REDUCING STUNTING IN CHILDREN UNDER FIVE YEARS OF AGE:
A COMPREHENSIVE EVALUATION OF UNICEF’S STRATEGIES AND PROGRAMME PERFORMANCE

TERMS OF REFERENCE (RFP VERSION)

EVALUATION OFFICE, UNICEF
SEPTEMBER 2015
1. **INTRODUCTION**

UNICEF’s Evaluation Office is commissioning an external evaluation to examine UNICEF’s strategies and programme performance to reduce stunting in young children. The evaluation is scheduled for implementation during 2016. This document outlines the scope of the evaluation, methodological options and operational modalities for a team of 5-6 consultants who will be conducting the evaluation under the guidance of a Senior Evaluation Officer at the Evaluation Office. The team will have significant interaction with an Evaluation Advisory Group which will be engaged in the evaluation throughout the evaluation process. The Evaluation Office is looking for institutions and individuals with deep commitment and strong background in evaluation and relevant subject matter to undertake the evaluation which has major implications for UNICEF’s future work and partnerships in reducing the prevalence of stunting in young children.

2. **BACKGROUND**

**CONTEXT OF THE EVALUATION**

Stunting in early childhood -- known also as growth faltering -- is a major child rights and global and national development concern given its link to child mortality, irreversible loss of cognitive development (especially when stunting is severe), and loss of productivity and national income. Despite the progress made in recent decades, an estimated 161 million children under five years of age (or one in four) were stunted in 2013. More than 90% of the children who experience stunted growth live in Africa and Asia (a vast majority in South Asia). Experience in reducing the prevalence of stunting varies widely. Many countries have achieved significant to moderate success in reducing stunting prevalence (Bangladesh, Burkina Faso, Ethiopia, Ghana, Haiti, Malawi, Nepal, Peru, Rwanda, Tanzania, Vietnam, India) but there are many others (Mozambique, Nigeria, Pakistan, Sudan, Timor-Leste, Togo) which have seen only a marginal decrease or no decrease in the past decade. In many countries where stunting prevalence has decreased, sustaining the gains and addressing disparities remain key concerns, as there are pockets of geographic areas, and socio-economic groups where stunting remains at high levels.

A key milestone in global commitment to addressing stunting occurred in May 2012 when the World Health Assembly committed to reducing the number of stunted children under the age of 5 by 40 percent by 2025. The commitment was made in response to the slow progress in reducing the prevalence in stunting and a concern from the scientific and development community of the dire need to accelerate organized action to address stunting and malnutrition.

Another key development for combating stunting and malnutrition is the global partnership initiative titled “Scaling Up Nutrition: A Framework for Action (SUN)” which was launched in April 2010. With a membership of 54 countries (as of September 2015), SUN has evolved into a movement which consists of 5 global networks and a lead group which is responsible for the overall governance of SUN which has 27 members from government, civil society, international organizations, donor agencies, businesses and foundations. Since the beginning of the SUN movement,

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1 This document benefitted from interviews and inputs provided by the following UNICEF staff: Joan Matji, Noel Marie Zagre, Victor Aguayo, France Begin, Moazzem Hossain, Nicholas Alipui, Yarlini Balarajan, Julia Krasevec, Werner Schultink, Saba Mebrahtu, and Gayatri Singh.

UNICEF has maintained major involvement in global advocacy as well as country-level coordination mechanism, upstream policy work and service delivery. Reducing stunting in under five children which is a core target of SUN.

The endorsement of the WHA target on stunting by the SDG agenda presents a major opportunity for further mobilizing action globally. The 2030 Agenda for Sustainable Development under Goal 2 includes a target (target 2.2) stating “by 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.” This calls for an effective role for UNICEF both in terms of its advocacy and programme response as well as support for progress monitoring.

