

UNICEF Evaluation Office

Terms of Reference

Senior Training Consultant (English Proficient) Capacity Development for Evaluations of Humanitarian Action 1 February 2015

1. BACKGROUND AND RATIONALE

Emergencies negatively affect the realization of children's and women's rights. Humanitarian Action has been a central aspect of UNICEF's core business since its inception. Inter-agency commitments and UNICEF's Standard Operating Procedures for large scale emergencies (L3 emergencies) compel UNICEF headquarters to take a lead role in conducting Evaluation of Humanitarian Action (EHA). While UNICEF's humanitarian response keeps growing in terms of numbers and resources, the organization recognizes that it needs to improve its undertaking of systematic EHA, in particular the smaller scale emergencies which are largely unexamined. UNICEF's staff capacity, to design and manage and implement such evaluations, is limited hampering organizational learning on improving life-saving emergency response; and undercutting UNICEF's accountability to affected populations, partners, and donors. With funding support from DFID, the evaluation capacity development (ECD) project is designed to overcome the above mentioned capacity constraint. The ECD project aims to strengthen UNICEF's capacity to design and manage and use humanitarian action evaluation at COs level.

2. PURPOSE AND SCOPE OF THE CONSULTANCY

Overall purpose

The ECD project for EHA aims to provide a structured, hands-on training programme to participating UNICEF offices (staff and partners) in Western and Central Africa, Eastern and Southern Africa, Middle East and Northern Africa and South Asia regions who are conducting EHA in 2015 to enable them to design, manage and use EHA and implement future EHA independently. In addition to building capacities, the project also seeks to ensure participating countries conduct evaluations of high quality. The initial training will run parallel with the design, management and conduct of EHA that are already scheduled for 2015. The scheduled evaluations will be used as case studies in the workshops and the consultants will provide feedback and support to the evaluations as they progress.

The initial training will be undertaken through a series of workshops to ensure workshop participants have:

- Greater clarity of the purpose and objectives of EHA;
- Better understanding of the benefits of conducting EHA and challenges for its implementation;
- An understanding of methodologies and participatory consultative processes that are specific to EHA;
- Familiarity with the tools and techniques to conduct EHA, including development of terms of reference, data collection techniques and tools, checklists for different aspects of EHA work, etc.
- Support in designing, managing and conducting the evaluations in humanitarian action of the participating countries.

3. WORK ASSIGNMENT

The consultant(s) will facilitate three two-day capacity development workshops (face-to-face) that will be organized to support the design, management and implementation of country offices' EHA. During the training workshops the participants will discuss the evaluations they are conducting and the consultants will provide support and feedback to participants during each phase of their planned EHA.

UNICEF will award two contracts and the two consultants are expected to work together to develop the workshop materials in close consultation with the UNICEF Evaluation Office (EO) and the Regional Offices (RO). UNICEF has developed training modules on EHA that can be adapted for these workshops. Both consultants must have both French and English language skills with one fully proficient in French and the other one fully proficient in English. These ToRs are for an English proficient trainer consultant. Please note that a similar ToR has also been advertised for a French language proficient trainer.

The assignment contains two parts:

- a) Develop the material for a capacity development workshop "Evaluation of Humanitarian Action". This should include but is not limited to:

- Programme of the workshop with clear reference to the objectives listed above, including time line;
- Methodology of delivering the workshop; this should consider the need to actively engage participants throughout the process of workshop delivery;
- Power-point presentation;
- Case studies for group work;
- List of reference materials for further reading, including guidance where they can be found, e.g. links to websites, publications, etc.
- Pre and post assessment of the workshops (participants levels and workshop delivery and materials)

b) Deliver 3 workshops within the time period of **March to November 2015** and provide feedback on the outputs produced by participating UNICEF staff at each workshop.

4. SPECIFIC DELIVERABLES

By 15 March 2015, the consultant will:

- Develop and share the draft workshop materials in English with the EO and RO for review.

By 15 April 2015, the consultant will:

- Finalise the workshop materials with inputs from the EO and the RO.

By 30 April 2015, the consultant will:

- Organize and deliver Workshop 1 which will provide guidance how to 1) best manage the first phases of an evaluation, 2) identify evaluation questions and develop TORs 3) hire consultants and involve stakeholders, 4) establish quality control and oversight bodies, 5) to identify challenges and opportunity in emergency settings for evaluation and suggest paths to overcome challenges 6) provide guidance on global resources for humanitarian evaluations
- Review and provide feedback on the outputs of the workshops: (a) Costed ToR; (b) Request for Proposal of Services (RFPS); (c) Selection matrices to compare submissions against RFPS; (d) Checklist for inception reports for each participating country
- ❖ **Milestone** – by 30 April 2015: Workshop 1 implemented and EHA outputs indicated above for participating countries quality checked and finalized.

