Request for Expressions of Interest – Individual Consultants

<u>Terms of Reference</u>

Formative regional evaluation of UNICEF's contribution to the empowerment and rights fulfilment of adolescents in South Asia

Summary: The UNICEF Regional Office for South Asia (ROSA) is conducting a formative evaluation of UNICEF's contribution to the empowerment and rights fulfilment of adolescents in the region. The evaluation will yield strategic recommendations that will contribute to mainstreaming an adolescents perspective in programming, fostering convergence across sectors, and strengthening programmes that explicitly address adolescents-related issues.

UNICEF seeks expressions of interest from qualified individual consultants to conduct the evaluation described in these terms of reference. The contract will be issued in 2014 with an expectation that the evaluation will be finalized by September 2015. National consultants may be contracted separately through UNICEF, after completion of the inception report, to support the conduct of country case studies.

Interested evaluators should send their CV and short expression of interest (1-2 pages), along with an indication of their expected daily consultancy rate, to the following email address by Sunday, 7 December 2014: Carole Tronchet Pradhan ctronchetpradhan@unicef.org.

1. Background

Adolescents, defined by the United Nations as persons between the ages of 10-19 years, are a key target group for UNICEF. While UNICEF's work has, in the past, focused predominantly on younger children, there is an increasing recognition of the critical importance in addressing the particular challenges and opportunities that adolescents face, and of the critical role that adolescents play in shaping the equitable and sustainable development of countries. This prioritization is reflected, inter alia, in UNICEF's Strategic Plan for 2014-2017, UNICEF South Asia's 2014-2017 Regional Office Management Plan and its newly prepared Regional Adolescents Strategic Framework. It was also strongly reaffirmed in the SAARC-UNICEF Regional Policy Dialogue on Adolescents held in Kathmandu in September 2013.

Adolescents account for 20 per cent of the total population in South Asia[1]. In absolute numbers this is 333.4 million adolescents with India counting for 243.5 million, being home to more adolescents than any

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[1] State of the World's Children, 2013. Data in the report are from 2011. They indicate the adolescent population (in thousands) and the proportion of the adolescent population in the country populations are as follows for South Asia:

other country in the world. At the crossroads between childhood and adulthood, adolescents typically face many changes and uncertainties in their lives. This is particularly pronounced in South Asia. Family and community relationships remain hierarchical and patriarchal. Adolescents are generally not encouraged to share their views, raise their voice or question adults on matters which affect their lives. South Asian societies are also extraordinarily rich in spiritual and cultural traditions. Yet some of these traditions foster important discriminatory and exclusion processes. Girls and/or adolescents belonging to low castes and/or indigenous groups and/or religious minority groups, as well as adolescents with disability, suffer from multiple discriminations.

Investing in programming with and for adolescents is crucial, to fulfil the rights granted to them in the Convention on the Rights of the Child (CRC) and to consolidate the historic gains achieved for children in the early and middle years of childhood. Targeted evidenced based adolescent policy and programming can also accelerate the fight against poverty, socio-economic disparities and challenge harmful social norms, including those related to gender discrimination that especially impact adolescent girls in South Asian countries.

Adolescents have an evolving capacity to understand, anticipate and decide what is best for them and contribute to their own protection under the guidance and with support of positive role models, including their peers, focused laws, policies, strategies and programmes. They are not young, passive children, but "agents" of change, individuals capable of innovation, strong advocacy and leadership when provided the opportunity.

Progress across countries varies in terms of availability of adolescent policy, strategic information, sector wide programmes and support for adolescent organizations and opportunities for participation in decision making processes. While some government and non-government programmes have tried to target specific needs of adolescents and youths, approaches to date have been fragmented and often short term.

Compared to other population groups, adolescents receive relatively little attention and have relatively little voice, visibility or power within many South Asian societies. Their specific needs in terms of social basic services are often poorly taken into account. Given the many challenges faced by adolescents, there is a strong argument in terms of rights, government responsibility and economic imperative to invest in targeted adolescent policies and programmes in South Asian countries.

2. Purpose

As UNICEF rolls out its Adolescents Strategic Framework in South Asia and begins to invest substantial resources in adolescents-related work, it has been decided to conduct a formative evaluation of UNICEF's contribution to the empowerment and rights fulfilment of adolescents in the eight countries of the region. The evaluation aims to generate evidence on UNICEF's performance in promoting the empowerment and other rights fulfilment of adolescents, both directly and indirectly, as well as missed and potential opportunities, taking into account ongoing initiatives. Based on such evidence, it is expected that the evaluation will contribute to mainstreaming an adolescent perspective in sectors' programming,

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India 243,492 (20%); Pakistan 39,894 (23%); Bangladesh 31,601 (21%); Afghanistan 8,015 (25%); Nepal 7,043 million (23%); Sri Lanka 3,165 (15%); Bhutan 148 (20%); Maldives 66 (21%).

enhanced convergence across sectors and strengthened initiatives that explicitly focus on programming with and for adolescents.

