twitter and FB) from:</p> <ul style="list-style-type: none"> ● host governments <p>Media reports</p>	<p>NLP on the text corpus of all the posts that have tags or mentions about UNICEF related to Ukraine and available report articles mentioning UNICEF and Ukraine</p>

Were there any unintended effects? (positive or negative)	<i>Type of unintended effects</i>	Data from semi-structured interviews with UNICEF staff	Map unintended positive and negative effects
	Magnitude of unintended effects	Possibly, administrative or other suitable data	If any unintended effects are identified, follow up with suitable data (administrative or other) to measure the magnitude of these
Efficiency: Evaluation Question – To what extent were available resources converted into results, and how timely was the response in relation to needs?			
Guiding issues	Indicators	Data sources	Data analysis methods
To what extent did UNICEF's funding requests align with scale of needs and the feasibility of operational delivery on the ground?	Funding request per country in relationship to estimated refugee population in need	2022 HAC Appeal for Ukraine and Refugee Outflow Administrative data on refugee numbers (from UNHCR)	Statistical ratio
	Degree of funding request being aligned to assessment of countries' needs and response capacity	2022 HAC Appeal for Ukraine and Refugee Outflow Information on refugees per population and GDP per capita	Rank countries according to needs/capacity and map funding request against this ranking
	<i>Degree to which funding request reflects feasibility of operational delivery on the ground</i>	2022 HAC Appeal for Ukraine and Refugee Outflow Indicator on degree of strategic and operational space and of operational readiness (see above)	Map funding request against feasibility of operational delivery in the different countries
To what extent was funding received aligned to scale/nature of needs on the ground?	Funding received per country as a ratio of estimated refugee population in need	HAC Ukraine Funding Summary Report excel file Administrative data on refugee numbers (from UNHCR)	Statistical ratio

	Degree of funding received being aligned to assessment of countries' needs and response capacity	HAC Ukraine Funding Summary Report excel file Information on refugees per population and GDP per capita	Rank countries according to needs/capacity and map funding request against this ranking
	<i>Degree to which funding received reflects feasibility of operational delivery on the ground</i>	HAC Ukraine Funding Summary Report excel file Indicator on degree of strategic and operational space and of operational readiness (see above)	Map funding received against feasibility of operational delivery in the different countries
To what extent was UNICEF funding disbursed against identified needs?	Funding disbursed per country and sector as a ratio of estimated refugee population in need	Financial data from Vision Administrative data on refugee numbers (from UNHCR)	Statistical ratio
	Degree of funding disbursed being aligned to assessment of countries' needs and response capacity	Financial data from Vision Information on refugees per population and GDP per capita	Rank countries according to needs/capacity and map funding request against this ranking
	<i>Degree to which funding disbursed reflects feasibility of operational delivery on the ground</i>	Financial data from Vision Indicator on degree of strategic and operational space and of operational readiness (see above)	Map funding disbursed against feasibility of operational delivery in the different countries
How swiftly were capacities provided to address strategic and operational needs?	Time between surge requests and deployments per month	Data on surge deployments	Map timing of surge requests and deployments
	Surge staff and other human capacity deployed	Data on surge deployments and staffing (including	Map staff and surge deployments against needs/capacity ranking

	in locations of greatest need	consultants and standby partners) Above ranking on needs/capacity	
How swiftly were resources received converted into strategic and operational responses to needs?	Time between funding received and funding committed and disbursed	HAC Ukraine Funding Summary Report Financial data from Vision	Map timing of funding received and committed/dispursed, by country and month
Where operational delivery was feasible, how timely was delivery against beneficiary needs?	Time between funding disbursed and funding spent	Financial data from Vision	Map timing of funding disbursed and spent, by country and month
Coherence: Evaluation Question – To what extent was UNICEF’s response aligned with the needs & priorities of national/regional partners?			
Guiding issues	Indicators	Data sources	Data analysis methods
To what extent/where did UNICEF position itself in relation to the needs/gaps of national responses, especially for child protection? To what extent/how did its response adapt along with national responses?	<i>UNICEF strategic positioning aligned with gaps in national responses</i> <i>Evidence of complementarity between UNICEF response and national needs</i> <i>UNICEF adaptation aligned with shifts in national responses</i> <i>Absence of duplication between UNICEF and national response</i>	Ukraine RRP, country RRPs, Situation Reports Data from semi-structured interviews with UNICEF staff and host governments Meeting minutes, handover notes or similar	Desk study of Ukraine RRP, country RRPs and Situation Reports, meeting minutes, handover notes and interview data
How (and how well) did UNICEF navigate the complex political terrain of the crisis, particularly at national level?	<i>Dialogue between UNICEF and host governments demonstrate sensitivity to political/political economy concerns</i> <i>Host governments consider UNICEF appropriately politically sensitive in their dialogue and advocacy</i>	Data from semi-structured interviews with UNICEF staff and government interlocutors	Analysis of UNICEF -Govt high-level dialogue Analysis of UNICEF advocacy positions in host countries Analysis of opinions of government interlocutors

To what extent/where did UNICEF meet the needs and expectations of national stakeholders of the response? How well did partnerships work?	Satisfaction among implementing partners with partnership	Data from web survey with implementing partners	Calculate proportion of respondents who report to be satisfied with partnership
	Discussion of UNICEF in posts on social media or in media by implementing partners	Social media twitter and FB data from local partners Media reports	NLP on the text corpus of all the posts that have TAGS or mentions about UNICEF related to Ukraine and associated comments
To what extent and how did UNICEF's operational/strategic engagement complement the activities of National Committees?	<i>Degree of complementarity</i>	Data from semi-structured interviews with selected National Committees Meeting minutes, handover notes or similar from countries w/o CO Joint Strategic Plans	Desk review of documents on the roles of UNICEF and National Committees Desk study of meeting minutes, handover notes or similar from countries w/o CO Mapping of roles and complementarities/contradictions
What capacities/comparative advantages did UNICEF bring to the UN response, and how well did partnerships work, particularly with UNHCR?	<i>UNICEF role applied to maximise its comparative advantage</i>	UNICEF Situation Reports Data from semi-structured interviews with UN partner staff UNOCHA system-wide reporting on the response	Desk review of documents on the roles of UNICEF and UNHCR plus other UN partners Desk study of Ukraine RRP and Situation Reports
	Number and topic of UNHCR country factsheets and situation updates that mention UNICEF	UNHCR country factsheets and situation updates	Mapping of UNICEF and UNHCR situation updates/reports/factsheets
	Discussion of UNICEF in UNHCR posts on social media	Social media twitter and FB data, including from UNHCR	NLP on the text corpus of all the posts that have TAGS or mentions about UNICEF related to Ukraine and associated comments
To what extent did the response adhere to the Humanitarian Principles; and	HAC and other strategic documentation reference Humanitarian Principles	HAC, multi-agency RRP	NLP of HAC, multi-agency RRP

to what extent were these prominent in the response?	Monitoring requirements verify adherence to the Humanitarian Principles	Monitoring requirements	NLP or desk study of monitoring requirements
	Country plans reflect Humanitarian Principles	Country refugee emergency response plans	NLP of country refugee emergency response plans
	UNICEF partnership agreements require adherence to the Humanitarian Principles	HPDs and workplans	NLP of HPDs and workplans
How well did the response co-ordinate with the 'inside Ukraine' L3 response?	Coherence between programmatic response inside and outside of Ukraine	Ukraine RRP, Situation Reports	Mapping of programmatic response within and outside of Ukraine
	Number of joint sector level meetings (TET)	Recordings of TET meetings	Mapping of attendants of TET meetings
	Frequency of exchange with UNICEF staff in Ukraine	Data from web survey with UNICEF staff	Proportion of respondents who report they were in frequent (at least weekly) contact
What was the added value of the regional/ multi-country dimensions of the response?	<i>Role of Regional Office (RO) in leading/managing response adds strategic value to the response</i>	Semi structured interviews with UNICEF management and staff	Analysis of leadership/coordination role of RO
	<i>Learning/reflection mechanisms in place at regional level</i>	HACs, Situation Reports and other documentation	Analysis of roles adopted by RO to support the response
	Demonstrable coherence across country plans	Country refugee emergency response plans	Mapping of programmatic response across refugee hosting countries
	Frequency of exchange with UNICEF staff in HQ/RO/other host countries	Data from web survey with UNICEF staff	Proportion of respondents who report they were in frequent (at least weekly) contact with HQ, RO, other refugee hosting countries
	Perception of magnitude of value added	Data from web survey with UNICEF staff	Proportion of respondents who state that value added was very high
Impact: Evaluation Question - To what extent has the response contributed/does it continue to contribute to medium and long-term systems strengthening and social inclusion in affected countries?			
Guiding issues	Indicators	Data sources	Data analysis methods
	Reflection of nexus perspective in HAC and	HAC, multi-agency RRP	Content analysis or NLP of mentioned documents

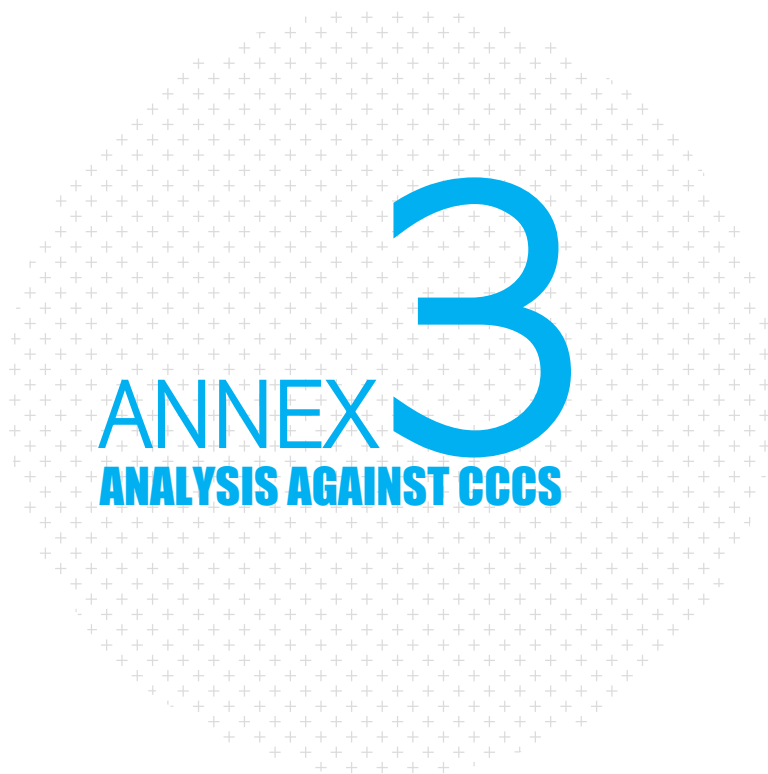
To what extent was the response framed and implemented within a nexus perspective? (<i>humanitarian-development-peace</i>)	other strategic documentation		
	Reflection of nexus perspective in country plans	Country refugee emergency response plans	Content analysis or NLP of mentioned documents
	<i>Links from humanitarian to development and peace-building elements of the response</i>		Mapping of the links based on above content analysis
What contributions to system strengthening have been made by UNICEF?	Number and scope of capacity assessments conducted	Data from web survey with UNICEF staff	Calculate proportion of survey respondents who report to have assessed capacity in different forms
	Evidence of national capacities enhanced/strengthened in the area of a) child protection, b) social inclusion, c) social protection, d) emergency (refugee) response	Situation Reports	Map activities in the different areas, possibly following content analysis
	Perception of quality of national systems by refugee population	Data from web survey with refugee population	Calculate proportion of refugee population who perceive lack of access to different services as main threat, per country Calculate proportion who perceive services and infrastructure to be prepared for refugees
	Perception of quality of national systems by host population	Data from web survey with host communities Social media twitter data from: <ul style="list-style-type: none"> Local trending topics 	Calculate proportion of host population who perceive services and infrastructure to be prepared for refugees NLP on the text corpus of all the local trending posts
What contribution to social inclusion have been made by UNICEF, including from a gender and equity perspective?	<i>Degree to which UNICEF prioritised social inclusion</i>	Recording of SBC-related meetings and related documentation	Content analysis of these documents

