I. INTRODUCTION

1. This evaluation of UNICEF’s response and programme strategies to the humanitarian crisis in the Central African Republic (CAR) follows the declaration of the Level 3 (L3) emergency procedure for CAR in December 2013. These Terms of Reference (TOR) have been prepared by the UNICEF Evaluation Office and set the evaluation purpose, objective and scope. They also present the evaluation methodology and key evaluation questions to be explored in the exercise. The evaluation is planned to be undertaken by the UNICEF Evaluation Office between November 2014 and February 2015 with a view to help inform the 2015 mid-year review, the 2016 programming and the L3 transition strategy.

II. INTERVENTION BACKGROUND

2. In 2013, the situation in CAR developed from a silent emergency into a more visible and complex humanitarian and protection crisis. As a result of the rebel offensive that started in December 2012 against the former government by the Seleka, an alliance of rebel militia factions, and a seizure of power on 24 March 2013, the country has seen a major deterioration of the humanitarian and human rights situation, including increased violence, fear and overall instability. Since August 2013 internal conflict has led to an increase in sectarian and ethnic violence, generating internal displacement and movement of people across the borders to neighbouring countries, in particular Cameroon, Chad and the Democratic Republic of Congo (DRC). The fighting taking place in the capital Bangui that began early December 2013 has further intensified humanitarian needs, and despite the installation of a new transitional President on 23 January 2014, the country still struggles with continued violence and conflict.

3. On 15 September, the UN Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) took over peacekeeping responsibilities from the African-led International Support Mission in the Central African Republic (MISCA), in accordance with resolution 2149. The resolution was adopted by the Security Council on 10 April 2014 and can be accessed through following link:
   http://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/s_res_2149.pdf

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1 Protection within this ToR refers to protection of all rights of children within the context of the UNCRC and framework of the CCC; please refer to the UNICEF document CCC in Humanitarian Action that states: The CCCs are driven by the need to fulfill the rights of children affected by humanitarian crisis, and they are therefore relevant in all countries. The CCCs are also applicable to both acute sudden-onset and protracted humanitarian situations.
4. According to the United Nations, an estimated 2.5 million people are in need of assistance in CAR. There is a critical lack of basic services, including water and health care, with limited availability of health personnel and medicines, and major disruption to education. Insecurity has also resulted in major population movements within CAR. As of 30 September 14, an estimated 488,000 internally displaced persons have fled the violence and require immediate assistance, with 63,000 located in 43 sites in Bangui. According to UNHCR (23 September), the total number of refugees in neighbouring countries (Cameroon, Chad, Congo and DRC) is currently estimated at 419,000 (of which 183,000 since December 2013). Children in particular bear the brunt of the crisis. Insecurity and lawlessness throughout the country have led to children being displaced, separated from their families, maimed, mutilated, abducted, killed and raped. Gender-based violence has also increased dramatically and the number of children recruited into and used in armed groups is estimated to be between 6,000 to 10,000. In addition, 1.1 million people are food insecure, a situation that will result in a growing number of children facing the risks of malnutrition.

5. Following the activation of its L3 corporate emergency procedure in December 2013 by the United Nations, UNICEF has strengthened its field presence in CAR and its capacity to accelerate the delivery of humanitarian assistance through surge deployments and the recruitment of staff, including dedicated cluster capacities. UNICEF is leading the WASH, Education and Nutrition clusters and the Child Protection area of responsibility for the CAR emergency. In addition to coordination with partners from the United Nations system and NGOs, UNICEF continues to engage with the Transitional National Authority to enable more effective humanitarian planning and accountability. The UNICEF emergency programme focuses on life-saving interventions to address vaccine-preventable and water-borne diseases, malaria and malnutrition, as well as reducing the risks faced by displaced populations. In addition, UNICEF and its partners provide psycho-social assistance to children affected by armed conflict; and work on the identification, release and community-based reintegration of children associated with armed groups, and prevent survivors of Gender-Based Violence (GBV) and address the needs of GBV survivors. However, the establishment of comprehensive child protection systems and services is still lacking both with Car and in refugee situations. UNICEF also supports monitoring and reporting mechanisms on grave child rights violations. UNICEF remains committed to enabling access to primary education, with emphasis on safety and quality learning. UNICEF programmes aim to favour inter-sectorial approaches that are sensitive to the need for gender-informed accountability, including the risk of HIV infection among vulnerable populations.