**UNICEF’S WORK TO ADDRESS STUNTING**

For many decades, UNICEF has assumed a lead role in advocacy and programme interventions for improving child nutrition both in emergency and development contexts. Key strategic shifts in UNICEF were the 1990 Nutrition Strategy and the 2006-15 Health and Nutrition Strategy. Maternal and child nutrition has been a key focus of UNICEF’s Medium-Term Strategic Plan (MTSP, 2008-2013) and Strategic Plan (SP, 2014-17), where nutrition is placed as an outcome area. There is also an emphasis on integrating nutrition in other areas of UNICEF’s work including health, WASH, early childhood development, education and social protection. The Strategic Plan Results Framework has specified “number of children who are moderately or severely stunted” as an impact indicator.

UNICEF’s funding and investment in nutrition has more than doubled over the past decade and the nutrition programme expenditure reached $484 million in 2014. In addition, there has been significant growth in UNICEF’s funding for health, WASH, education and social protection which are areas that have significant implications for preventing stunting in young children. Given its growing involvement in global, regional and, in many countries, national level partnership initiatives, UNICEF ought to be fully informed by emerging research and evaluation evidence and also needs to take a close look at its own strategies and programme performance so as to be able to act effectively as a leader and partner in reducing stunting in young children.

The past two decades have seen considerable research and documentation on causes / determinants of stunting in various contexts (see reference list). The findings from these studies are diverse and some decision-makers consider that many questions remain unanswered on how the broad-based knowledge on reducing stunting can be operationalized effectively in various contexts including in fragile states and in some middle income countries where prevalence rates remain unexpectedly high. For UNICEF, to maximize effectiveness and for accountability purposes, there is a need to generate concrete evidence on the extent to which its strategies and interventions are yielding results to reduce stunting.

There is considerable demand both internally and among UNICEF’s key stakeholders for an evaluation of UNICEF’s work which generates more concrete policy and programmatic evidence that can guide systematic and sustainable reduction of stunting in young children. The key stakeholders include UNICEF’s Executive Board, partners of the SUN and Renewed Efforts Against Child Hunger and undernutrition (REACH) initiatives, programme countries and donors including the private sector which is showing interest in reducing stunting. In view of UNICEF’s growing involvement and leadership role, increased budget allocations, and the need to generate further evidence, the Evaluation Office, following consultations, decided to undertake a corporate level evaluation of UNICEF’s strategies and programme performance to reduce stunting in young children.
Adequate growth and development of children is central to UNICEF’s mandate and the organization has a track record of many decades of leadership and programme response in addressing malnutrition in children. The proposed evaluation will be the first formal attempt to assess UNICEF’s strategies and programme performance in reducing stunting in under-5 children. The purpose of the evaluation is twofold: firstly, to contribute to improving the organization’s accountability for its performance and results; and secondly, to generate evidence and learning to guide effective action towards the sustainable reduction of stunting in the coming years. The evaluation will generate learning on effective approaches – including use of upstream policy work, multi-sectoral engagement, governance, coordination and partnerships, and key interventions required to reduce stunting in various contexts. It will identify actions that need to be undertaken by UNICEF to sustain the gains made and, where high levels of stunting prevail, further scale up interventions that work, as well as addressing inequities where these exist.

The findings and recommendations generated by the evaluation will be used to influence strategic direction and partnerships/advocacy as well as programme strategies (nutrition specific, across sectors, and cross-cutting) to achieve the results and targets outlined in the SP. In addition, the evidence generated by the evaluation will provide further opportunity to push for the child nutrition and sustainable development agenda in the post-2015 era.

Taking into account multi-sectoral approaches as well as UNICEF’s focus on equity, children’s rights and gender equality at all levels, the evaluation will:

- Assess the relevance, appropriateness and coherence of UNICEF’s global, regional and country programme strategies and plans to address stunting in young children taking account of the range of country contexts where stunting is widely prevalent, giving attention not only to development settings but also to contexts affected by fragility and humanitarian emergencies.

- Assess the effectiveness, efficiency and sustainability of UNICEF’s country programmes in addressing stunting in young children with particular attention to less reached, disadvantaged and vulnerable groups and draw lessons on equity-focused results in reducing stunting in various programme contexts.