	Extent of social inclusion achieved	Social media twitter and FB data from: <ul style="list-style-type: none"> UNICEF's accounts 	NLP on the text corpus of all the posts that have TAGS or mentions about Ukraine and associated comments Map posts with the intention to influence social inclusion, visualize the timing in relation to possible negative narratives
	Perception on the extent of social inclusion by refugees	Data from web survey with refugee population	Calculate proportion of refugee population who perceive tensions with host communities as main threat Calculate proportion of refugee population who feel welcomed in host country Calculate proportion who think that refugees have same opportunities as host communities
	Perception on the extent of social inclusion by host population	Data from web survey with host communities Social media twitter data from: <ul style="list-style-type: none"> Local trending topics 	Calculate proportion of host population who feel that refugees are well integrated Calculate proportion who think that refugees have same opportunities as host communities NLP on the text corpus of all the local trending posts
What effects have been created in terms of UNICEF's medium- and longer-term strategic and operational space in partner countries?	Intention to continue partnership	Data from web survey with implementing partners	Proportion of respondents who state that they intend to extend the partnership
	Perception on value added by UNICEF	Data from web survey with implementing partners	Proportion of respondents who report a) different kinds of value added and b) that partnership allowed to expand scale or scope

	Duration of partnerships beyond 2022	ECARO Implementing Partnerships -Ukraine Response excel file, in combination with E-Tools	Map the partnerships with longer-term duration
Sustainability: Evaluation Question - To what extent has UNICEF delivered lasting results for stakeholders and beneficiaries?			
Guiding issues	Indicators	Data sources	Data analysis methods
To what extent do results identified under Impact show evidence of prospective sustainability? Where and how?	Perception on sustainability	Data from web survey with implementing partners and UNICEF staff	Calculate proportion of respondents who state that systems were sustainably strengthened, and that social inclusion was sustainably achieved
	<i>Degree of prospective sustainability by programmatic area</i>	Data from semi-structured interviews with UNICEF staff	Analysis of prospective sustainability
To what extent has UNICEF's response contributed to building resilience at different levels? (affected population/community/impl ementing partner/local govt/national govt etc)	Enhanced resilience of host population	Data from web survey with host population	Calculate proportion who perceive their country to be better prepared for refugee inflows than at beginning of the year
	Enhanced resilience of implementing partners	Data from web survey with implementing partners	Calculate proportion who perceive their own institution / their country to be better prepared for refugee inflows than at beginning of the year
	Enhanced resilience of refugee population	Data from web survey with refugee population	Calculate proportion who perceive that systems, processes, procedures have improved
	<i>Legislative changes influenced by UNICEF</i>	Data from semi-structured interviews with UNICEF staff and host governments	Mapping evidence of legislative changes and how these were influenced by UNICEF
To what extent has UNICEF developed, and prepared for implementation of, its future strategy for the regional response?	<i>Preparation of future strategy (including exit strategy if appropriate)</i>	Data from semi-structured interviews with UNICEF staff	Document review Analysis of interview data
	<i>Future strategy reflects intention to sustain key gains made, particularly in systems strengthening and social inclusion</i>	Suitable internal documents (as become available towards the end of the evaluation)	Analysis of strategic planning for the response



ANNEX 3



Matrix 2: Application of Humanitarian Principles in UNICEF Operations

AREA	KEY CONSIDERATIONS	Adherence 0 = Was not applied ✓ = Partially applied ✓✓✓ = Fully applied NA = Not applicable	Rationale
Capacity Building of UNICEF Personnel	<ul style="list-style-type: none"> Build the humanitarian leadership capacity of UNICEF personnel at all levels (FO/CO/RO/HQ) and their ability to apply humanitarian principles in decision-making. 	0	Capacity possessed at e.g. RO level, but elsewhere, experiential rather than deliberative.
	<ul style="list-style-type: none"> Build the capacity of UNICEF personnel to apply humanitarian principles effectively in the conduct of operations 	0	Experiential rather than deliberative.
UNICEF Field Presence	<ul style="list-style-type: none"> Ensure that UNICEF field presence and operations allow for adequate 	✓✓✓	Country presence expanded swiftly

and Operations	identification and response to the needs of affected populations, including those in hard-to-reach areas.		
	<ul style="list-style-type: none"> • Strive to stay and deliver in complex and high threat environments and refer to humanitarian principles to guide UNICEF actions and decisions. 	N/A	Not a complex/high threat environment
Access	<ul style="list-style-type: none"> • Seek to establish and maintain humanitarian access, ensuring all affected populations can safely and consistently reach assistance and services. 	N/A	Aimed at conflict or high-threat environments, where access is constrained.
	<ul style="list-style-type: none"> • Seek engagement with all parties to conflict, and other stakeholders as necessary and feasible, to gain access to the populations in need. 		
	<ul style="list-style-type: none"> • Design context-specific access strategies grounded in humanitarian principles. 		
	<ul style="list-style-type: none"> • Proactively pursue acceptance among communities and stakeholders for a sustainable access to all populations in need. 		
Advocacy	<ul style="list-style-type: none"> • Conduct advocacy for sustained and unimpeded access to all populations in need. 	N/A	No access challenges
	<ul style="list-style-type: none"> • Conduct advocacy on child rights, including on grave violations of child rights, in line with the principles of humanity, neutrality, impartiality and independence. 	✓✓✓	Advocacy a strength, particularly on Child Protection
	<ul style="list-style-type: none"> • Promote the application of humanitarian principles, in coordination with partners and in line with interagency guidelines. 	✓	Implicitly through the HAC, but HPs not prominent in the response
Coordination	<ul style="list-style-type: none"> • Promote compliance with humanitarian principles when supporting the leadership and coordination of humanitarian response along with national and local authorities. 	✓✓✓	Yes through the HAC and UNICEF's Rights Based Approach, but HPs not prominent in the response
	<ul style="list-style-type: none"> • Engage in coordination mechanisms to establish and maintain principled humanitarian access, in collaboration with UN Agencies, national and local authorities and CSOs, within existing coordination mechanisms 	✓✓✓	UNICEF a central part of co-ordination mechanisms

Needs Assessment	<ul style="list-style-type: none"> • Provide neutral and impartial humanitarian assistance based on impartial needs assessments. 	✓	Although assistance was neutral and impartial, needs assessments were slow in being available.
	<ul style="list-style-type: none"> • Ensure respect for humanitarian principles throughout the targeting and prioritization processes, especially in determining service locations and targeting methods. 	✓✓✓	No violations of the HPs in targeting and prioritisation
	<ul style="list-style-type: none"> • Avoid only seeking out and assessing populations under the control of a single party to conflict. 	N/A	Not a conflict environment
Programmes	<ul style="list-style-type: none"> • Safeguard operational independence and principled humanitarian action when linking humanitarian and development programmes, especially in situations where the government is party to the conflict. In some contexts, it may neither be possible nor appropriate to engage in development action. 	✓✓✓	Nexus a strength of the response
Partnerships	<ul style="list-style-type: none"> • Partner with organizations and entities committed to the core values of UNICEF and the UN, as well as to humanitarian principles. 	✓	Although partners were engaged in support to populations, limited due diligence in the early phase meant that UNICEF could not be certain of this alignment.
	<ul style="list-style-type: none"> • Ensure UNICEF partners properly understand the operational application of humanitarian principles. Maintain engagement with partners and communities to ensure the understanding and application of humanitarian principles. 	0	Did not form part of the partner screening process in the early stages (see due diligence above).
Resource Mobilization	<ul style="list-style-type: none"> • Ensure that resources are allocated impartially, based on the needs of affected populations, and that the humanitarian imperative comes first when allocating aid, even in the most complex environments. 	✓	Resources allocated according to need, but perception risk around independence of resource allocation process located in the RO.
	<ul style="list-style-type: none"> • Mitigate the risks of donors' conditions and funding associated with objectives that could jeopardize the neutrality, impartiality and independence of humanitarian response, and refrain from funding 	✓✓✓	Funding had a high degree of flexibility.

