

Terms of Reference

Review of Adolescent Participation in UNICEF Programme Monitoring and Evaluation

Position: Evaluation/Research Consultant

Duration of the consultancy: June 2017 – October 2017

I. Purpose of the consultancy

The Evaluation Office is seeking an **individual consultant** to conduct a review on UNICEF's existing practices regarding adolescent participation in programme monitoring and evaluation. The position entails a content analysis of existing UNICEF studies/evaluations and select practitioner guidebooks on adolescent participation in monitoring and evaluation, interviews with UNICEF staff members engaged in this work, and a user-friendly guidance note or creative output to summarize the findings (among other tasks described in Section IV). The consultant should possess interdisciplinary knowledge of children's rights, especially their right to participation, as well as strong qualitative research and analytical skills. Travel to NYHQ for an inception meeting is required for this consultancy.

II. Background and context

Since the ratification of the *Convention on the Rights of the Child* there has been a slow, but steady perspective shift within international development agencies acknowledging the rights and capacities of children and adolescents to participate in decisions that affect their lives. For example, UNICEF's programming and organizational policies recognize adolescents as capable citizens who actively contribute to their communities, country and a more just and sustainable world. However, the actual *practice* of meaningfully partnering with and engaging adolescents in programme monitoring and evaluation of international humanitarian and development initiatives has not been fully embraced or realized by UNICEF.

For example, a 2016 self-assessment of UNICEF's evaluation function identified 50 countries who involved adolescents in their most recent evaluations. However, the level of engagement and degree of leadership and decision-making of adolescents in these processes was limited, primarily through one-time focus groups. In light of these current organizational practices, UNICEF's Evaluation Office and Adolescent Development and Participation Section are collaborating to design, pilot-test and implement a systematic capacity development approach that will support the mainstreaming of adolescent participation in programme monitoring and evaluation activities across all sectors at HQ, RO, and CO. The long-term goal is to improve UNICEF's developmental effectiveness and the situation of adolescents through participatory processes that include their viewpoints, and when appropriate, support adolescent leadership in the implementation of monitoring and evaluation activities. This consultancy is therefore contributing to a broader organizational vision to improve UNICEF's capacity in participatory monitoring and evaluation with adolescents, by reviewing and identifying good practices and resources.

A growing body of evidence provides a strong rationale for investing in the genuine and meaningful participation of adolescents, especially in evaluation activities that critically examine the effectiveness of policies and programmes designed on their behalf. Benefits of participation and social accountability processes include, for example, improved intergenerational communication and empathy, more relevant and sustainable programming and policies, and improved conditions for adolescents that are informed by their viewpoints and lived experiences. In light of the adoption of the *Sustainable Development Goals* and the subsequent increased demand for evaluations, it will be increasingly important to include the most marginalized groups of adolescents as meaningful stakeholders in these processes in order for the global goals to be realized.

III. Objectives and scope of the consultancy

This review is part of a series of activities to mainstream the participation of adolescents in UNICEF's programme monitoring and evaluation activities. The objectives of the review are to:

1. Analyse existing evidence and practitioner resources for adolescent participation in UNICEF programme monitoring and evaluation; and
2. Summarize the evidence into a user-friendly resource that will support a capacity development approach on adolescent participation in UNICEF programme monitoring and evaluation activities.

Initially the capacity development approach will target interested UNICEF Programme Managers and Planning, Monitoring and Evaluation Specialists, and relevant partners to collaboratively develop a set of guidance materials for engaging adolescents in monitoring and evaluation activities. A long-term objective is to build national evaluation capacities and systems to meaningfully engage adolescents in country-led research and evaluation activities.