- Assess UNICEF’s leadership, guidance and technical support at all levels as well as the adequacy of UNICEF staffing/institutional capacity to respond to the lead role the organization is expected to play at the field level in contributing to the sustainable and equitable reduction of stunting.

- Provide forward looking lessons, conclusions and recommendations for strengthening UNICEF’s leadership and advocacy, organizational policies and strategies, country programme response and partnerships for reducing stunting in various contexts where it is prevalent.
4. SCOPE AND EVALUATION QUESTIONS

SCOPE

The evaluation has a broad focus covering the assessment of UNICEF’s global and country-level investments and it also examines the performance at the regional level in regions where stunting is a concern. The major focus is on country-level strategies and programme results including sustainability and equity issues. In terms of geographic/regional focus, the evaluation will target mainly South Asia and Africa where under-five stunting prevalence rates are among the highest and where the vast majority of the children affected by stunting are located. The evaluation will also examine the phenomenon of stunting in middle income countries (including other regions), especially where stunting rates remain at high levels compared to the gains recorded in other key socio-economic indicators. In terms of the time-frame covered, the evaluation will focus on 2010-2015 with greater focus on the past 2 years, a period when UNICEF’s advocacy and investments for reducing stunting have grown rapidly.

EVALUATION QUESTIONS

The indicative evaluation questions presented below are formulated using the key evaluation criteria of relevance/appropriateness, effectiveness, efficiency, sustainability, coverage and scalability. Key cross-cutting issues include equity and gender equality as well as leadership, leveraging and partnership roles. It is expected that the evaluation questions will be further sharpened during the inception phase.

APPROPRIATENESS/COHERENCE OF GLOBAL/REGIONAL/COUNTRY PROGRAMME STRATEGIES AND PLANS:

How appropriate, adequate, and coherent are the relevant UNICEF goals (notably under the SP), global strategies, planned results and guidance for reducing stunting in young children?

Has UNICEF adequately identified children at risk of stunting and analysed vulnerabilities to inform programme planning and targeting? How clear and useful is the theory of change (ToC) in the current SP for informing programme design and for progress reporting? How adequate and responsive are the global/regional/country level strategies for addressing stunting in young children in various specific contexts?

How relevant and appropriate are the country programme strategies and interventions (including clarity of the theory of change/programme logic/indicators and their use; multisectoral focus, targeting less reached and disadvantaged children; addressing gender equality including intra-household dynamics, supporting enabling environment) to address stunting? To what extent is stunting reduction reflected in country programmes as per country specific need and priorities? Has due account been taken of the specific needs and challenges of fragile and emergency contexts, where relevant?

EFFECTIVENESS OF UNICEF COUNTRY PROGRAMMES IN ADDRESSING STUNTING:

How effective are UNICEF country programmes in achieving concrete results for reducing stunting in young children? Which strategies and interventions, nutrition specific as well as broad-based (upstream policy work, multi-sectoral work, partnerships) have been used effectively by UNICEF to reduce stunting in various contexts? Are results sustainable or likely to be sustained?
What are the key factors and conditions that lead to programme effectiveness? In countries with limited evidence of programme effectiveness, what needs to be done differently? What lessons can be drawn for strengthening UNICEF’s strategies and plans for reducing stunting to contribute to the WHA/SDG target on stunting?

**EQUITY AND REACHING DISADVANTAGED CHILDREN:**

How effective is UNICEF’s approach to achieving equitable results in reducing stunting? What type of approaches and interventions have yielded results in reducing stunting in disadvantaged, marginalized and less reached areas/groups? To what extent is gender a significant factor? Has attention been given to the needs of children affected by disability?

Are there concrete lessons that can be replicated for addressing stunting in an equitable manner targeting the most disadvantaged or vulnerable children?

**LEADERSHIP AND LEVERAGING PARTNERSHIPS:**

How effective is UNICEF in its role related to global leadership and leveraging of partnerships to reduce stunting including through the SUN and REACH initiatives? How effective is UNICEF’s regional leadership and leveraging role particularly in regions with high rates of stunting?