	<p>arrangements that undermine child rights or the best interest of children, or that put the safety and security of humanitarian workers at risk. Maintain operational independence and seek to avoid dependency upon a single funding source.</p>		
<p>Security Management</p>	<ul style="list-style-type: none"> Utilize acceptance as a security risk management approach that can support humanitarian access. Acceptance by communities and/or threat actors can reduce the likelihood of harmful events occurring and increases the chances of an effective response if a harmful event does occur. Humanitarian principles underpin acceptance – cultivating good relations and consent for humanitarian activities among local populations and key actors Build the capacity of security professionals and managers with security responsibilities on generating acceptance, assessing the degree of acceptance and integrating acceptance in the Security Risk Management process. Make use of armed escorts only after a thorough analysis in the Security Risk Management (SRM) process that determines no other SRM measure is available to bring security risks to acceptable levels, as per the IASC Non-Binding Guidelines on the Use of Armed Escorts for Humanitarian Convoys. Refer to the IASC Non-Binding Guidelines on the Use of Armed Escorts for Humanitarian Convoys when contributing to the SMT’s evaluation of the potential impacts of using armed escorts. This evaluation should be context and location-specific and should also be informed by humanitarian principles. 	<p>N/A</p>	<p>No security dimensions</p>

Matrix 3: Overarching Commitments

AREA/COMMITMENT	BENCHMARK	ADHERENCE 0 = Was not applied ✓ = Partially applied ✓✓✓ = Fully applied NA = Not applicable	RATIONALE
2.1.1 Preparedness			
<p>COMMITMENT Improve humanitarian response through investing in preparedness with a focus on enabling effective and timely response, reducing costs and reaching the most vulnerable</p>	<p>All COs, ROs and HQ meet the Minimum Preparedness Standards (MPS) as per the UNICEF Procedure on Preparedness for Emergency Response and the Guidance Note on Preparedness for Emergency Response in UNICEF</p>	<p>0</p>	<p>COs did not have preparedness plans in place, and were unfamiliar with emergency procedures</p>
2.1.2 Coordination			
<p>Support the leadership and coordination of humanitarian response, along with national and local stakeholders, and in compliance with humanitarian principles</p>	<p>At CO/RO/HQ level, actively contributes to intersectoral coordination and ensures that sectors/clusters under its leadership are adequately staffed and skilled</p>	<p>✓✓✓</p>	<p>At country level, UNICEF contributed to co-ordination and working groups.</p>
2.1.3 Supply And Logistics			
<p>Ensure the timely delivery and distribution of supplies and essential household items to affected populations, partners and/or point-of-use</p>	<p>All COs, with the support of ROs/HQ, ensure that life-saving supplies and essential household items are delivered to affected populations, partners and/or point-of-use promptly</p>	<p>N/A</p>	<p>There is a limited supply element to the response, given the operating context</p>
2.1.4 Humanitarian Access			

<p>Seek to establish and maintain humanitarian access, so that all affected populations can safely and consistently reach assistance and services</p>	<p>All COs, with the support of ROs/HQ:</p> <ul style="list-style-type: none"> • Establish internal coordination mechanisms which define roles, responsibilities, processes, and tasks related to humanitarian access • Identify and equip relevant staff with requisite knowledge, skills, materials, and tools on principled humanitarian action and operating in complex and high threat environments (including civil-military coordination, negotiations for access and humanitarian advocacy) • Seek engagement with all parties to conflict, and other stakeholders, as necessary and feasible to earn and maintain access to and for the populations in need • Proactively pursue acceptance among communities and stakeholders • Engage in coordination mechanisms to establish and maintain principled humanitarian access, in collaboration with UN Agencies, national and local authorities and CSOs, within existing coordination mechanisms 	<p>✓✓✓</p>	<p>Advocacy with governments and municipalities for access to Ukrainian refugees, including for vulnerable groups such as UASC</p> <p>Deployment of surge staff (though questions over skillsets)</p> <p>Direct engagement with beneficiary communities and their representatives to enquire about needs, and respond appropriately</p> <p>Engagement in regional and country level co-ordination mechanisms as an open and generous actor.</p>
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2.1.5 Protection from Sexual Exploitation and Abuse (PSEA)

<p>Deliver on UNICEF's commitment to protection from sexual exploitation and abuse</p>	<p>All COs, with the support of ROs/HQ, establish processes to ensure that:</p> <ul style="list-style-type: none"> • Every child and adult in humanitarian contexts have access to safe, child- and gender-sensitive reporting channel(s) to report SEA • Every survivor is promptly referred for assistance in line with their needs and wishes (such as medical care, mental health and 	<p>✓</p>	<p>Regional level attention but less prioritised at country level. Referral pathways addressed through partners, but</p>
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	<p>psychosocial support, legal assistance, reintegration support), as part of UNICEF's gender-based violence (GBV) and child protection programmes</p> <ul style="list-style-type: none"> • The prompt, safe and respectful investigation of SEA cases, is consistent with the wishes and best interest of every survivor 		not via a strategic approach
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2.1.6 Accountability to Affected Populations (AAP)

<p>Ensure that affected children and families participate in the decisions that affect their lives, are properly informed and consulted, and have their views acted upon</p>	<p>All COs, with the support of ROs/HQ, establish processes to ensure that affected and at-risk populations, including children and women:</p> <ul style="list-style-type: none"> • Participate in humanitarian planning processes and in decisions that affect their lives • Are informed about their rights and entitlements, expected standards of conduct by UNICEF personnel, available services, and how to access them through their preferred language and methods of communication • Have their feedback systematically collected and used to inform programme design and course correction 	✓	<p>Occurring through many partners, but feedback loops into UNICEF undeveloped and no systematic prioritisation or approach</p>
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Matrix 4: Programme Approaches

Programme approaches describe the approaches expected of UNICEF and its partners in their humanitarian action and advocacy. These are corporate commitments which apply across every sector and programme area. Benchmarks describe the performance levels expected against the approaches. They set expected standards to be applied across all programming.

AREA/COMMITMENT	BENCHMARK	ADHERENCE 0 = Was not applied ✓ = Partially applied ✓✓✓ = Fully applied NA = Not applicable	RATIONALE
2.2.1 Quality of Programmes			
Design and implement high quality programming	COs, with the support of ROs/HQ, design and implement results-based humanitarian responses that are informed by humanitarian principles and human rights, meet global norms and standards, and contribute to strengthening local capacity and systems	✓✓✓	Programmes aligned to the principles, rights-based and focused on capacity strengthening of national systems
2.2.2 Multisectoral and Integrated Programming			
Foster multisectoral/integrated programming and geographic convergence at all phases of the programme cycle	All COs promote multisectoral and integrated programming, as well as geographic convergence, when designing and implementing programmes and partnerships	✓✓✓	Multisectoral approaches adopted through standard 'ways of working' in the region
2.2.3 Equity			
Target and reach the most disadvantaged children and their communities with humanitarian assistance, protection and services	develop context-specific approaches for reaching the most vulnerable groups and balance coverage, quality and equity in their humanitarian response planning	✓✓✓	Disadvantaged groups disaggregated and targeted such as UASC
2.2.4 Linking humanitarian and development			

Foster coherence and complementarity between humanitarian and development programming	All COs, with the support of ROs/HQ, design and implement risk-informed and conflict-sensitive humanitarian programmes that build and strengthen national and local capacities and systems from the start of humanitarian action to reduce needs, vulnerabilities of and risks to affected populations; and contribute to social cohesion and peace, where relevant and feasible	✓✓✓	Implemented as a 'nexus' crisis at all levels
2.2.5 Environmental Sustainability and Climate Change			
Incorporate environmental sustainability into the design and delivery of UNICEF's humanitarian action and strengthen communities' resilience to climate change	All COs, with the support of ROs/HQ, design humanitarian programmes that integrate environmental and climate risk, prioritise approaches that minimize harm to the environment and contribute to building resilience, whenever relevant and feasible	N/A	Not a feature in the crisis response
2.2.6 Localization			
Invest in strengthening the capacities of local actors (national and local authorities, CSOs and communities) in humanitarian action	All COs, with the support of ROs/HQ, invest in strengthening institutional and technical capacity of local actors to deliver principled humanitarian response	✓✓✓	Localisation occurred through agreements with multiple partners, both municipality and CSO
2.2.7 Community engagement for behaviour and social change All COs, with the support of ROs/HQ, design and implement humanitarian programmes with a planned and resourced component on community engagement for behaviour and social change			
Implement community engagement for behaviour and social change in collaboration with national and local actors		✓✓✓	SBC a part of programme design, extensively across the region
2.2.8 Humanitarian Cash Transfers			
Promote unconditional and unrestricted humanitarian cash transfers	All COs, with the support of ROs/HQ, promote the use of unconditional and unrestricted humanitarian cash transfers, whenever relevant and feasible	✓✓✓	Promoted as part of social protection focus

Matrix 5: Sectoral Commitments

AREA / STRATEGIC RESULT	ADHERENCE 0 = Was not applied ✓ = Partially applied ✓✓✓ = Fully applied NA = Not applicable	RATIONALE
2.3.1 Needs assessments, planning, monitoring and evaluation		
Strategic Result: Children and their communities benefit from appropriate and timely humanitarian action through needs-based planning and results-based management of programmes		
1: Equity-focused data Disaggregated data is collected, analysed and disseminated to understand and address the diverse needs, risks and vulnerabilities ²⁷ of children and their communities	✓	Data gaps a feature of the response; disaggregation emerging gradually into the response
2: Needs assessment Coordinated, timely and impartial assessments of the situation, humanitarian assistance and protection needs, vulnerabilities and risks are undertaken	✓	Needs assessments coordinated but not timely, being undertaken only as the response proceeded
: Response planning Response plans are evidence-based and consistent with interagency planning. They address coverage, quality and equity ²⁹ , adapt to evolving needs, ensure conflict sensitivity and link humanitarian and development programming	✓	The HAC meets the requirements, but Country Response Plans were limited, listing intended targets and areas of intervention only.
4: Monitoring The humanitarian situation and the coverage, quality and equity of the humanitarian response are monitored to inform ongoing corrective action and future planning processes	✓	Monitoring has experienced challenges, with recalibration of the original HPM targets used, and requirements posing a burden on Country Offices
5: Evaluation UNICEF's contribution to humanitarian action is systematically and independently assessed through credible and utilisation-focused evaluations, interagency evaluations and other	✓✓✓	Response evaluated relatively early, beginning in June 2022

evaluative exercises, in line with the UNICEF evaluation policy and procedures.		
2.3.2 Health Strategic result Children, adolescents and women have access to life-saving, high-impact and quality health services		
1: Leadership and coordination Effective leadership and coordination are established and function	N/A	Managed by national health ministries and agencies
2: Maternal and neonatal health Women, adolescent girls and newborns safely and equitably access quality life-saving and high-impact maternal and neonatal health services	N/A	Handled by national authorities, but UNICEF contributed to supporting maternal and neo-natal health services in e.g. Moldova
3: Immunization Children and women receive routine and supplemental vaccinations	✓✓✓	Handled by national authorities but UNICEF has played a role in expanding immunization facilities where required along with WHO in e.g. Poland and Moldova
4: Child and adolescent health Children and adolescents safely and equitably access quality life-saving and high-impact child health services	N/A	Handled by national authorities
5: Strengthening of health systems and services Primary health care continues to be provided through health facilities and community-based service delivery mechanisms	✓✓✓	Handled by national authorities but UNICEF has supported the expansion of access to primary health care where required, e.g. in Romania by supporting access to family healthcare provision
6: Community engagement for behaviour and social change At-risk and affected populations have timely access to culturally appropriate, gender- and age-sensitive information and interventions, to improve preventive and curative health care practices	✓✓✓	Extensive programme of SBCC reaching XXX individuals in 2022
2.3.4 Nutrition		