6. Based on the country’s inter-agency 2014 Strategic Response Plan and increased needs, UNICEF appealed for US$ 81 million to meet the humanitarian needs of children in CAR in 2014, and as of the end of August 2014, a total of US$ 33.8 million, or 42 per cent of requirements has been received in contributions, whilst the response to the refugee crisis in

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3 CAR was designated as a Level 2 emergency on 8 July 2013 and the Level 3 emergency has been activated since 9 December 2013 and subsequently extended until 12 December 2014, as per the Global Broadcast Message from the UNICEF Executive Director.
4 Please note in this ToR “Child Protection” refers to the UNICEF specific programme on protection of children and is different than “Protection” that refers to the protection of rights as stipulated in the CCC and the CRC.
neighbouring countries is 22 per cent funded. For updated information regarding CAR funding please refer to the UNICEF Humanitarian Situation Reports that can be found at the following URL:

http://www.unicef.org/appeals/car.html

III. EVALUATION PURPOSE AND OBJECTIVE

7. By assessing UNICEF’s response and programme strategies to the humanitarian and protection crisis in CAR, this external evaluation seeks to inform the 2016 programming and the L3 transition strategy. The evaluation will provide impartial evidence and generate information on how UNICEF has responded to the crisis since July 2013 to September 2014 (summative) and inform UNICEF’s programming for 2015/2016 as well as the L3 transition strategy (formative). It will also examine the application of the L3 procedures in supporting the response, including the role of Headquarters and the Regional Office, and provide practical and actionable recommendations on the L3 transition strategy.

8. The objective of this evaluation is to determine, as systematically and objectively as possible: the relevance, appropriateness and coherence of the UNICEF’s response and programme strategies; the effectiveness of the response in relation to its objectives; the efficiency with which programme outputs and activities have been delivered and their coordination to those produced by other partners; the results achieved; and the programme’s sustainability. The evaluation will explicitly identify factors affecting the UNICEF’s response on these criteria, including factors in the UNICEF’s CAR Country Office’s operating context outside of its control, and those within its control. In addition, the evaluation will examine the implementation of the Corporate Emergency Activation Procedure (CEAP); the Simplified Standard Operating Procedures (SSOPs) for L3; and support/coordination provided from Headquarters and the Regional Office.

9. The evaluation will consider what aspects of the UNICEF’s response to the crisis in CAR have been working well, which aspects have been working less well, and why, in terms of the specific objectives of the Integrated Programme Response and in relation with UNICEF’s Core Commitments for Children in Humanitarian Action – the CCCs – and other relevant standards. The evaluation will also consider how well the response has addressed issues of protection of rights of children and accountability to the affected populations. The evidence and analysis provided by this evaluation will inform UNICEF’s partners in the country, in particular members of the clusters where UNICEF serves as lead or co-lead agency. In addition, the evaluation is intended to inform the L3 transition strategy at the end of the L3 period, and in general to further improve UNICEF’s support the L3 emergencies at the global and regional level.

10. In line with the UNICEF Evaluation Policy, the evaluation will embed a strong utilization focus. The main users of the evaluation will be the UNICEF CAR Country Office, the Regional Office management, the Global Emergency Coordinator (GEC), the Office of Emergency Operations (EMOPS), Programme Division, as well as other Divisions and Offices in Headquarters. Other users of this evaluation include: co-lead agencies, cluster partners, and other UNICEF partners in CAR.

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IV. SCOPE

11. The evaluation’s scope will include UNICEF’s response to the crisis and the programmatic strategies implemented in CAR against the criteria indicated in paragraph seven above. Towards this end the evaluation will examine UNICEF’s programme strategies in CAR and each of the main programme components: Nutrition, Health, WASH, Child Protection, Education, HIV and AIDS, Supply and the Rapid Response Mechanism. The evaluation will focus on the programme’s performance in achieving the UNICEF Integrated Programme Response targeted objectives, and determine the relevance and feasibility of these targets. This will include an assessment of the programmes, targets and indicators put in place, determine which programmes moved beyond output-level results and interventions that have resulted in improved outcomes for children and women. The evaluation will thus seek to examine the results of the response mechanisms that UNICEF has contributed to or put in place. To the extent possible, the evaluation will endeavour to reach conclusions regarding results supported by valid, reliable data. Where the data available is from a single unsubstantiated source, this will clearly be mentioned. UNICEF does not work in isolation in CAR, and the evaluation will consider the extent to which UNICEF has contributed to these results by working in partnership with other actors.