Under what circumstances and to what extent has UNICEF been called upon to provide leadership at the country level and how well has this role been performed including creation of enabling environments for addressing stunting? What have been the key success areas/factors and shortfalls/constraints? How could UNICEF further enhance its leadership and partnership roles at global, regional and national level to reduce stunting?

**SUSTAINABILITY AND SCALE UP:**

To what extent have sustainability considerations (technical, financial, institutional) been integrated in programme design and implementation phases by UNICEF and its counterparts? How adequate is UNICEF’s approach and contribution with respect to direct support, upstream work and creation of enabling environments (including system/capacity strengthening, building national ownership and national budget allocations) that is necessary for sustainability and scale up?

Are there any particular risks related to the sustainability of gains achieved in reducing stunting in various contexts that UNICEF must address?

**MANAGEMENT/OPERATIONS (INSTITUTIONAL CAPACITY, RESOURCE ALLOCATIONS, EFFICIENCY):**

In relation to needs, and taking the role of other stakeholders into account, how well has UNICEF allocated and managed human and financial resources? Were the financial resource allocations at the global and country levels for addressing stunting adequate and well-managed? How adequate and efficient is UNICEF’s internal coordination including integration and convergence of various programme components / sectors?

To what extent is UNICEF’s staff capacity adequate for providing leadership, advocacy and technical guidance/support at various levels? What factors drive or constrain effective performance? What needs to be done to address gaps, if any, in staff/institutional capacity for fulfilling the lead role UNICEF is expected to play at the field level for contributing to sustainable and equitable reduction of stunting?
KNOWLEDGE / DATA GENERATION AND USE:

How adequately has UNICEF contributed to relevant knowledge, to data collection and analysis and to monitoring and evaluation of outcomes and impact in relation to stunting, including a focus on equity?

Are there areas that require strengthening including use of data or the results of research and evaluation at the global, regional and country levels? What lessons and concrete actions can be proposed for the post SDG context both for generating and using data at all levels?

5. EVALUATION METHODOLOGY

EVALUATION DESIGN: CONCEPTUAL AND ANALYTICAL APPROACH

At the organizational level, the evaluation will examine the underlying theory/pathways to change guiding SP strategies/results and targets for reducing stunting including collaboration across sectors and key nutrition specific interventions proposed. A key reference document is the recent discussion paper titled “UNICEF’s Approach to Scaling up Nutrition for Mothers and Children” (June 2015) which provides a broad-framework for addressing stunting in young children by focusing both on nutrition-specific interventions and nutrition-sensitive approaches to addressing malnutrition. The evaluation will go beyond and examine how stunting reduction is conceived and addressed in various SP outcome areas, global/regional strategy documents and in country programmes. The country level analysis will consider specific contexts and the theory of change/programme logic to assess UNICEF’s performance.

The evaluation will consider and use a systems perspective given the fact that stunting is a consequence of many interlocking factors and systemic elements. A systems approach is therefore a key strategy for sustainable and equitable reduction of stunting. Organizationally, UNICEF operates within the broader international system where a multitude of national and international actors are playing various roles for improving child nutrition and for addressing other important factors such as improving access to clean water and improved sanitation. The evaluation will examine UNICEF’s role in supporting the scale up of direct nutrition interventions as well as mainstreaming nutrition in non-nutrition sectors, including education, water, sanitation and hygiene, health, and child /social protection. The link between stunting and ECD programming will also be explored given the evidence that combining nutrition specific and early stimulation yield synergistic effects for reducing stunting and improving cognitive development. The analysis will consider both demand and supply factors including governance and management, resource allocations and capacity development, service delivery and behavioral change, and the broader enabling environment.