STRATEGIC RESULT Children, adolescents and women have access to diets, services and practices that improve their nutritional status		
1. Leadership and coordination Effective leadership and coordination are established and functional	N/A	Handled by national authorities
2. Information systems and nutrition assessments Monitoring and information systems for nutrition, including nutrition assessments, provide timely and quality data and evidence to guide policies, strategies, programmes and advocacy	N/A	Handled by national authorities
3. Prevention of stunting wasting micronutrient deficiencies and overweight ⁵³ in children aged under five years Children aged under five years benefit from diets, practices and services that prevent stunting, wasting, micronutrient deficiencies and overweight	N/A	Handled by national authorities
4. Prevention of undernutrition, micronutrient deficiencies, and anaemia in middle childhood and adolescence Children in middle childhood (5-9 years) and adolescent girls and boys (10-19 years) benefit from diets, practices and services that protect them from undernutrition, micronutrient deficiencies and anaemia ⁵⁶	N/A	Handled by national authorities
5. Prevention of undernutrition micronutrient deficiencies, and anaemia in pregnant women and breastfeeding mothers Pregnant women and breastfeeding mothers benefit from diets, practices and services that protect them from undernutrition, micronutrient deficiencies and anaemia	✓✓✓	UNICEF engaged to provide IYCF services in countries where requested e.g. Moldova
6. Nutrition care for wasted children Children aged under five years benefit from services for the early detection and treatment of severe wasting and other forms of life-threatening acute malnutrition in early childhood	N/A	Handled by national authorities
7. System strengthening for maternal and child nutrition Services to prevent and treat malnutrition in children, adolescents and women are provided through facility- and community-based delivery mechanisms in ways that strengthen national and sub-national systems	N/A	Handled by national authorities

8. Community engagement for behaviour and social change At-risk and affected populations have timely access to culturally appropriate, gender- and age-sensitive information and interventions that promote the uptake of diets, services and practices and contribute to improve their nutritional status	N/A	Handled by national authorities
<p>2.3.5 Child protection</p> <p>STRATEGIC RESULT Children and adolescents are protected from violence, exploitation, abuse, neglect and harmful practices</p>		
1: Leadership and coordination Effective leadership and coordination are established and functional	N/A	UNICEF is the only UN agency working specifically on CP issues
2: Strengthening of child protection systems Child protection systems are functional and strengthened to prevent and respond to all forms of violence, exploitation, abuse, neglect and harmful practices	✓✓✓	UNICEF engaging with CP systems at country and regional level, and also with Government of Ukraine, to address gaps and needs, e.g. on UASC
3: Mental health and psychosocial support (MHPSS) MHPSS needs of children, adolescents, and caregivers are identified and addressed through coordinated multisectoral and community-based MHPSS services	✓✓✓	MHPSS has been a major feature of the response, given trauma levels, with services reaching...
4: Unaccompanied and separated children (UASC) Separation of children from families is prevented and responded to, and family-based care is promoted in the child's best interest	✓✓✓	Although UNICEF did not start major movement on UASC until June 2022, its work has highlighted the scale and challenges of the issue, and contributed to a large-scale addressing of the problem with governments in the region, and also with Government of Ukraine
5: Monitoring and reporting on grave violations In situations of armed conflict, grave violations against children and other serious rights violations and protection concerns are documented, analysed and reported, and inform programmatic response and advocacy interventions	N/A	Not directly affected by conflict

6: Children associated with armed forces and groups and detention of children in the context of armed conflict Child recruitment and use by armed actors, as well as illegal and arbitrary detention and criminal processing of conflict-affected children, are prevented and addressed	N/A	Not directly affected by conflict
7: Mine action and weapons The use of landmines and other indiscriminate or illicit weapons by state and non-state actors is prevented and their impact addressed	N/A	Not directly affected by conflict
8: Gender-based Violence Survivors of GBV and their children can access timely, quality, multisectoral response services and GBV is prevented	✓	Occurring through partners, but has not been a priority focus for the response, particularly in non-programme countries
9: Protection from sexual exploitation and abuse Children and affected populations are protected from SEA by humanitarian workers	✓	Occurring through partners, but has not been a priority focus for the response, particularly in non-programme countries
10: Community engagement for behaviour and social change At-risk and affected populations have timely access to culturally appropriate, gender- and age-sensitive information and interventions, to prevent and respond to violence, exploitation, abuse, neglect and harmful practices	✓✓✓	Occurring through partners, and UNICEF has prioritised the provision of information on protection concerns
2.3.6 Education STRATEGIC RESULT Children and adolescents have access to inclusive, quality education and learning in safe and protective environments		
1: Leadership and coordination Effective leadership and coordination are established and functional	N/A	Handled by national/municipal authorities
2: Equitable access to learning Children and adolescents have equitable access to inclusive and quality learning opportunities	✓✓✓	UNICEF strongly engaged in education agenda, concerning expanded access and provision of services for out-of-school Ukrainian children,

		including remote provision
3: Safe learning environments Children and adolescents have equitable access to safe and secure learning environments	✓✓✓	Provision of Blue Dots safe spaces and other venues for learning
4: Mental Health and Psychosocial support Mental Health and Psychosocial support for students, teachers and other education personnel is available in learning environments	✓✓✓	Provision of MHPSS for children and others, through partners and via Blue Dot entry points
5: Strengthening of education systems Education systems are riskinformed to ensure inclusive, quality education and safe and protective learning environments	✓✓✓	Significant engagement with national authorities on education to ensure quality of educational access, but no regional education strategy prepared
6: Community engagement for behaviour and social change Children and caregivers have timely access to culturally appropriate, gender- and age-sensitive information on educational options and other social services, and are engaged in interventions creating a conducive learning environment	✓✓✓	Provision of Blue Dots and other safe spaces for remote learning; working with authorities for expanded access including summer schools and others
<p>2.3.7 Water, sanitation and hygiene (WASH) STRATEGIC RESULT Children and their communities have equitable access to, and use, safe water and sanitation services, and adopt hygiene practices</p>		
1: Leadership and coordination Effective leadership and coordination are established and functional	N/A	Handled by national authorities
2: Water supply Affected populations have safe and equitable access to, and use a sufficient quantity and quality of water to meet their drinking and domestic needs	N/A	Part of national infrastructure
3: Sanitation Affected populations have safe access to, and use appropriate sanitation facilities; and excreta is safely managed	N/A	Beyond border access points, part of national infrastructure
4: WASH in health care facilities and learning environments Affected populations have safe access to, and use, appropriate WASH services in health care and learning facilities for children	✓✓✓	Provided at e.g. Blue Dot entry and within childcare facilities

5. WASH system strengthening WASH national and local systems are equipped to assess, prevent and address risks and hazards at service delivery and user level	N/A	Beyond border access points, part of national infrastructure
6: Hygiene promotion and community engagement for behaviour and social change At-risk and affected populations have timely access to culturally appropriate, gender- and age-sensitive information, services and interventions related to hygiene promotion, and adopt safe hygiene practices	N/A	Handled by national governments
2.3.8 Social protection STRATEGIC RESULT Vulnerable children, adolescents and their caregivers have access to financial support to meet their essential needs		
1: Coordination Effective coordination is established and functional	N/A	Engagement at country level only
2: Support social protection systems Adequate support is provided for the effective functioning of social protection systems	✓✓✓	Engagement with national authorities to expand national social protection systems to support Ukrainian refugees
3: Access to social transfers Support national systems to address financial barriers of the most disadvantaged and vulnerable families to meet their essential needs	✓✓✓	Engagement in and provision of cash transfers for Ukrainian refugees and enable access for vulnerable host national children
4: Community engagement and AAP Communities are consulted and informed on the planning, design, and implementation of social protection programme	✓✓✓	Through VIBER polls, Blue Dots and others

Matrix 6: Cross-Sectoral Commitments

Cross-sectoral programme commitments are overarching and apply across all programme areas.

AREA/STRATEGIC RESULT	ADHERENCE 0 = Was not applied ✓ = Partially applied ✓✓✓ = Fully applied Na = Not applicable	RATIONALE
<p>2.4.1 Gender equality and empowerment of girls and women</p> <p>STRATEGIC RESULT Children, adolescents and their communities benefit from gender-responsive programmes and services COMMITMENTS</p>		
<p>1: Ending Gender-Based Violence GBV prevention and risk mitigation for all is included in programmes, with a focus on the safety and resilience of girls and women</p>	<p>✓</p>	<p>UNICEF reliant on partners to ensure this, but has not followed up systematically at country level</p>
<p>2: Community engagement and AAP with girls and women Adolescent girls, women and their respective organizations are actively engaged in the design and delivery of programmes</p>	<p>✓</p>	<p>UNICEF reliant on partners to ensure this, but has not followed up consistently at country level</p>
<p>3: Gender-responsive programming, including a lens on adolescent girls Analyses, needs assessments, programming and enabling environments (e.g. partnerships, communications) respond to the distinct needs and experiences of girls, women, boys and men</p>	<p>✓✓✓</p>	<p>Proactive approach adopted, with access to inclusive services and programmes that promote adolescent participation and respond to the needs and experiences of different groups.</p>
<p>2.4.2 Disabilities</p> <p>STRATEGIC RESULT Children and adolescents with disabilities and their caregivers have inclusive and safe access to humanitarian services and programmes</p>		
<p>1: Inclusive needs assessments, planning and monitoring The needs of children with disabilities and their caregivers are identified and reflected in planning and monitoring</p>	<p>✓✓✓</p>	<p>Needs assessments and other tools ask about disabilities</p>