The findings and recommendations will be used by UNICEF country office staff engaged in adolescent programming and mainstreaming or convergence approaches as well as line ministries to shape strategies and actions with and for adolescents. The Regional Office of UNICEF will utilize the evaluation to promote evidence-based programming and strengthen linkages between country offices and other institutions engaged in the development of programme strategies to successfully achieve and sustain results for adolescents in the region.

3. Objectives

The evaluation will assess the **relevance, effectiveness, efficiency** and **sustainability** of existing UNICEF programmes in mainstreaming or explicitly addressing adolescent-related issues. **The evaluation will also examine if the programmes currently being rolled out or in the pipeline are evaluable**. Specifically, it should be determined whether or not the programmes are adequately defined and their results verifiable. The evaluation will identify lessons learned and provide recommendations on how to strengthen adolescents programming and mainstreaming or convergence approaches in the countries of the region.

4. Scope and preliminary evaluation questions

The evaluation will cover **UNICEF programme initiatives related to adolescents in all eight countries of South Asia** and specifically examine **two country programme cycles in each country,** as indicated below:

South Asian countries	Country programme cycles
Afghanistan	2010-2014 2015-2019
Bangladesh	2006-2011 2012-2016
Bhutan	2008-2013 2014-2018
India	2008-2012 2013-2017
Maldives	2011-2015 2016-2020*
Nepal	2008-2012 2013-2017
Pakistan	2008-2012 2013-2017
Sri Lanka	2008-2012 2013-2017

Note: *The first draft of the new country programme for the Maldives will be available by the end of 2014 and finalized by the first quarter of 2015.

The overarching spirit of the evaluation is to understand current programming and practices with a view to shaping UNICEF's adolescents-related work over the coming years. The evaluation will focus both on practices and expectations with regard to specific **adolescents programming** as well as **mainstreaming or convergence approaches**.

Throughout, the evaluation will seek to incorporate **an equity perspective** with a view to assessing experiences in focusing on adolescents facing gender and other prevalent types of discrimination/exclusion related to economic, ethnic, caste, religious status or possible physical and intellectual impairments and identifying opportunities to explicitly target them in future programming.

In view of increased programme country and donor partner attention to UNICEF's ability to demonstrate results and engage in equity issues, special attention will be paid to the extent to which **theories of change, monitoring, reporting and evaluation systems have been put in place, or are expected to be put in place,** in support of UNICEF's work on adolescents, in collaboration with a wide range of national stakeholders.

The following evaluation criteria will be used in conducting the evaluation, and will be applied as described below:

Relevance: In assessing both existing programmes and looking at plans for future programming, the evaluation will examine the extent to which UNICEF's work on adolescents is aligned with national and UNICEF priorities. It will also assess the relative importance of existing and planned initiatives in empowering and fulfilling the rights of adolescents, particularly those facing socio-economic discrimination or exclusion, and examine UNICEF's comparative advantage in engaging in this field. Related evaluation questions include:

- What strategies have been followed within UNICEF to promote the empowerment and other rights fulfilment of adolescents, particularly those facing socio-economic discrimination or exclusion? What implicit or explicit theories of change have informed these strategies?
- What strategic advantages does UNICEF have to support the empowerment and rights fulfilment of adolescents in South Asia?
- To what extent is UNICEF's South Asia adolescent programming aligned with UNICEF Global Strategic Plan 2014-2017 and national priorities of programme countries?

Effectiveness: In assessing existing programmes, the evaluation will examine the extent to which UNICEF has contributed to empowering and creating positive changes in adolescents' lives, particularly among adolescent girls and adolescents facing other types of discrimination or exclusion, whether through improved enabling environments or directly through improved service delivery. Related evaluation questions include:

- To what extent do UNICEF South Asia programmes contribute to, or aim to contribute to, the empowerment of adolescents, particularly girls and those from other discriminated or excluded groups?

- To what extent do UNICEF programmes foster, or are designed to foster, better access and use of quality adolescents-oriented services, particularly among girls and other discriminated or excluded groups?
- To what extent do UNICEF programmes build, or are designed to build, enabling environments (at political, social, economic, family and community levels) for the fulfilment of adolescents' rights in South Asia?
- How has explicit adolescents programming of UNICEF South Asia affected adolescent girls and boys differently?

Efficiency: Two sets of efficiency-related issues will be examined. One relates to the efforts made by UNICEF in mainstreaming an adolescent perspective in programming at the country office level. Another pertains to the establishment of monitoring, reporting and evaluation systems that cover UNICEF's work (in cooperation with its partners) on adolescents. Related evaluation questions include:

- To what extent are the adolescent programming approaches, including the allocation of human and financial resources that UNICEF has or intends to put in place, appropriate to, and commensurate with, the political and operational contexts within which UNICEF works in South Asia?
- To what extent has UNICEF put in place guidelines and procedures that support the mainstreaming of an adolescent perspective in programming?
- To what extent have monitoring, reporting and evaluation systems been set up for UNICEF programmes that explicitly or implicitly address adolescents with a view to generating evidence on UNICEF and public sector performance?
- To what extent do UNICEF partnership strategies and practices at different levels support the delivery of results for adolescents in South Asia, in particular for the most discriminated or excluded groups?