12. With respect to effectiveness, efficiency and timeliness of fund utilization, particular attention is to be made to Central Emergency Response Fund (CERF) utilized by CAR. Specifically the evaluation should assess the following: how effective and accountable was UNICEF’s management of CERF grants? How effective and efficient were the allocation and expenditures against CERF grants? Were adequate and timely proposals established to request for CERF? Did CERF grants saves lives, if so with what time frame? (Please refer to http://www.unocha.org/cerf/about-us/humanitarian-financing for objectives and additional information on CERF grants).

13. The scope of this evaluation will include an assessment of UNICEF’s performance in clusters/areas of responsibility it leads or co-leads; specifically its role in enhancing coordination. The evaluation will examine UNICEF’s performance as a partner in fulfilling lead agency role. It will consider the roles of Headquarters and the Regional Office, the L3 procedures and the L3 transition strategy. It will also cover UNICEF’s interventions, the degree they are in-line with the Integrated Programme Response, and UNICEF advocacy efforts.

14. The period under review will be from July 2013 to September 2014. The geographic scope will be mainly restricted to the boundaries of CAR. The evaluation will not be able to cover neighbouring countries in depth.
V. EVALUATION QUESTIONS

15. In keeping with the evaluation purpose and objective, the evaluation will focus on the following overarching issues:

a. Relevance/Appropriateness
   • How aligned were the relevant planning and policy frameworks, with the Transitional Government Authority wider response plan and that of key actors in the country, and with the various operational realities necessary for enabling an effective and efficient response?
   • To what extent has the affected population been consulted to articulate their needs and priorities? In what ways has the affected population been involved in the design, implementation and monitoring of UNICEF’s response and programmatic strategies? How effective and appropriate where these processes in ensuring that UNICEF’s response support the most vulnerable groups, particularly children and women? To what degree have gender and disability issues been addressed? The degree that gender and disability issues have been incorporated into the response plan, its implementation and the monitoring frameworks? To what extent was UNICEF response in accordance to the feedback received and established needs of the beneficiaries?
   • To what extent have the protection needs of the population been considered in the design and conduct of the response? Has humanitarian advocacy contributed to addressing protection issues at the policy, programming and delivery levels?
   • How appropriate and consistent is the support provided by UNICEF’s Headquarters and the Regional Office in meeting the needs of the CAR Country Office? How did this support change when moving from an L2 to an L3 emergency?
   • Have UNICEF sectors (CP, Education, Health, Nutrition and WASH) integrated cross cutting issues into their programming, response and monitoring? For instance, GBV as per the IASC GBV Guidelines?
   • The relevance and appropriateness of UNICEF funding strategy in CAR, and its effect on results?

b. Coherence
   • How clearly are the UNICEF Integrated Programme Response objectives, and the means to achieving them understood by key partners and stakeholders?
   • How comprehensive are the programmes undertaken as a necessary and sufficient suite of interventions to meet the humanitarian needs of children and the population?
   • What core programmatic elements are missing, and are these being addressed by other actors and programmes, or are there outstanding gaps not being met at all?

c. Coverage
   • To what extent has the affected population, especially children, been properly targeted and reached by UNICEF and its partners?

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• How successful has UNICEF been in reaching the most vulnerable groups in the most affected geographic areas? Have data been disaggregated by sex, age, disability status?
• To what extent has an equity-based approach contributed to better results for children and young people?
• The degree that funding has facilitated or hindered coverage?

d. Effectiveness
• How successful and effective has the UNICEF’s response been in delivering results against its programmatic commitments? Was there any advocacy for a transition toward peace and reconciliation? How effective were the UNICEF protection of civilian interventions? What unintended outcomes, positive as well as negative have resulted from the programme? Have the protection needs of the affected population and children been met?
• How well has organization-wide mobilization under the L3 procedures (as well as under the L2) supported the response in CAR?
• To what extent have innovative or alternative modes of delivering on the response been explored and exploited to maximize results?
• Have L3 (and L2 if applicable) SSOPs resulted in improved effectiveness?

e. Efficiency
• How efficiently has UNICEF used the resources dedicated to the response in CAR to deliver high-quality outputs in a timely fashion, and to achieve targeted objectives? How cost-effective has each intervention been in achieving targeted objectives?
• To what extent have innovative or alternative modes of delivering on the response been explored and exploited to improve efficiency?
• Have the SSOPs for L3 (and L2) resulted in improved efficiency?
• How long did it take to operationalize plans, including through the development and finalization and clearance of programme cooperation agreements?