2: Inclusive and safe access to information and services Children with disabilities and their caregivers have safe access to humanitarian programmes •	✓✓✓	Provision of access for children with disabilities in programming at country level e.g. Poland, Romania, Moldova, and in Blue Dots
3: Participation Children with disabilities participate in the design of programmes and in the decisions that affect their lives	-	No data
2.4.3 Early childhood development (ECD) STRATEGIC RESULT Young children have equitable access to essential services and parents and caregivers are supported to engage in nurturing care		
1: Access to services Young children have equitable and safe access to essential services to fulfil their developmental needs	✓✓✓	ECD has been a key focal area of the programming and a significant number of partnerships have been developed in this area, with a focus on social cohesion
2: Support to parents and caregivers Parents and caregivers are supported to practice nurturing care	✓✓✓	Facilities financed emphasise support to parents and caregivers e.g. in Poland
3: Capacity-building Capacity of frontline workers and partners in inclusive ECD and nurturing care is strengthened	✓✓✓	As part of support to municipalities e.g. in Poland, UNICEF is working to enhance skills in frontline workers and partners on ECD.
2.4.4 Adolescent development and participation (ADAP) STRATEGIC RESULT Adolescents have equitable access to services and programmes and are systematically and meaningfully engaged		
1: Access to information and services Adolescent girls and boys have safe access to gender-responsive and inclusive services and programmes that promote their participation and respond to their rights and needs	✓✓✓	Efforts on adolescent programming including sports and social aspects, including in Poland, Moldova, Romania and others, focused on social cohesion
2: Capacity development Adolescent girls and boys have equitable access to capacity-building opportunities, including skills development to make informed decisions	✓✓✓	Efforts on adolescent programming including vocational courses, language courses and others, with a focus on social cohesion

on issues related to their lives, and be effective agents of change within their communities		
3: Adolescent engagement and participation Adolescent girls and boys are engaged in the design and implementation of humanitarian programmes and peacebuilding initiatives	-	No data

Matrix 7: Situation-Specific Commitments

AREA/STRATEGIC RESULT	ADHERENCE 0 = Was not applied ✓ = Partially applied ✓✓✓ = Fully applied Na = Not applicable	AREA/STRATEGIC RESULT
<p>2.5.2 Large-scale movements of refugees, migrants and internally displaced persons</p> <p>STRATEGIC RESULT Children, their families and host communities are protected from violence, exploitation, neglect and abuse and have access to services and durable solutions</p>		
<p>1: Coordination and leadership Effective coordination is established with UNICEF's participation</p>	<p>✓✓✓</p>	<p>UNICEF has led/participated in co-ordination mechanisms as per mandate</p>
<p>2: Best interest of the child The best interest of the child guides all actions concerning children, including status determination procedures and the identification of durable solutions</p>	<p>✓✓✓</p>	<p>The response has applied a strongly principled lens, placing the 'best interests of the child' and 'national systems first;' at the heart of the response</p>
<p>3: Reception, accommodation and care Children and their families have access to safe and age-, gender- and disability-appropriate reception, accommodation and care</p>	<p>✓✓✓</p>	<p>UNICEF has worked with national authorities and other agencies to ensure reception, accommodation and care, e.g. through Blue Dots as entry points</p>
<p>4: Access to information and meaningful participation Children have timely access to child-friendly information on their rights, available services, public health information, legal and administrative processes and durable solutions</p>	<p>✓✓✓</p>	<p>Communication and information provision have been a strong feature of the response, e.g. through the use of social media</p>
<p>5: Access to services Children have access to essential services, without discrimination, regardless of their legal status</p>	<p>✓✓✓</p>	<p>UNICEF has prioritised equitable provision, including for vulnerable children within host communities.</p>

Matrix 8: Operational Commitments

OVERARCHING COMMITMENT: All UNICEF offices are fit for purpose and personnel know and contribute to the application of the minimum preparedness standards and emergency procedures, to enable the timely delivery of humanitarian assistance by UNICEF and its partners.

3.1 ADMINISTRATION AND FINANCE	ADHERENCE 0 = Was not applied ✓ = Partially applied ✓✓✓ = Fully applied NA = Not applicable	RATIONALE
Financial Resources		
1: Efficient use of resources Programmes are delivered through transparent and efficient use of resources	✓	Resource allocation has been timely, but questions have been raised about the transparency of allocation, given that decisions were made wholly at regional level
2: Timely disbursement of funds Cash is disbursed to partners and vendors in a timely manner and in compliance with established procedures	✓✓✓	No delays have occurred in disbursement
3: UNICEF field presence Safe and conducive working environments and appropriate accommodation are in place to enable UNICEF field presence and programme delivery	✓✓✓	Given the context, working environments are safe and have required facilities
3.2 Human Resources		
1: Timely deployment Timely deployment of personnel at the onset of emergencies enables rapid emergency response	✓✓✓	Deployments were extremely timely, with the majority made in March 2022
2: Planning ROs, COs and field offices are adequately staffed to enable ongoing humanitarian response •	✓	The volume of technical staff was adequate, but the required Operations staff were not present
3: Well-being Duty of care for UNICEF personnel is assured	N/A	Not a hazardous environment
4: Capacity UNICEF personnel have appropriate knowledge of emergency preparedness and response	✓	Not all staff possessed appropriate skillsets for the context, whether of UNICEF emergency procedures (staff based in the region) or deployments (contextual knowledge)
5: Standards of conduct UNICEF personnel observe organizational standards of conduct	-	No firm data, but no evidence of wrongdoing during the evaluation conduct.

3.3 Information and Communication Technology (ICT) N/A		
3.4. Communication and Advocacy		
1: Communication Accurate information on the situation and needs of children, women and their communities and UNICEF's response are shared in a timely manner	✓	Data limitations in early stages, but nuancing / more data over time
2: Advocacy is conducted at country, regional and global levels to protect the rights of children, women and their communities, promote adherence to international laws and standards, facilitate principled humanitarian access and the delivery of programmes, and promote childfriendly policies and practices	✓✓✓	Advocacy conducted at all levels, from the international to the regional and local, on the situation of women and children.
3.5 Partnerships with governments and civil society organizations for programme implementation		
1: Preparedness Humanitarian programmes and partnerships are identified in advance through contingency planning and preparedness measures	0	Preparedness not prioritised in the region given low emergency propensity
2: Simplified procedures Simplified procedures are used to establish timely partnership agreements	✓	Utilised but lacked familiarity in the region and some due diligence not conducted.
3: Timely disbursement of funds Disbursement of funds to partners is timely	✓✓✓	No delays in disbursement
4: Technical assistance for quality and results-based programming Technical assistance and capacity-building are provided to partners to foster quality programming	✓✓✓	Partners found UNICEF technical assistance highly valuable.
5: Monitoring Continuous improvement in programme quality, coverage and equity is driven by partner dialogue, feedback mechanisms, field monitoring and corrective actions	✓	HAC prove challenging, and monitoring suffered from data gaps
3.6 Resource mobilization		
1: Mobilization of adequate and quality resources Adequate and quality resources are mobilized in a timely and predictable manner to support preparedness and response to humanitarian and protection needs, particularly of the most vulnerable populations	✓✓✓	High volume of flexible resources received
2: Linking humanitarian and development resources Integration of humanitarian and development resources is enhanced	✓✓✓	The response is a key example of a 'nexus' crisis
3: Impartiality and risk-sharing Resources are allocated impartially, based on the needs of affected populations	✓	Perceptions of unclear allocation process given centralisation at regional level
3.7 Security management	N/A	
3.8 Supply and logistics	N/A	

Matrix 9: Role of Regional Office Roles in The Response

NO	ROLE	YES/PARTIALLY/NO
1	Representing UNICEF in the region; establishing and maintaining the highest level of contacts and effective relationships with regional partners, including UN and national partners, intergovernmental organizations, international financial institutions, NGOs and civil society; and leveraging strategic partnerships for humanitarian action	Yes
2	Conducting regional advocacy and supporting country level advocacy to protect the rights of children, promote adherence to international laws and standards, facilitate principled humanitarian access and the delivery of programmes, and promote childfriendly policies and practices	Yes
3	Monitoring regional risks and defining regional strategies and plans for preparedness and emergency response; reviewing and guiding COs on their risk assessment and management	Partially (occurred later in the response)
4	Providing guidance and direct support to COs on their preparedness and emergency response, resources, budget, fundraising and use of emergency procedures	Yes
5	Leveraging regional partnerships for emergency preparedness and response; establishing alliances with donors and mobilizing multi-year and flexible resources on behalf of COs	Yes
6	Monitoring the effectiveness of UNICEF country emergency response and the efficient use of country programme resources with a view to improving country programme performance	Yes
7	Monitoring effective human resources management within the region; ensuring the availability of technical staff within the RO, facilitating the short-term deployment of staff as needed and assisting in staff redeployment in emergency situations	Yes
8	Developing and implementing regional communication, information and advocacy strategies	Yes
9	Establishing logistics and supply operations and hubs	N/A, UNICEF's Copenhagen base provides this facility

10	Providing support to COs on staff safety, security and counselling	N/A, non-conflict zone
11	Informing the development of global norms and policies based on regional experience	To follow (see evaluation recommendations)
12	Facilitating cross-learning between COs within the region and across regions	Not yet, though planned regional meeting for March 2023

Matrix 10: Role of UNICEF HQ in the response

NO	ROLE	YES/PARTIALLY/NO
1	Ensuring oversight of the organization's performance in humanitarian response, and ensuring coordination of institutional and cross-divisional support to ROs and COs	Yes through the EMT
2	Mobilizing technical expertise and resources (human, material, financial) to support ROs and COs in their preparedness and response efforts	Yes, through surge and provision of emergency procedures
3	Conducting global advocacy and supporting regional and country advocacy to protect the rights of children, promote adherence to international laws and standards, facilitate principled humanitarian access and the delivery of programmes, and promote child-friendly policies and practices	Yes, through guidance on CCCs and advocacy at Security Council and other levels
4	Advocating with states, and in conflict-affected contexts with all parties to the conflict, to respect, promote and protect women's and children's rights, and for unimpeded principled access and delivery of humanitarian assistance to the populations in need	Partially - Confusion with role of RO
5	Providing strategic leadership and overall direction to ROs and COs for the implementation of humanitarian response and the fulfilment of the CCCs	Partially - Confusion with role of RO
6	Providing strategic and technical guidance to ROs and COs in their preparedness and emergency efforts, monitoring and evaluating the quality of emergency response	Partially - Concerns that some advice not 'fit for context'; guidance provided on M&E but HPM also not 'fit for context'

7	Developing and maintaining strategic partnerships for humanitarian action with counterparts in institutions/foundations, development agencies, UN agencies and NGOs for the purposes of programme co-operation, knowledge sharing, policy development and resource mobilization	Yes
8	Developing policies, guidance, tools and systems to enable the delivery of humanitarian response	Yes, part of existing role
9	Facilitating knowledge management, knowledge transfer and learning across the organization	No
10	Establishing security policy and managing security activities for UNICEF, in coordination with other UN agencies	N/A



4 ANNEX

ANNEX 4

ANALYSIS AGAINST HUMANITARIAN PRINCIPLES

HUMANITY

Addressed through the provision of basic needs support to refugees in regionally-affected countries. Strong attention to the dignity of beneficiaries, particularly from the perspective of mental health support. Few financial restrictions enabled UNICEF to largely target suffering “wherever it is found” in 2022 within host countries, with the only restrictions being operational feasibility. However, the limited needs assessments meant that some groups, such as UASC, were not addressed as early as possible in the response; and for 2023, financial restrictions will constrain the response.