The scope of the practice review is as follows:

- Age group: Adolescents between the ages of 10 and 17¹
- Geography: Global South (UNICEF programme countries)
- Context: UNICEF development, peacebuilding and humanitarian programming with/for adolescents
- Timeframe: 2001 – 2021 (including future UNICEF strategic plans on adolescent participation)
- Audience: UNICEF programme, monitoring and evaluation specialists and managers (primary); UNICEF partners and collaborators (secondary)

IV. Tasks to be performed

1. Review UNICEF’s policies, strategies and conceptual frameworks on adolescent participation to finalize an analytical framework for the assignment, through a strategic document review and key informant interviews with relevant stakeholders at NYHQ and Regional Offices;²
2. Conduct a content analysis of how and to what extent UNICEF evaluations, reviews and studies have addressed the participation of adolescent, as well as the characteristics and outcomes of these efforts;
3. Create a typology of evaluations and/or studies to summarize the ways in which adolescent participate in UNICEF programme monitoring and evaluation;
4. Identify and analyse the quality and relevance of key practitioner tools and resources for UNICEF and its partners interested in adolescent participation in programme monitoring and evaluation;
5. Conduct key informant interviews and/or surveys with UNICEF Programme Managers and Planning, Monitoring and Evaluation Specialists (at HQ, RO, CO, and FO) to better understand the challenges, lessons learned and opportunities for doing this work; and
6. Summarize the findings from tasks #1-5 into a user-friendly final report/creative output, and a compendium of resources and tools that will contribute to the future capacity development approach.

V. Analysis framework and guiding questions

The review will draw upon UNICEF policies and conceptual frameworks on adolescent participation in programme monitoring and evaluation. The analysis will address (among other potential themes): a) the context or rationale for adolescent participation in UNICEF programme monitoring and evaluation; b) bottlenecks to their participation; c) strategies employed by UNICEF for adolescent participation in monitoring and evaluation; d) approaches to adolescent participation; e) specific interventions that support adolescent participation; and e) the outputs, outcomes and impact of participation.

Specific questions to guide the review include (but are not limited to):

¹ While the focus of the review is on adolescents, the content analysis of studies and evaluations may include a broader age range (such as younger children and youth).

² This includes, for example, UNICEF’s *Conceptual Framework for Monitoring Outcomes of Adolescent Participation*, UNICEF’s Strategic Plans and Country Office Reports, and an academic literature review and theory of change on adolescent participation in monitoring and evaluation of development initiatives (among others).

1. How do UNICEF Programme Managers and Planning, Monitoring and Evaluation Specialists define adolescent participation, and what are their attitudes and perspectives about its relevance for the organization?
2. How and to what extent are adolescents participating in programme monitoring and evaluation?
3. What types of programme monitoring and evaluation activities are adolescents participating in within UNICEF programming?
4. What are the geographic, demographic and social characteristics of the adolescents participating?
5. Which stakeholders have been involved in commissioning and conducting participatory monitoring and evaluation with adolescents, both within and outside of UNICEF?
6. What is the rationale for involving adolescents in programme monitoring and evaluation?
7. What are the bottlenecks to adolescent participation in programme monitoring and evaluation?
8. What strategies, approaches and interventions does UNICEF employ to foster adolescent participation in programme monitoring and evaluation?
9. What are the intended and realized outputs, outcomes and impact of adolescent participation in UNICEF programme monitoring and evaluation?
10. What are the main challenges to mainstreaming adolescent participation in programme monitoring and evaluation within UNICEF?
11. What are the promising practices and lessons learned from participatory programme monitoring and evaluation with adolescents in UNICEF?
12. Where are there gaps in adolescent participation in programme monitoring and evaluation?
13. What more can be done to mainstream adolescent participation into programme monitoring and evaluation activities within UNICEF?

VI. Methodology

The consultant is expected to work closely with the Evaluation Office and Adolescent Development and Participation Section to finalize the methodology for conducting the review. A mix of qualitative methods are required, including: 1) a document review; 2) semi-structured interviews with key informants; 2) online surveys with up to 50 UNICEF Programme Managers and Monitoring and Evaluation Specialists; 3) a content analysis of approximately 60 evaluations and/or studies (see Annex A for a fact sheet of these reports); and 4) a review and analysis of 10-15 key practitioner resources (such as guidebooks and online toolkits).