f. Coordination
• How effectively and efficiently has UNICEF fulfilled its cluster leadership obligations? How effectively has UNICEF coordinated its response with other key partners?
• How did the coordination mechanisms between UNICEF HQ, Regional Office and CO perform in terms of effectiveness and efficiency?
• How successfully has UNICEF coordinated with other key actors to ensure non-duplication of efforts, a clear delineation of roles and responsibilities, and the overall success of programme’s implementation?
• How well and quickly have the SSOPs for L3 (and L2) been communicated at various levels of the organisation?

g. Sustainability
• Has UNICEF response shifted from emergency to recovery where needed / possible?
• How quickly have early recovery activities been set in motion in areas where conditions allow?
• To what extent has UNICEF seized the transformative potential of the crisis to help ‘build-back better’ for the long term – that is, forging better prospects for children and women in CAR?
• In what ways has local capacity (i.e., government, civil society and other partners) as well as the quality of local staffing been supported and developed by UNICEF’s response activities?
• Has sustainability approaches always been appropriated?

This represents an indicative list of questions to be refined by the Evaluation Team in the scoping and inception phase of the evaluation process. The evaluation team may also analyse any bottlenecks or enabling factors that the CAR office was facing during the timeframe of the evaluation.

VI. METHODOLOGY AND APPROACH

16. While ensuring a light-footprint, the evaluation will follow a phased approach to ensure time for reflection and feedback. The evaluation will be consultative in its approach to promote ownership and interaction with, and feedback from, the UNICEF response team in CAR, personnel in the Regional Office and Headquarters, and from UNICEF’s partners. The evaluation will engage with CAR UNICEF sections, in particular with staff from following programme components: Nutrition, Health, WASH, Child Protection, Education, HIV and AIDS, Supply and the Rapid Response Mechanism. In line with the Inter-Agency Standing Committee (IASC) Transformative Agenda, the evaluation will make special efforts to consult the affected population, notably children and youth, to help inform the on-going response, and promote accountability. In the same way, it is essential that the evaluation process is rigorous and evidence-based. It will employ mixed-methods to triangulate qualitative and quantitative data and reach findings and conclusions in each phase, as outlined below.

17. **Phase 1: Scoping and Inception Phase (January 2015)** – During the first phase of the evaluation, the Evaluation Team will conduct a desk-review of key qualitative and quantitative data and critical information from the CAR Country Office, the Regional Office and Headquarters, and partners. UNICEF will provide the Evaluation Team with all relevant documentation and information, namely: Situation Reports (SitReps), needs assessment reports, key messages, timelines of key decisions and main contact lists of key informants in the CAR Country Office, the Regional Office and Headquarters. Documents, data and inputs from other agencies will be actively sought. Data collection will entail a scoping mission to CAR to interview key informants and triangulate the information from desk reviews. Visits to Headquarters in New York and the Regional Office in Dakar will also be undertaken as part of the data collection, supplemented by telephone interviews with other relevant Divisions and Offices. These methods will establish a clear chronology and a broad overview of the UNICEF’s response, as well as a framework on priority issues and questions for further examination. The main output of the scoping and inception phase will be an Inception Report, to be approved by the Evaluation Office in consultation with the Reference Group (see section on Management and Governance Arrangements below). The Evaluation Team will design data collection tools (structured questionnaire for interviews and focus group discussion guide) to recode or organize the gathered information.
18. **Phase 2: Structured Field Work and Feedback Phase (February - March 2015)** – In the second phase of the evaluation, the evaluation will employ a mixed-method approach, entailing triangulation of qualitative and quantitative methods to put together a comprehensive and credible evidence base to assess UNICEF’s response. It is expected that the evaluation will use the following methods to provide an assessment of UNICEF’s response and programme strategy to the crisis in CAR. These include:

- **Key informant interviews and focus group discussions**: The Evaluation Team is expected to interview and conduct focus groups with key informants in person or by telephone or Skype. Key stakeholders will include, but not limited to, UNICEF staff in CAR, Regional Office and Headquarters, Immediate Response Team (IRT) and other surge members, cluster members and partners, national and sub-national authorities, donors, and affected population, including youth and children where possible.