When the Ukraine response is placed in the context of UNICEF’s global humanitarian action, the principle of humanity is upheld given the choice in 2023 to scale down the response to meet needs elsewhere in the world.

NEUTRALITY

UNICEF acted as the standard-bearer for the CRC throughout the response, reflected in its prioritization of a Child Protection-focused approach. Its direction of resources through democratically-elected governments and civil society in host countries sustained a neutral approach.

In the global context, UNICEF’s neutrality is sustained by the Ukraine response, on the basis of working through national systems in democratic environments.

IMPARTIALITY

The lack of vulnerability assessments meant that the nuanced differential needs within the refugee cohort of women and children were not identified at an early stage. However, UNICEF prioritized vulnerable groups in its response, including vulnerable host populations, refugee school children and vulnerable women and girls.

When viewed from a global perspective, however, the principle of impartiality is more challenged. Setting the needs of Ukraine refugees – and host families – in the region against those in Yemen, South Sudan and Afghanistan highlights the dilemmas of an agency acting at global level, while facing a resourcing situation which prioritises a single crisis.

OPERATIONAL INDEPENDENCE

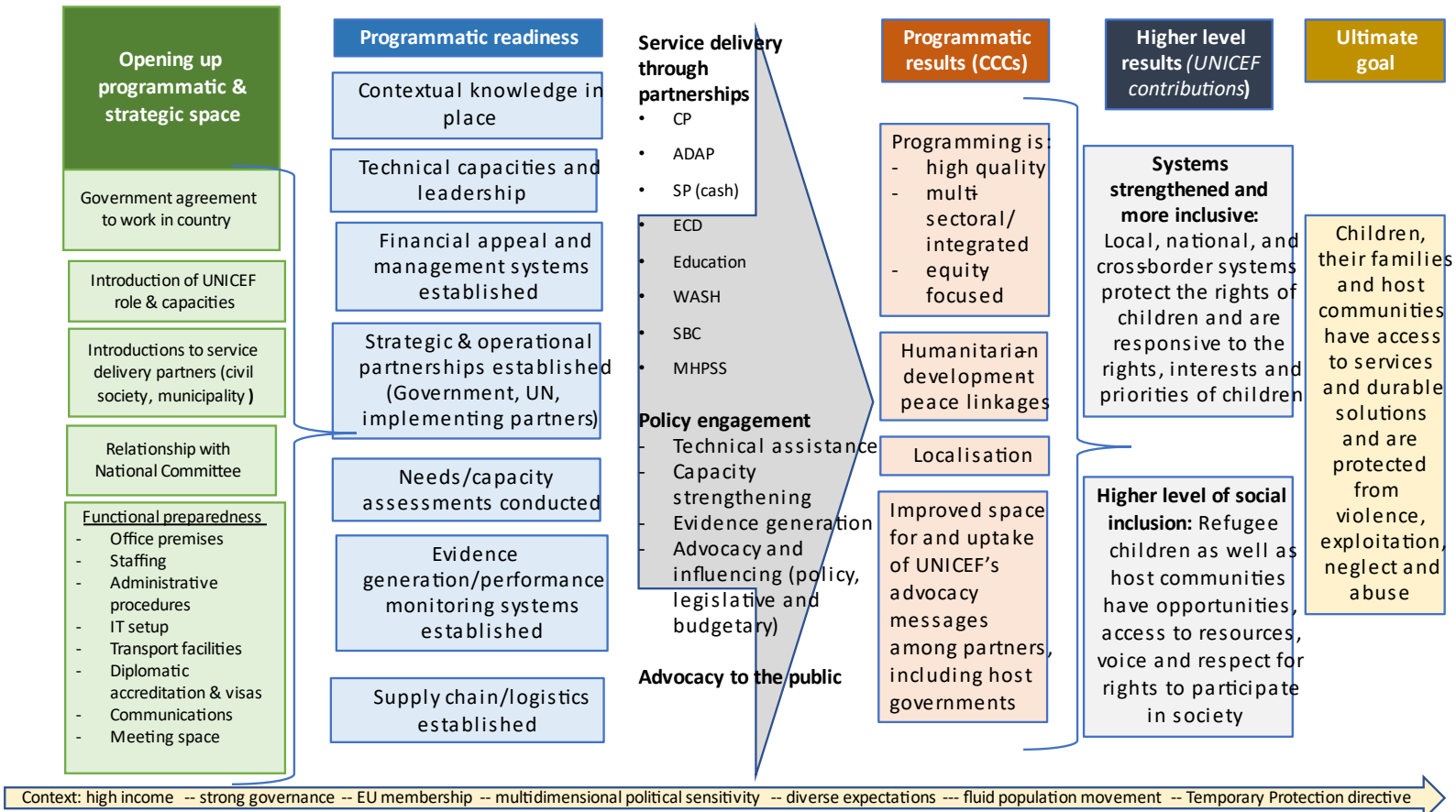
The challenge was more of operational feasibility than operational independence. In countries with an existing presence, UNICEF sustained its independence but worked closely with and through its national partners. In ‘new’ countries, the issue was more the seeking of programmatic entry points and opportunities rather than ensuring a fully independent approach. Donor priorities were not a major counterforce to independence, given the high volumes of flexible funding in the response. Overall, UNICEF did not prioritize operational independence, being more focused on the ‘systems-strengthening’ approach but managed to secure it by supporting the principle of a child-centred approach.

From a global perspective, the principle of operational independence was supported by the Ukraine response, and also by the flexible finance received.



ANNEX 5

Annex 5: Elaborated Intervention Logic





ANNEX 6

Annex 6: Full Results Table

SECTOR INDICATOR	UNICEF TARGET 2022	TOTAL RESULT	% CUMULATIVE PROGRESS
PROGRAMME STRATEGY			
# new formal partnerships established with national and subnational authorities to support the extension of quality social services to refugees	55	54	98%
Czech Republic	5	5	100%
Belarus	4	7	175%
Slovakia	9	5	56%
Romania	8	17	213%
Bulgaria	2	0	0%
Moldova	3	0	0%
Hungary	5	4	80%
Poland	20	16	80%
# Targeted population in municipalities receiving UNICEF technical assistance for system strengthening	1,986,546	1,095,071	55%
Slovakia	60,000	8,777	15%
Romania	6,000	42,338	706%
Czech Republic	120,546	93,000	77%
Poland	1,800,000	950,956	53%
HEALTH			
# children aged 6 to 59 months vaccinated against measles	2,900	1,568	54%
Romania	1,000	221	22%
Poland		959	
Moldova	800	198	25%
Slovakia	600	154	26%
Czech Republic	500	36	7%
# children aged 6 to 59 months vaccinated against polio	2,900	3,291	113%
Poland		2,059	
Serbia	300	0	0%
Moldova	800	546	68%

Slovakia	800	314	39%
Czech Republic	300	102	34%
Romania	1,000	270	27%
H3-# Children and women receiving primary health care services through UNICEF supported mechanisms	429,800	443,437	103%
Bulgaria	1,200	198	17%
Slovak Republic	70,000	43,881	63%
Moldova	30,000	31,197	104%
Poland	300,000	338,066	113%
Romania	6,000	16,666	278%
Czech Republic	20,000	10,445	52%
Greece	1,500	2,509	167%
Montenegro	300	259	86%
Croatia	800	216	27%
NUTRITION			
# Primary caregivers of children 0-23 months receiving IYCF counselling	85,090	3,568	4.2%
Moldova	1,000	808	81%
Slovak Republic	1500	1569	105%
Poland	75000	0	0%
Belarus	500	0	0%
Bulgaria	2500	0	0%
Romania	4000	1180	30%
Greece	290	0	0%
Serbia	100	11	11%
Croatia	200	0	0%
CHILD PROTECTION			
CP1-# Children and caregivers accessing mental health and psychosocial support	1,210,190	846,033	70%
Bulgaria	45,000	20,319	45%
Moldova	50,000	98,127	196%
Belarus	2,000	2,160	108%
Poland	685,600	277,421	40%
Slovak Republic	363,000	405,457	112%

Romania	12,000	16,104	134%
Italy	12,000	3,532	29%
Greece	1,310	603	46%
Montenegro	2,000	911	46%
Croatia	780	803	103%
Serbia	1,500	0	0%
Czech Republic	30,000	20,109	67%
Hungary	5,000	487	10%
CP2-# UASC identified	34,600	32,148	93%
Bulgaria	1000	768	77%
Moldova	700	899	128%
Belarus	70	11	16%
Romania	6,000	4977	83%
Poland	24,150	24,203	100%
Hungary	30	19	63%
Croatia	400	411	103%
Slovak Republic	300	384	128%
Czech Republic	950	9	1%
Italy	1,000	467	47%
CP3-#UASC who were provided with alternative care and/or reunified	23,605	10,840	46%
Czech Republic	855	103	12%
Poland	16,000	5,849	37%
Serbia	600	0	0%
Belarus	50	11	22%
Romania	4,300	4781	111%
Moldova	1,800	87	5%
Croatia	9	9	100%
CP4-# People with access to safe spaces, protection and support hub	528,020	1,221,575	231%
Moldova	150,000	187,865	125%
Slovak Republic	52,000	97,714	188%
Poland	180,000	728,570	405%
Bulgaria	50,000	57,401	115%

Czech Republic	30,000	9	0%
Hungary	6,000	6,318	105%
Serbia	120	53	44%
Romania	50,000	132,417	265%
Croatia	200	427	214%
Italy	9,500	10,725	113%
Belarus	200	76	38%
CP5-# UNHCR/UNICEF operational blue dots	65	40	62%
Moldova	11	10	91%
Romania	20	8	40%
Poland	20	6	30%
Slovak Republic	4	4	100%
Italy	2	2	100%
Bulgaria	5	6	120%
Hungary	2	3	150%
CP6-# Women, girls and boys accessing GBV risk mitigation, prevention and/or response interventions	633,000	311,896	49%
Slovak Republic	52000	17,241	33%
Bulgaria	77400	413	0.53%
Moldova	100000	144,467	144%
Czech Republic	50000	1382	3%
Poland	220000	46,874	21%
Romania	25000	3,113	12%
Hungary	4000	0	0%
Belarus	100	0	0%
Italy	100000	95,300	95%
Serbia	1,000	49	5%
Montenegro	1,000	331	33%
Croatia	2,500	2,726	109%
CP7-# People with safe and accessible channels to report sexual exploitation and abuse by aid workers	653,930	571,227	87%
Bulgaria	86,000	2,346	3%
Poland	295000	326,194	111%