Applicants are required to summarize their intended approach for the review as part of the application procedure (see Section X – Application Procedure). UNICEF will provide the consultant with the initial set of evaluations and studies for the content analysis; however the consultant is expected to conduct research to identify significant omissions, as well as the most relevant practitioner resources, with guidance from **Regional Programme Managers and Regional Planning, Monitoring and Evaluation Specialists**. UNICEF will facilitate access to staff members involved in this work for interviews and focus groups, and will participate in some of the interviews with the consultant.

VII. Deliverables, level of effort and timeline

Deliverable	Level of Effort	Due Date
1. Inception Report	15 days	July 7
2. Technical Report	45 days	August 31
3. Guidance Note and Compendium of Resources	25 days	October 15
	85 days	

Inception Report – The inception report should outline the agreed upon approach for conducting the review, including the final questions to be explored, stakeholders who will participate, sampling criteria, methods and data analysis, and a proposed structure and design for the guidance note and compendium of resources. The inception report should be based upon the results from task #1, outlined in Section IV, and should not exceed 20 pages (single-spaced), excluding annexes.

Technical Report – The technical report should include a summary of the results from the content analysis, review of practitioner resources and key informant interviews and/or surveys. The technical report should include

descriptive statistics of the trends in the evidence, as well as an analytical narrative including challenges and lessons learned. The technical report should be based upon the results in tasks #2-5, outlined in Section IV, and should not exceed 30 pages (single-spaced), excluding annexes.

Guidance Note and Compendium of Resources – The contents and format of the guidance note and compendium of resources will be determined and agreed upon during inception. We envisage the guidance note and compendium as an interactive, visual and user-friendly deliverable that will summarize the evidence and provide guidance and recommendations to country offices on how to strengthen working with adolescents in programme monitoring and evaluation. The guidance note and compendium be shared online with UNICEF Programme Managers and Monitoring and Evaluation Specialists, who are the primary audience of this review. The guidance note and compendium of resources should be based upon the results in tasks #1-5, outlined in Section IV.

VIII. Professional Qualifications

The Evaluation Office will contract with an evaluation consultant/researcher who has the appropriate mix of skills and the capacity to carry out the review. The desired academic qualifications, competencies and professional experiences for the consultant are as follows:

- Academic preparation in a relevant social science discipline at the Master’s degree level. A PhD qualification will be an added advantage;
- Demonstrated knowledge of adolescent participation, children’s rights and/or interdisciplinary social science knowledge of topics addressed through UNICEF programming (such as child protection, adolescent health, child friendly local governance, child friendly schools, etc.);
- Experience developing and/or leading adolescent participation in programme monitoring and/or evaluation activities in cultural contexts of the global south;
- Specialized qualitative data collection and analysis skills required to execute the review (such as demonstrated experience with content analysis, semi-structured interviews);
- Strong data management and analysis skills for qualitative information; including skills to use basic computer software programmes (such as Word, PPT, Excel) and qualitative data analysis software (such as Atlas.ti, Nvivo, QDA miner);
- Knowledge of innovative forms of text and graphic representations (e.g., infographics, data visualizations) will be an added advantage; and
- Proficiency in English is required, with proficiency in other UN languages an asset.

IX. Supervision and Duty Station

Accountabilities: The incumbent shall work under the direct supervision of an Evaluation Specialist with UNICEF’s Evaluation Office. Payments for all deliverables must be approved by the Evaluation Specialist.

Work Location and Travel: The consultant is expected to work remotely from home or their own office for this assignment. UNICEF can provide remote access to documents and to qualitative data analysis software (if needed). This assignment requires travel to New York during the inception planning phase.

X. Application Procedure

All interested and eligible candidates should send an application packet including the following:

- Answers to the 2 application questions listed on the next page;
- Updated CV/Resume;
- A completed Personal History Profile (P11) <http://www.unicef.org/about/employ/files/P11.doc> if UNICEF’s Evaluation Office does not have it on file already;
- A sample report or qualitative data analysis portfolio, with a clear indication of the applicant’s contributions; and
- Availability and daily fee.