- **Direct observation**: The Evaluation Team will prioritize field visits to observe the UNICEF’s response on the ground directly and conduct interviews with affected people to determine their view of UNICEF’s programmatic responses. The team will participate as observers in Emergency Management Team meetings at the global/regional level to inform the analysis on how Headquarters and the Regional Office support the response. It will also develop and use tools to record and compare observations.

- **Additional desk review**: In addition to review data in the scoping and inception phase, the Evaluation Team will conduct a systematic desk-review of documents, data and other inputs. The Evaluation Team will use data collection tools to code or organize the information.

- **Surveys**: As part of the desk review, relevant quantitative surveys that have been undertaken in CAR will be utilized for this evaluation. The evaluators may also rely on other types of quantitative research that has been undertaken in CAR.

19. In Phase 2, the team will conduct extensive data collection mission to CAR to look in depth at the response and UNICEF’s programme strategies. The length of the mission may be up to four weeks. Stop-over visits to the Regional Office in Dakar and Headquarters in New York will be made to provide feedback on emerging results, and to gather further primary information regarding efforts at the regional and global levels. Telephone interviews will cover the involvement of UNICEF offices in Copenhagen and Geneva. The main outputs will be stakeholder debriefing sessions at the country, regional and headquarters levels, in the form of consultative workshops, to allow for validation of emerging findings and conclusions. A short report on emerging findings will be prepared at the end of the second phase to promote positive change and immediate feedback.

20. **Phase 3: Report Preparation Phase (March - April 2015)** – This phase of the evaluation will include the preparation of a final report, based on an impartial analysis of the information gathered in Phase 1 and 2 that provides a comprehensive assessment of the UNICEF’s response and programme strategies to the crisis in CAR in order to draw conclusions and SMART recommendations. The final report shall contain a short executive summary of no more than 2,000 words and a main text of no more than 12,000 words (plus Annexes).

21. **Phase 4: Dissemination (April 2015)** – To ensure maximum utilization of the evaluation results, a final visit to CAR will be scheduled to communicate the findings, conclusions and
recommendations of the evaluation, and to facilitate strategic reflection on the response and uptake of useful lessons and recommendations through a well-facilitated consultative workshop.

### VII. MANAGEMENT AND GOVERNANCE ARRANGEMENTS

22. The Evaluation Office will manage the evaluation, in close partnership with the CAR Country Office, the Regional Office, EMOPS, Programme Division, other Divisions and Offices concerned with the response. A Senior Evaluation Specialist will lead the process, under the guidance of the Evaluation Office Director. The Evaluation Office will commission a team of external consultants to undertake the evaluation, and provide overall management of the evaluation process.

23. A Reference Group will be established to strengthen the relevance, accuracy and hence credibility and utility of the evaluation. The Reference Group will serve in an advisory capacity, its main responsibility being to review and comment on the main evaluation outputs (i.e., this TOR, the Inception Report, reports on emerging findings and the Draft and Final Reports). The Reference Group, chaired by the Evaluation Office Director, will be established with membership composed of representatives of the Emergency Management Team (EMT), the Regional Office and a senior manager from the country office. A TOR outlining the roles and responsibilities of the Reference Group will be developed separately.

24. UNICEF stakeholders and partners will be kept informed of the evaluation progress on a regular basis. They will be invited to the participatory workshops and consulted on the evaluation outputs. A UNICEF Team Site will be set up for the evaluation to post regular updates, promote collaboration and ensure transparency.

### VIII. DELIVERABLES

- The Evaluation Team will generate the following major outputs that will be reviewed by the Evaluation Office and the Reference Group, and approved by the Evaluation Office before wider dissemination. These include:
  - **An Inception Report** (in English and French) of maximum 8,000 words (not including annexes). The Inception Report is intended to outline the team understanding of UNICEF’s response and programme strategies to the crisis in CAR. It will include a clear chronology and a broad overview of the initial response to the crisis, as well as a framework on priority issues and questions for further examination. It will include a data collection tool-kit (i.e., interview guides, focus group discussion guides, direct observation forms, questionnaires for consultations with affected populations, and so on) to be used in the course of the evaluation;
  - **Power-point Presentations** (in English and French) that will be used by the Evaluation Team to present the preliminary findings in a set of consultative workshops;
  - **Preliminary Findings Reports** (in English and French) of maximum 4,000 words at the end of the data collection mission to promote positive change and help inform 2015/2016 programming.
  - **A Draft Report** (in English and French) that outlines clear evidence-based findings, conclusions and SMART recommendations, with a clear Executive Summary, for consideration by the Reference Group;
• **A Final Report** (in English and French) of no more than 12,000 words (not including Annexes), with a clear Executive Summary of no more than 2,000 words. This will incorporate responses to the comments of the Reference Group members.