Romania	25000	18,615	74%
Moldova	100000	124,833	125%
Slovak Republic	72600	85,377	118%
Hungary	4000	0	0%
Belarus	1000	0	0%
Czech Republic	50000	782	2%
Italy	10500	10,870	104%
Greece	6,300	1,343	21%
Serbia	500	326	65%
Montenegro	1,000	541	54%
Croatia	2,030	0	0%
EDUCATION			
EDU1- # Children accessing formal or non-formal education, including early learning	626,050	588,778	94%
Moldova	28100	36,433	130%
Poland	500000	462,347	92%
Bulgaria	3500	4940	141%
Romania	6000	5495	92%
Slovak Republic	40000	40,628	102%
Belarus	1350	683	51%
Hungary	5000	827	17%
Czech Republic	34200	32,846	96%
Italy	1,800	600	33%
Greece	5,000	1,508	30%
Serbia	1,000	256	26%
Montenegro	1,000	704	70%
Croatia	500	1511	302%
EDU2- # Of children receiving individual learning materials	786,150	448,306	57%
Romania	10,000	15,772	158%
Slovak Republic	20,000	23,489	117%
Moldova	30,000	43,666	146%
Poland	700,000	358,584	51%
Hungary	3,000	1,202	40%

Italy	1,300	750	58%
Bulgaria	2,000	2,443	122%
Serbia	1,000	283	28%
Belarus	150	0	0%
Montenegro	500	256	51%
Croatia	500	1594	319%
Czech Republic	4,000	267	7%
WASH			
W1- # People accessing a sufficient quantity of safe water for drinking and domestic needs	216,000	100,350	46%
Slovak Republic	56,000	52,024	93%
Romania	30,000	33,056	110%
Moldova	130,000	15,270	12%
W2- # People use safe and appropriate sanitation facilities	290,000	31,504	11%
Moldova	130,000	29,874	23%
Slovak Republic	56,000	0	0%
Poland	100,000	1,630	2%
W3- # People reached with critical WASH supplies	586,000	93,570	16%
Bulgaria	15,000	5081	34%
Moldova	150,000	67,167	45%
Belarus	5,000	1,735	35%
Romania	15,000	15,643	104%
Poland	400,000	3,585	1%
Serbia	1,000	359	36%
W4- # Reception centers and accommodation facilities supported to ensure appropriate access to wash facilities and services	52	56	108%
Romania	24	24	100%
Moldova	28	32	114%
W5- # Children accessing appropriate wash facilities and services in learning facilities and safe space	100,000	55,617	56%
Slovak Republic	30000	55,085	184%
Moldova	30000	532	2%

SOCIAL PROTECTION			
SP1-# Households reached with UNICEF funded multi-purpose humanitarian cash transfers	64,150	47,494	74%
Moldova	40,000	29,755	74%
Slovak Republic	21000	14861	71%
Belarus	1000	683	68%
Hungary	1416	1616	114%
Bulgaria	1500	456	30%
Serbia	650	123	19%
SP2- # households benefitting from new or additional social transfers from governments with UNICEF technical assistance support	200,620	66,759	33%
Poland	156000	65,520	42%
Slovak Republic	25000	0	0%
Czech Republic	15000	0	0%
Croatia	1620	0	0%
Hungary	3000	239	8%
SBC			
SBC1-# People reached through messaging on prevention and access to services	10,142,500	10,500,187	104%
Bulgaria	3,300,000	3,401,854	103%
Belarus	40,000	185,146	463%
Poland	4,200,000	4,114,610	98%
Romania	1,000,000	976,686	98%
Slovak Republic	602,500	897,260	149%
Moldova	250,000	218,613	87%
Hungary	20000	12064	60%
Czech Republic	300,000	443,188	148%
Italy	414,000	204110	49%
Serbia	2,500	863	35%
Montenegro	2,500	2076	83%
Croatia	11000	43718	397%
SBC2-# People participating in engagement actions for social and behavioural change	276,400	379,796	137%

Poland	130,000	112,146	86%
Slovak Republic	20,000	110,729	554%
Bulgaria	33,000	75,346	228%
Romania	30,000	28,714	96%
Czech Republic	20,000	14,538	73%
Hungary	1,000	0	0%
Greece	2,100	0	0%
Montenegro	200	282	141%
Moldova	40,000	11,184	28%
Belarus	20,000	25,542	128%
Serbia	500	0	0%
Italy	100	1315	1315%
SBC3-# Of people sharing their concerns and asking questions through established feedback mechanisms	146,270	152,398	104%
Slovak Republic	3,200	4,451	139%
Poland	100,000	103,109	103%
Romania	2,000	2213	111%
Moldova	25,000	28644	115%
Hungary	3,000	0	0%
Belarus	400	462	116%
Czech Republic	3,300	2130	65%
Bulgaria	2,000	1399	70%
Serbia	500	57	11%
Italy	500	5,598	1120%
Montenegro	20	101	505%
Greece	6,300	3,852	61%
Croatia	50	382	764%



ANNEX
7



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Ryuichi Ebihara	UNICEF National Committee Japan
Reiji Kori	UNICEF National Committee Japan
Renata Bem	UNICEF National Committee Poland



ANNEX 00

ANNEX 8: SELECTED SURVEY RESULTS

SURVEY QUESTION	What is the primary challenge that you and your family are facing in your daily life?								
	Belarus	Bulgaria	Czech Rep	Hungary	Moldova	Poland	Romania	Slovakia	Total
Lack of earning opportunities	0	49	47	5	51	93	30	46	321
	0.00%	27.84%	18.29%	12.50%	23.61%	25.27%	23.81%	19.25%	22.56%
Unable to meet basic needs (food, water, medication)	0	17	4	3	13	34	6	9	86
	0.00%	9.66%	1.56%	7.50%	6.02%	9.24%	4.76%	3.77%	6.04%
Inadequate access to health services	0	32	60	6	18	41	13	65	235
	0.00%	18.18%	23.35%	15.00%	8.33%	11.14%	10.32%	27.20%	16.51%
Inadequate access to education	0	10	15	1	15	9	12	10	72
	0.00%	5.68%	5.84%	2.50%	6.94%	2.45%	9.52%	4.18%	5.06%
No access to financial assistance	0	30	8	10	31	95	27	19	220
	0.00%	17.05%	3.11%	25.00%	14.35%	25.82%	21.43%	7.95%	15.46%
Inadequate accommodation	0	4	16	3	11	24	3	9	70
	0.00%	2.27%	6.23%	7.50%	5.09%	6.52%	2.38%	3.77%	4.92%
Tension with host population	0	7	13	1	8	6	2	13	50
	0.00%	3.98%	5.06%	2.50%	3.70%	1.63%	1.59%	5.44%	3.51%
Legal documents	0	2	23	3	6	17	3	11	65
	0.00%	1.14%	8.95%	7.50%	2.78%	4.62%	2.38%	4.60%	4.57%
Do not know	1	11	39	4	32	28	17	34	166
	100.00%	6.25%	15.18%	10.00%	14.81%	7.61%	13.49%	14.23%	11.67%
Other	0	8	17	1	15	16	4	10	71
	0.00%	4.55%	6.61%	2.50%	6.94%	4.35%	3.17%	4.18%	4.99%
Prefer not to answer	0	6	15	3	16	5	9	13	67
	0.00%	3.41%	5.84%	7.50%	7.41%	1.36%	7.14%	5.44%	4.71%
Total	1	176	257	40	216	368	126	239	1,423

SURVEY QUESTION	How satisfied were you with the work of UNICEF?								
	Belarus	Bulgaria	Czech Rep	Hungary	Moldova	Poland	Romania	Slovakia	Total
Fully satisfied	0	13	6	1	44	20	20	79	183
	0.00%	41.94%	30.00%	20.00%	40.74%	25.97%	47.62%	46.47%	40.40%
Mostly satisfied	0	6	9	2	46	25	16	66	170
	0.00%	19.35%	45.00%	40.00%	42.59%	32.47%	38.10%	38.82%	37.53%
Neutral	0	9	4	0	12	16	4	20	65
	0.00%	29.03%	20.00%	0.00%	11.11%	20.78%	9.52%	11.76%	14.35%
Mostly dissatisfied	0	2	0	0	3	5	0	3	13
	0.00%	6.45%	0.00%	0.00%	2.78%	6.49%	0.00%	1.76%	2.87%
Fully dissatisfied	0	1	0	1	2	10	0	2	16
	0.00%	3.23%	0.00%	20.00%	1.85%	12.99%	0.00%	1.18%	3.53%

Prefer not to answer	0	0	1	1	1	1	2	0	6
	0.00%	0.00%	5.00%	20.00%	0.93%	1.30%	4.76%	0.00%	1.32%
Total	0	31	20	5	108	77	42	170	453

SURVEY QUESTION	Do you and your family feel welcomed by the host population?								
	Belarus	Bulgaria	Czech Rep	Hungary	Moldova	Poland	Romania	Slovakia	Total
Not at all	0	5	4	2	10	12	12	8	53
	0.00%	2.84%	1.56%	5.00%	4.63%	3.26%	9.52%	3.35%	3.72%
Mostly no	1	5	10	4	8	12	1	13	54
	100.00%	2.84%	3.89%	10.00%	3.70%	3.26%	0.79%	5.44%	3.79%
Somewhat	0	35	15	8	13	35	6	20	132
	0.00%	19.89%	5.84%	20.00%	6.02%	9.51%	4.76%	8.37%	9.28%
Mostly yes	0	83	126	14	83	169	42	91	608
	0.00%	47.16%	49.03%	35.00%	38.43%	45.92%	33.33%	38.08%	42.73%
Yes, completely	0	46	91	11	96	136	59	105	544
	0.00%	26.14%	35.41%	27.50%	44.44%	36.96%	46.83%	43.93%	38.23%
Prefer not to answer	0	2	11	1	6	4	6	2	32
	0.00%	1.14%	4.28%	2.50%	2.78%	1.09%	4.76%	0.84%	2.25%
Total	1	176	257	40	216	368	126	239	1,423