By 31 July 2015, the consultant will:

- Organize and deliver Workshop 2 which will provide guidance on evaluation process including data collection and report writing.
 - The workshop will present a number of options for consulting the affected populations, for example through qualitative surveys, interview or participatory rapid appraisal techniques and address some ethical issues and considerations related to evaluation in emergency settings.
 - In addition, the workshop will cover the review and finalization stages of an evaluation of humanitarian action, by encouraging use and dissemination of evaluation findings.
 - In consultation with UNICEF EO, the consultant will present methods to encourage take-up of EHA, including various manners of presenting evaluation findings, such as synthetic reports or video documentaries.
- ❖ **Milestone** – by 31 July 2015: Workshop 2 to provide guidance on evaluation process

By 31 October 2015, the consultant will:

- Organize and deliver Workshop 3 (final) at HQ for participating country and regional offices to report on progress toward finalization and utilization of their respective EHA.
- The EO and RO will need to monitor participants to assess how they used the knowledge acquired in the workshop. To this end, the consultants will develop a monitoring/assessment tool.
- The final workshop will serve as an important end-of-project feedback mechanism through which the EO can improve the training plan prior to implementing the second cohort of the project.
- Participants will be trained on how to develop Management Responses to EHA (MRE) and track implementation against the MRE.

- ❖ **Milestone** – by 31 October 2015: **1)** Workshop 3 (final) to report on progress toward finalization and utilization of EHA and **2)** develop a monitoring tool to assess participants’ post workshop knowledge and their application of the learning.

5. MAIN DELIVERABLES AND TIMELINE

	Deliverables	Time
1	Draft workshop materials (3 working days)	By 15 March 2015
2	Final workshop materials (2 working days)	By 15 April 2015
3	Facilitation of Workshop 1 to draft and finalize (a) Costed ToR; (b) Request for Proposal of Services (RFPS); (c) Selection matrices to compare submissions against RFPS; (d) Checklist for inception reports for planned EHA (5 working days) and (5 working days to provide feedback on outputs) for a total of 10 working days	By 30 April 2015
4	Facilitation of Workshop 2 to provide guidance on evaluation process and finalization (5 working days) and (5 working days to provide feedback to outputs) for a total of 10 working days	By 31 July 2015
5	Facilitation of Workshop 3 (final) to document progress toward finalization and utilization of EHA and train participating staff on MRE (5 working days) and (5 working days to provide feedback to outputs) for a total of 10 working days. Develop a monitoring tool to assess participants knowledge and application	By 31 October 2015

6. REPORTING

The consultant will be supervised by the Evaluation Specialist – Humanitarian in the Evaluation Office, with oversight by the Senior Evaluation Specialist – Humanitarian.

7. DURATION

The consultancy will be undertaken from March to November 2015, on a part time basis with 35 working days.

8. WORKING CONDITIONS

This consultancy is home based, though travelling to workshop locations as directed by the UNICEF Evaluation Office will be required. Regular communications and exchanges will be undertaken with the EO via email, phone or Skype/Lync.

9. MINIMUM QUALIFICATIONS AND COMPETENCIES REQUIRED

- Strong technical knowledge of Evaluation [at least 15 years of experience in evaluation, humanitarian evaluation experience is highly desirable], cognitive value; advantages and limitations; methods and tools; etc;
- Work experience with implementation of evaluations [preferably humanitarian evaluations];
- Knowledge of the current literature on humanitarian action;
- Excellent Analytical and research skills quantitative and qualitative;
- Excellent communication and facilitation skills in English is required; knowledge of French is highly desired;
- Excellent writing skills in English is required; adequate skills in French is highly desired;
- Ability to effectively manage a large group of people with different levels of knowledge;
- Ability to easily adapt to different cultural contexts;
- Familiarity with UNICEF’s programmes in emergency contexts highly desirable.

10. HOW TO APPLY

To apply please send **your CV and P11** to Laura Olsen (lolsen@unicef.org). Candidates are welcome to apply as individuals either in French or in English or as a team of two, provided that collectively the team can work in both French and English. The deadline for application is **Monday February 16, 2015 at 11:59 pm Eastern Standard Time**.