- For assessing UNICEF’s work at the country level, a sample of countries (20-25) will be identified using specific criteria (to be developed during the inception phase). The sample will include a mix of countries from various contexts where stunting has decreased significantly and those where it has remained stagnant over the last 6-8 years (data from the two most recent household surveys -DHS, MICS, other- will be the main source for trend analysis).
- From among the 20-25 countries, a sample of 6-8 countries will be selected for detailed data gathering and analysis as per the evaluation questions. These countries will also represent a mix of programme contexts

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3 The proposed methodology is based on internal scoping and experience in designing similar evaluations. There will be a need to develop a detailed design, analytical methods and tools during the inception phase based on additional literature review and consultation.
and successful/ less successful experiences and will involve field visits by the team for detailed data collection and analysis using a case study approach.

- For the global and regional level analysis, a detailed evaluation framework and questions/analytical methods will be developed during the inception phase.

The evaluation will use a mix of qualitative and quantitative data and analytical methods. Use of comparative analysis across countries and within countries and among socio-economic groups is expected as equitable reduction of stunting is a key focus for the evaluation.

DATA SOURCES

The evaluation will use practical and innovative approaches to gather and analyse a variety of data from primary and secondary sources:

DESK REVIEW OF SECONDARY DATA AND DOCUMENTS

A list of relevant materials together with electronic copies of key documents will be shared with the evaluation team during the inception phase. In addition, the team will be provided with survey data on stunting and related variables that are readily available from various sources. The information shared will be reviewed and analysed during the inception phase to determine the need for additional information and finalisation of the detailed evaluation plan. Desk review and analysis will continue into the report writing phase.

INTERVIEWS WITH KEY INFORMANTS

Interviews will be conducted at several levels and in phases. A few external experts and stakeholders and key staff from HQ divisions and selected ROs and COs will be interviewed during the inception phase. In the implementation phase, interviews will be conducted with additional experts and staff including local level personnel involved in managing and supporting UNICEF programmes. Additional interviews will be conducted with policy makers and programme coordinators in the countries involved, including sub-national level staff, UNICEF Representatives and/or deputies, and programme managers and advisors at various levels. Interviews will also be held with staff of other UN agencies and organizations that contribute to and partner in relevant sectors at global or national levels.

FIELD OBSERVATION AND FOCUS GROUP DISCUSSIONS (CASE STUDY COUNTRIES)

The evaluation team will gather considerable quantitative and qualitative information through field visits and focus group discussions during the visit to the case study countries. Interviews and/or focus group discussions will be held with selected UNICEF/UN staff, programme participants, service providers, and decision/policy makers. When organising field visits and interviews, attention will be given to ensure gender balance and representation of all population groups. The analysis findings from the case study countries and the desk review countries will provide the substantive content for distilling synthesised findings for the main evaluation report.

USE OF QUESTIONNAIRE-BASED SURVEYS

In view of the formative scope of the evaluation and the time and budget constraints, no major country-level household survey is envisaged as part of this evaluation. However, it is expected that some of the data required for the evaluation will be gathered through use of electronic web-based survey. A broad-based survey of UNICEF staff and/or key stakeholders could be designed. The other option is to send a questionnaire to UNICEF Country Offices in the sample countries (20 or more) to provide readily available secondary data and respond to certain sub-questions within the scope of the evaluation. The need for such a survey, as well as its scope and timing, will be determined during the inception phase. The evaluation team is expected to be familiar with electronic survey tools for yielding credible data under time and budget constraints.
Triangulation of data/findings from various sources. As noted above, the evaluation will use a mix of quantitative and qualitative data and information which will be determined during the inception phase. It will make selective use of triangulation to validate data and findings from various sources as this is a common approach in mixed-methods evaluations.

6. MANAGEMENT AND CONDUCT OF THE EVALUATION

EVALUATION MANAGEMENT STRUCTURE

The evaluation will be conducted by an external evaluation team to be recruited by UNICEF’s Evaluation Office (EO). The Evaluation Team will operate under the supervision of a dual-tiered evaluation management and oversight structure. Direct supervision is provided by a Senior Evaluation Officer at the EO, supported by an Evaluation Specialist. The Evaluation Office will be responsible for the day-to-day oversight and management of the evaluation and for management of the evaluation budget. It will assure the quality and independence of the evaluation and guarantee its alignment with UNEG Norms and Standards and Ethical Guidelines, provide quality assurance checking that the evaluation findings and conclusions are relevant and recommendations are implementable, and contribute to the dissemination of the evaluation findings and follow-up on the management response.