SURVEY QUESTION	In your opinion, how easy is it for children, adolescents and their guardians from Ukraine to access health care / medical attention?								
	Belarus	Bulgaria	Czech Rep	Hungary	Moldova	Poland	Romania	Slovakia	Total
Very easy	1	0	9	1	20	15	10	12	68
	100.00%	0.00%	3.50%	2.50%	9.26%	4.08%	7.94%	5.02%	4.78%
Rather easy	0	33	54	7	81	90	24	43	332
	0.00%	18.75%	21.01%	17.50%	37.50%	24.46%	19.05%	17.99%	23.33%
Rather difficult	0	87	114	19	60	147	38	115	580
	0.00%	49.43%	44.36%	47.50%	27.78%	39.95%	30.16%	48.12%	40.76%
Very difficult	0	27	50	9	16	64	9	46	221
	0.00%	15.34%	19.46%	22.50%	7.41%	17.39%	7.14%	19.25%	15.53%
Do not know	0	29	28	3	38	48	44	22	212
	0.00%	16.48%	10.89%	7.50%	17.59%	13.04%	34.92%	9.21%	14.90%
Prefer not to answer	0	0	2	1	1	4	1	1	10
	0.00%	0.00%	0.78%	2.50%	0.46%	1.09%	0.79%	0.42%	0.70%
Total	1	176	257	40	216	368	126	239	1,423

SURVEY QUESTION	In your opinion, how easy is it for children, adolescents and their guardians from Ukraine to access education / school?								
	Belarus	Bulgaria	Czech Rep	Hungary	Moldova	Poland	Romania	Slovakia	Total
Very easy	1	4	22	5	23	51	10	26	142
	100.00%	2.27%	8.56%	12.50%	10.65%	13.86%	7.94%	10.88%	9.98%
Rather easy	0	35	102	7	48	157	24	82	455
	0.00%	19.89%	39.69%	17.50%	22.22%	42.66%	19.05%	34.31%	31.97%
Rather difficult	0	66	68	12	77	80	41	71	415
	0.00%	37.50%	26.46%	30.00%	35.65%	21.74%	32.54%	29.71%	29.16%
Very difficult	0	29	24	8	21	22	13	16	133
	0.00%	16.48%	9.34%	20.00%	9.72%	5.98%	10.32%	6.69%	9.35%
Do not know	0	39	39	6	43	53	35	42	257
	0.00%	22.16%	15.18%	15.00%	19.91%	14.40%	27.78%	17.57%	18.06%
Prefer not to answer	0	3	2	2	4	5	3	2	21
	0.00%	1.70%	0.78%	5.00%	1.85%	1.36%	2.38%	0.84%	1.48%
Total	1	176	257	40	216	368	126	239	1,423

SURVEY QUESTION	In your opinion, how easy is it for children, adolescents and their guardians from Ukraine to access the shelter/ accommodation?								
	Belarus	Bulgaria	Czech Rep	Hungary	Moldova	Poland	Romania	Slovakia	Total
Very easy	1	7	9	5	13	8	24	8	75
	100.00%	3.98%	3.50%	12.50%	6.02%	2.17%	19.05%	3.35%	5.27%
Rather easy	0	45	45	6	38	44	57	55	290
	0.00%	25.57%	17.51%	15.00%	17.59%	11.96%	45.24%	23.01%	20.38%
Rather difficult	0	68	97	17	85	141	23	103	534
	0.00%	38.64%	37.74%	42.50%	39.35%	38.32%	18.25%	43.10%	37.53%
Very difficult	0	23	58	4	28	122	4	36	275
	0.00%	13.07%	22.57%	10.00%	12.96%	33.15%	3.17%	15.06%	19.33%
Do not know	0	30	42	8	50	47	14	36	227
	0.00%	17.05%	16.34%	20.00%	23.15%	12.77%	11.11%	15.06%	15.95%
Prefer not to answer	0	3	6	0	2	6	4	1	22
	0.00%	1.70%	2.33%	0.00%	0.93%	1.63%	3.17%	0.42%	1.55%
Total	1	176	257	40	216	368	126	239	1,423

SURVEY QUESTION	In your opinion, how easy is it for children, adolescents and their guardians from Ukraine to access social protection services/ cash assistance?								
	Belarus	Bulgaria	Czech Rep	Hungary	Moldova	Poland	Romania	Slovakia	Total
Very easy	0	4	31	3	25	13	10	26	112
	0.00%	2.27%	12.06%	7.50%	11.57%	3.53%	7.94%	10.88%	7.87%
Rather easy	0	48	112	2	84	86	31	111	474
	0.00%	27.27%	43.58%	5.00%	38.89%	23.37%	24.60%	46.44%	33.31%
Rather difficult	0	74	73	15	61	142	49	71	485
	0.00%	42.05%	28.40%	37.50%	28.24%	38.59%	38.89%	29.71%	34.08%
Very difficult	1	33	14	10	21	90	20	12	201
	100.00%	18.75%	5.45%	25.00%	9.72%	24.46%	15.87%	5.02%	14.13%
Do not know	0	15	25	10	20	34	11	17	132
	0.00%	8.52%	9.73%	25.00%	9.26%	9.24%	8.73%	7.11%	9.28%
Prefer not to answer	0	2	2	0	5	3	5	2	19
	0.00%	1.14%	0.78%	0.00%	2.31%	0.82%	3.97%	0.84%	1.34%
Total	1	176	257	40	216	368	126	239	1,423

SURVEY QUESTION	In your opinion, how easy is it for children, adolescents and their guardians from Ukraine to access support on mental health?								
	Belarus	Bulgaria	Czech Rep	Hungary	Moldova	Poland	Romania	Slovakia	Total
Very easy	0	5	11	6	36	25	12	34	129
	0.00%	2.84%	4.28%	15.00%	16.67%	6.79%	9.52%	14.23%	9.07%
Rather easy	0	31	59	4	75	88	39	73	369
	0.00%	17.61%	22.96%	10.00%	34.72%	23.91%	30.95%	30.54%	25.93%
Rather difficult	0	32	34	6	17	55	18	20	182
	0.00%	18.18%	13.23%	15.00%	7.87%	14.95%	14.29%	8.37%	12.79%
Very difficult	0	17	23	3	6	31	5	9	94
	0.00%	9.66%	8.95%	7.50%	2.78%	8.42%	3.97%	3.77%	6.61%
Do not know	1	88	126	21	80	167	50	100	633
	100.00%	50.00%	49.03%	52.50%	37.04%	45.38%	39.68%	41.84%	44.48%
Prefer not to answer	0	3	4	0	2	2	2	3	16
	0.00%	1.70%	1.56%	0.00%	0.93%	0.54%	1.59%	1.26%	1.12%
Total	1	176	257	40	216	368	126	239	1,423

SURVEY QUESTION	In your opinion, how easy is it for children, adolescents and their guardians from Ukraine to access information on rights and obligations as a refugee?								
	Belarus	Bulgaria	Czech Rep	Hungary	Moldova	Poland	Romania	Slovakia	Total
Very easy	0	12	38	5	38	47	25	49	214
	0.00%	6.82%	14.79%	12.50%	17.59%	12.77%	19.84%	20.50%	15.04%
Rather easy	0	70	106	13	95	114	60	100	558
	0.00%	39.77%	41.25%	32.50%	43.98%	30.98%	47.62%	41.84%	39.21%
Rather difficult	0	48	52	7	33	88	19	35	282
	0.00%	27.27%	20.23%	17.50%	15.28%	23.91%	15.08%	14.64%	19.82%
Very difficult	0	9	9	6	6	29	3	12	74
	0.00%	5.11%	3.50%	15.00%	2.78%	7.88%	2.38%	5.02%	5.20%
Do not know	0	36	50	9	38	87	17	42	279
	0.00%	20.45%	19.46%	22.50%	17.59%	23.64%	13.49%	17.57%	19.61%
Prefer not to answer	1	1	2	0	6	3	2	1	16
	100.00%	0.57%	0.78%	0.00%	2.78%	0.82%	1.59%	0.42%	1.12%
Total	1	176	257	40	216	368	126	239	1,423



ANNEX 9



UNICEF REFUGEE RESPONSE UKRAINE

KEY LESSONS

The following seven lessons arise from the crisis response. They are presented here for consideration of UNICEF internally.

1. National Committees can play a powerful role in supporting UNICEF entry to 'non-programme' countries, but their role needs to be clarified vis-à-vis 'corporate UNICEF' in terms of advocacy, information and partnerships. This clarification is an important part of emergency preparedness.
2. In middle and high income contexts, and/or where UNICEF programmes are largely focused on sustained technical support and capacity strengthening, surge engagement needs to consider (i) duration of deployment (ii) familiarity with working through national systems and (iii) experience of working in high-capacity and politically sensitive contexts. Handovers between surge staff are essential and should be prioritised.
3. National and international staff working in a country context constitute the key source of contextual information to inform emergency response. Their expertise should be harnessed to help design and response. Conversely, even in 'stable' contexts, staff working within Country Offices require familiarity with UNICEF emergency procedures, structures, and co-ordination mechanisms, to deploy these as needed if emergency strikes.
4. To prepare for emergency response in non-emergency propensity countries, a standard skillset is helpful. This includes operations staff, plus key functions such as information management, emergency co-ordination and partnerships.
5. In non-programme countries, where humanitarian needs require a UNICEF presence, lessons include:

- a. Engage immediately with the National Committee, if present, to facilitate entry to, and understanding of, the country context, as well as to establish roles and responsibilities;
 - b. Adopt a twin-track approach, programmatic response concurrent to strategic advocacy and negotiation at national level.
 - c. Map the partnership landscape at central and decentralised level as quickly as possible, including its political dimensions where this includes state agencies.
 - d. Rapidly develop as much contextual and political knowledge as possible, using the National Committee as the entry point.
 - e. Deploy Operations staff in the first wave of surge staff, in order to support the establishing of the basic infrastructure required for the response.
 - f. Maintain a clear overview of the pipeline of partnerships and initiatives being developed, so that 'programme-wide' knowledge is up to date at all times.
 - g. Recognise that new entry takes time – to become familiar with the landscape; to understand the political environment and to build relationships and form partnerships. A longer timeframe from entry to results is inevitable and requires institutional understanding and recognition.
6. Forming partnerships under pressure can be challenging; mapping of the partnership landscape, clarity on UNICEF aims and objectives, and familiarity with due diligence procedures, including those expedited under emergency procedures, will help ensure a robust approach. When directing resources through state agencies, the issue of national resource displacement should be considered. Clear communication on resource availability, including going forward, will help manage expectations and avert reputational risks in future.
 7. Large volumes of unearmarked funding facilitate swift emergency response but require careful management to (i) ensure that they serve the greatest needs, particularly in a context where information is scant and (ii) that they sustain a principled approach throughout to addressing child rights, reflecting the priorities of the CCCs.

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