• **Power-point Presentations** (in English and French) of the final report that will be used by the Evaluation Team to present findings in a set of consultative workshops.

### IX. RESOURCES AND TENTATIVE SCHEDULE

The UNICEF Evaluation Office will hire a team of external consultants to conduct the evaluation from start to finish, comprising of:

- **A senior team leader** with extensive evaluation experience in complex emergencies, previous evaluation experience of UNICEF emergency programmes is desirable;

- **A mid-level consultant** familiar with participatory methods and techniques to promote consultations with affected population; and

- **An analyst** capable of undertaking back-office analysis, including a desk-review, analysis of timeline data and funding resources.

The team leader will work on the evaluation full time, and in a timely and high-quality manner. S/he will be responsible for managing and leading the Evaluation Team, undertaking the data collection and analysis, conducting the consultative workshops, as well as report drafting and dissemination at the end of the evaluation process. The other team members will be responsible for carrying out the desk-review and primary data collection, analysis, and drafting of elements of the report. The data analyst will provide onsite support to the country office for approximately 20 days, to reduce the burden of the evaluation on CO staff. The team will be engaged for a period of 60 work days each. The team will report to UNICEF’s Senior Evaluation Specialist for humanitarian evaluations at UNICEF Evaluation Office in Headquarters (NY), who will provide the overall guidance to the evaluation and take part in selected interviews, as necessary.

25. The Evaluation Office, in close collaboration with UNICEF Regional and Country offices, plans to conduct this evaluation over four months from January 2015 to April 2015. Figure 1 on next page provides an overview of the tentative timeline and main milestones of this evaluation.
**Figure 1: Evaluation of UNICEF’s Response and Programme Strategies to the Crisis in CAR – Tentative and DRAFT Evaluation Timeline***

<table>
<thead>
<tr>
<th>Task</th>
<th>Start</th>
<th>Finish</th>
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<tbody>
<tr>
<td><strong>PLANNING</strong></td>
<td></td>
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<tr>
<td>Draft and finalize Terms of Reference</td>
<td>21 September 2014</td>
<td>End October 2014</td>
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<tr>
<td>Recruit and Contracting of Evaluation Team</td>
<td>November 2014</td>
<td>December 2014</td>
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<td>-- RFP issued on 5 November</td>
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<td>-- Deadline for Response to RFP: 25 November</td>
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<td>-- CRC Submission: 15 December</td>
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<td>-- Contract Signature: 25 December</td>
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<tr>
<td><strong>PHASE I: SCOPING AND INCEPTION PHASE</strong></td>
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<tr>
<td>Conduct preliminary desk review, inception mission, develop field data collection instruments</td>
<td>January 2015</td>
<td>January 2015</td>
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<tr>
<td><strong>PHASE II: DATA COLLECTION</strong></td>
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<tr>
<td>Conduct data collection mission (interviews, observations, surveys)</td>
<td>February 2015</td>
<td>February 2015</td>
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<tr>
<td>Presentation of preliminary findings and conclusions in consultative workshops (Country Level + RO Level + HQ Level)</td>
<td>February 2015</td>
<td>February 2015</td>
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<tr>
<td>Submit of preliminary findings report</td>
<td>February 2015</td>
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<tr>
<td><strong>PHASE III: DATA ANALYSIS AND REPORTING</strong></td>
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<td>Conduct data analysis</td>
<td>March 2015</td>
<td>March 2015</td>
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<tr>
<td>Draft report and submit to UNICEF Evaluation Office for review by Reference Group</td>
<td>March 2015</td>
<td>March 2015</td>
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<tr>
<td>Draft final report for management response and publication</td>
<td>March 2015</td>
<td>March 2015</td>
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<tr>
<td><strong>PHASE IV: DISSEMINATION</strong></td>
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<tr>
<td>Presentation of final findings and conclusions in reflection / learning workshops (Country Level + RO Level + HQ Level)</td>
<td>April 2015</td>
<td>April 2015</td>
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* Please note that timeline is tentative. It will be modified once the Evaluation contract is issued and agreement reached with consultants on the timeframe.