The advisory organ for the evaluation is the Evaluation Advisory Group (EAG), bringing together a mix of UNICEF managers, advisors and external experts (to be confirmed) from among the key stakeholders. The EAG will be chaired by the EO Director will have the following role: a) contribute to the conceptualization, preparation, and design of the evaluation including providing feedback on the draft terms of reference, feedback and comments on the inception report and on the technical quality of the work of the consultants; b) provide comments and substantive feedback to ensure the quality – from a technical point of view - of the draft and final evaluation reports; c) assist in identifying UNICEF staff and external stakeholders to be consulted during the evaluation process; d) participate in review meetings organised by the EO and with the evaluation team as required; e) play a key role in learning and knowledge sharing from the evaluation results, contributing to disseminating the findings of the evaluation and follow-up on the implementation of the management response.

EVALUATION TEAM PROFILE

The evaluation will be conducted by engaging an institution. The proposed team consists of 3 senior level consultants (team leader and two technical experts) who will have complementary expertise in the areas of evaluation and public nutrition and knowledge of key sectors that contribute to reduction of child stunting. The ideal consultants would have previously conducted comprehensive multi-sectoral evaluations and/or applied research work to assess child stunting outcome. The three experts will be supported by two junior professionals: a research assistant and a data analyst. The team is expected to be balanced in terms of gender and geographic origin.

A TEAM LEADER (AT P5/D1 LEVEL) WITH THE FOLLOWING CREDENTIALS:

- Strong team leadership and management track record and commitment to delivering timely and high-quality evaluation report;
- Extensive evaluation expertise (at least 10 years) of comprehensive scope with strong mixed-methods evaluation skills and flexibility in using non-traditional and innovative evaluation methods;
- Familiarity with UNICEF’s programming, policy and advocacy work and experience in evaluating multi-
sectoral initiatives would be an asset;
• Background in public nutrition including sound knowledge of policy and system aspects; familiarity with others sectors, namely health, WASH, education and social protection;
• Knowledge of the UN’s human rights, gender equality and equity agendas and experience in applying these to evaluation;
• Good interpersonal and communication skills; ability to interact with various stakeholders and to concisely express ideas and concepts in written and oral form;
• Language proficiency: Fluency in English is mandatory; good command of French is desirable.

TWO (2) TEAM MEMBERS (EVALUATION OR RESEARCH EXPERTS WITH BACKGROUND IN PUBLIC NUTRITION AND STRONG MULTI-SECTORAL ORIENTATION) WHO HAVE

• Significant experience in evaluation and/or policy research with background in public nutrition or other areas relevant to addressing child stunting (at least 5 years relevant experience); Experience in evaluating multi-sectoral programmes or initiatives.
• Strong conceptualization, analytical and writing skills and ability to work effectively in a team.
• Hands-on experience in collecting and analyzing quantitative and qualitative data;
• Knowledge of the UN’s human rights, gender equality and equity agendas and application in evaluation;
• Commitment and willingness to work in a challenging environment and ability to produce quality work under limited guidance and supervision;
• Good communication and people skills; ability to communicate with various stakeholders and to express ideas and concepts concisely and clearly in written and oral form;
• Language proficiency: Fluency in English is mandatory; good command of French and or Spanish is desirable.

A RESEARCH ASSISTANT WHO HAS

• At least 3 years of progressively responsible experience in both qualitative and quantitative data analysis;
• Experience in supporting senior evaluators in ensuring use of consistent interview protocols, templates for recording and reporting on interviews, standard case study report formats and a comparative table of findings;
• Familiarity with nutrition and related issues/sectors an advantage.

A DATA ANALYST WHO HAS

• At least 3 years of experience in knowledge management for evaluation, information technology and data management;
• Expertise in handling collaborate teamwork software, online surveys, document repositories, bibliography software and databases.
• Commitment to handling back-office support and logistics as needed.