Incomplete applications will not be considered. The application packet should be transmitted via email to the Evaluation Office by **31 May 2017**, at the very latest, using the following email and subject heading:

Email: evalofficeapplications@unicef.org

Email Subject: ***Participation Consultant***

Application Questions

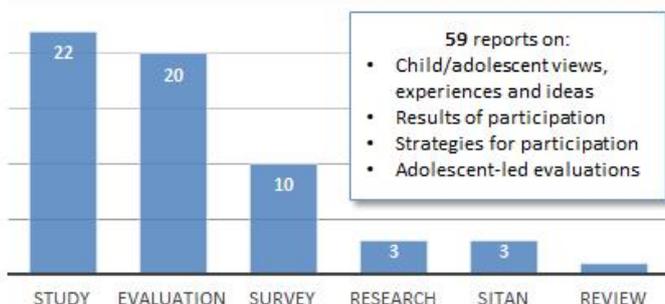
Please answer the following questions; **do not exceed 2 pages** in your response.

1. What previous research/evaluation projects have you led (or contributed to) that are similar to the content and/or objectives of this assignment? What lessons can you bring from these experiences for the present assignment?
2. Describe your approach for conducting the review, such as the steps used to complete the assignment and the types of outputs you envisage. Provide a description of the potential challenges that may be faced, and measures that can be taken to address these challenges.

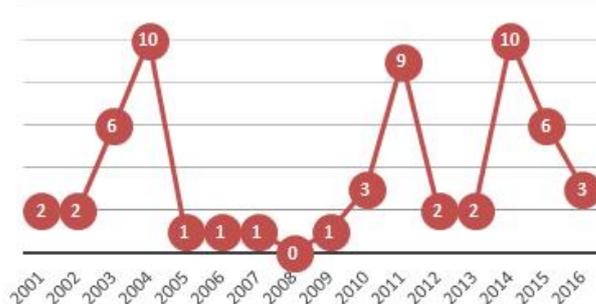
[Go To Map](#)

THEMATIC FACT SHEET
 Evidence on Child and Adolescent Participation in UNICEF Programming (2001-2016*)

Type of Evidence on Child and Adolescent Participation in UNICEF Programming, by Number of Reports



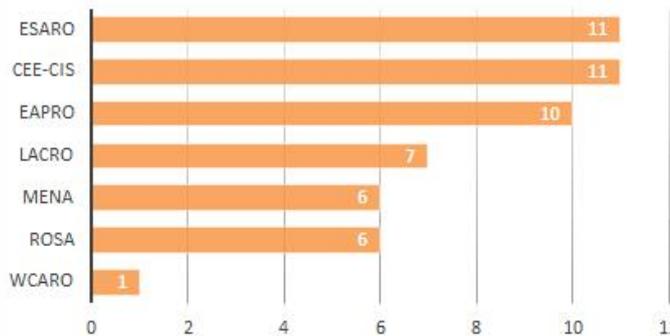
Number of Reports on Child and Adolescent Participation in UNICEF Programming, by Year



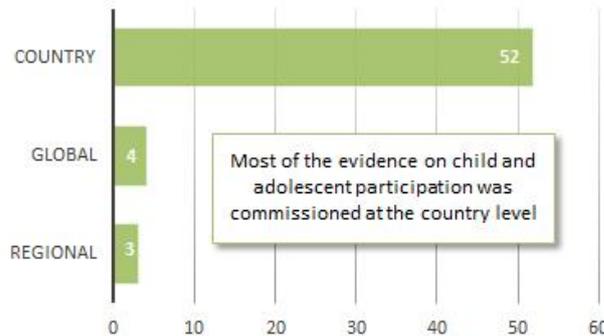
Where are Children and Adolescents Participating?



Number of Country-Level Reports on Child and Adolescent Participation in UNICEF Programming, by Region



Number of Reports on Child and Adolescent Participation in UNICEF Programming, by Scale



*Not all 2016 evaluations and studies are currently available; this analysis includes only those reports uploaded to the ERDB