EVALUATION PHASES AND DELIVERABLES

INCEPTION PHASE

A detailed evaluation methodology including a detailed evaluation framework will be developed based on further consultation, document review and exploration of possible approaches that will yield credible and timely evidence. The inception report will:

• Present the final set of evaluation questions and sub-questions within the proposed scope of the evaluation.
• Specify the detailed design of the evaluation, the tools that will be used for data collection and the analytical methods that will be used to respond to the evaluation questions.
• Detail the framework for analyzing and synthesizing data collected from various sources including use of triangulation.
• Confirm the selection of countries for the desk review and case studies and formulate precise specifications of the scope and design of country case studies (including data collection methods and analysis).
• Present a detailed work plan, specifying the organization and time schedule for the evaluation process including country visits, analysis and report preparation.
• Present the approach to be used for quality assurance throughout the evaluation including of the country case study reports.

The deliverable for this phase will be a PowerPoint presentation, inception report with a summary and annexes. The inception report will provide the foundation for the rest of the evaluation. Accordingly, the evaluation will proceed to the next phase only after successful completion of the inception phase and approval of the inception report.

DATA COLLECTION AND ANALYSIS PHASE

Data collection will start as part of the inception phase and continue through the field visits to the case study countries and interviews with various stakeholders. Detailed data collection and analysis plans will need to be developed for the desk review report, the case study reports and the synthesis report. Secondary data from various surveys and reports will constitute a key data source for the evaluation. Field visits to case study countries will be planned systematically in consultation with UNICEF CO counterparts. Briefing and debriefing meetings will be held with national reference groups which will be constituted in each of the participating countries.

Key deliverables for this phase will be the desk review report and the country case study reports.

FINAL DATA ANALYSIS AND REPORTING PHASE

The findings from the desk review and the country case studies will constitute the main data source for the synthesis report. Additional data gathered from the global and regional levels including interviews with non-UNICEF stakeholders will be used for preparing the final synthesis report. A zero draft of the synthesis report (which could summarise key ideas in bullet point format instead of long text) will be provided for consideration and comment by the evaluation manager. A draft synthesis report will be prepared, addressing any comments made on the zero draft. The draft synthesis report will be presented to the EAG for comments. The final synthesis report will be prepared, responding to comments provided on the draft report.

The final deliverable from this phase includes a detailed summary of evaluation findings, conclusions and recommendations, a PowerPoint presentation, and the final evaluation report with an executive summary and annexes.

DISSEMINATION AND FOLLOW-UP PHASE

The EO and the EAG will develop a dissemination strategy and plan for the evaluation. This will include the provision of a management response which is mandatory for such evaluations. The evaluation team will be invited to present findings in a major dissemination workshop which will be organized after the completion of the evaluation.
## EVALUATION BUDGET AND TIMING

The evaluation is part of the EO’s Annual Work Plans for 2015/16 and required funds have been allocated as part of the EO’s budget. The implementation of the evaluation is expected to follow the following time schedule.

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<th>Date</th>
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<tr>
<td>September</td>
<td>Finalization of the Terms of Reference; Issuance of call for Expressions of interest</td>
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<tr>
<td>October</td>
<td>Issuance of Request for Proposals to selected firms</td>
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<td>End November 2015</td>
<td>Recruitment of evaluation team</td>
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<tr>
<td>January/February 2016</td>
<td>Inception phase; report finalized by mid-February</td>
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<tr>
<td>February/March 2016</td>
<td>Analysis of data from 20+ sample countries</td>
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<td>March-May 2016</td>
<td>Field missions to 6-8 countries</td>
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<td>June/July 2016</td>
<td>Data analysis; preparation of country evaluation reports</td>
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<tr>
<td>August/Sept. 2016</td>
<td>Drafting of the evaluation synthesis report</td>
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<td>October 2016</td>
<td>Draft review and revision</td>
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<td>Mid-November 2016</td>
<td>Final report submission</td>
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SELECTED REFERENCES