Sustainability: The extent to which UNICEF-supported initiatives relating to adolescents can be scaled up by governments or taken forward by civil society and other development partners is critical for UNICEF. The evaluation will assess both ongoing and planned initiatives with a view to ascertaining the extent to which they have or expect to put in place exit strategies, while generating sufficient momentum amongst key stakeholders to sustain related initiatives independently.

- What systems and partnerships has or can UNICEF put in place to ensure that its, and its partners', policies and programmes prioritize adolescents, especially those facing socio-economic discrimination or exclusion?
- To what extent do new or planned UNICEF programmes explicitly aim to ensure that development results for adolescents are prioritized on a medium to long-term basis?
- What capacity does UNICEF have to advocate for explicit adolescents programming, both within the organization as well as vis-à-vis development partners, in a possible context of competing priorities?
- To what extent has UNICEF forged alliances and put in place mechanisms - in cooperation with governments, civil society and other development partners - that will support the achievement of long-term benefits for adolescents?

Impact: Impact, in the sense of either long-term benefits to adolescents, particularly girls and those facing socio-economic discrimination or exclusion, or in the sense of directly attributable changes resulting from

UNICEF initiatives, will not be assessed in the context of ongoing initiatives. However, the evaluation will examine the extent to which new or planned initiatives are likely to lend themselves to achieving impacts in the future.

- How has UNICEF ensured that new or planned initiatives will achieve long-term benefits for adolescents, particularly among girls and discriminated or excluded groups? How can it ensure that this will be done in the future?
- To what extent is UNICEF embedding evaluation in programming, particularly of pilot initiatives, with a view to demonstrating attributable impacts for male and female adolescents, as well as for adolescents from discriminated or excluded groups, that could be used in policy advocacy and upscaling of approaches?

5. Evaluability

The absence of an explicit theory of change that guided UNICEF's adolescents-related work over the past few years, and the absence of programmes and activities that explicitly focused on adolescents, not to mention adolescent girls and those from discriminated or excluded groups, poses challenges in identifying (i) relevant initiatives to evaluate, (ii) relevant data pertaining specifically to adolescents, and (iii) expected achievements in terms of clearly defined results and corresponding indicators. However, based on a preliminary review, conducted as part of the formulation of UNICEF's South Asia Adolescents Strategic Framework, it would appear that there are a number of examples of adolescent programming that can serve as illustrative case studies. Moreover, given the formative nature of this evaluation and the intention to inform future programming, it will also be important to analyze the presence or absence of cross-sectoral (convergent) adolescent programming, and to assess the reasons for this - i.e. the extent to which it may have related to policy, capacity, or actual or perceived comparative advantage. In this regard the development of a retroactive theory of change may help understand the explicit and implicit approaches that have been used by UNICEF so far.

A further evaluative challenge pertains to the extent to which adolescents can be consulted on the relevance and effectiveness of programme interventions. For a range of legal and ethical reasons, the evaluation will need to strike a balance between participation and protection of adolescents, and devise data collection methods that will yield suitable insights.

Evaluability will also be an express evaluative concern of this formative exercise. The evaluation will thus examine the feasibility of undertaking high-quality impact evaluations that use a mix of quantitative and qualitative methods to assess UNICEF's performance. In this connection, available datasets will be examined, leading to recommendations about possible methods and quality of data now and in the future.

6. Approach and methods

Overall approach: The evaluation will use mixed methods and seek to obtain data from a range of sources, including through desk reviews and document analyses, surveys and questionnaires, as well as stakeholder consultations, interviews and focus group discussions. Where possible and appropriate, the evaluation should seek to obtain evidence as to what may/may not have occurred in the absence of

UNICEF engagement. Some countries may not have engaged in work relating to adolescents, and may thus serve to provide insights into the relative value added of UNICEF's adolescents-related work in countries where adolescents-related issues are addressed.

Data source/collection: In launching the evaluation, a critical initial exercise will be to conduct a detailed scan of past, ongoing and planned initiatives addressing adolescents in different programme countries. This scan will assist in (i) determining the availability of data on which to base the evaluation, (ii) obtaining a better understanding of the nature of different interventions, and (iii) defining a sampling methodology for case studies. This scan will be supplemented by an analysis of any existing evaluative data pertaining to UNICEF's engagement with adolescents.

Based on the portfolio scan, a number of working hypotheses will be developed pertaining to the nature of UNICEF support to adolescents, taking into account a range of country scenarios or types: some countries have large programmes on adolescents (Bangladesh, India and Nepal), some countries have smaller initiatives (Bhutan, Maldives, Sri Lanka) and some countries are operating in conflict or disaster-prone situations (Afghanistan, Pakistan). Based on these working hypotheses and coverage of country types, **criteria will be developed to select possible sets of country-based case studies** (see Annex 3 for additional guidance on required number and types of country-based case studies). These case studies would cover all adolescents programming, mainstreaming and convergence efforts in a particular country context.

The case study approach should comprise the following elements:

- **Stakeholder analysis.** An important initial exercise will be the conduct of stakeholder analyses in order to identify, the institutional entities and individuals involved in planning, management and implementation of initiatives related to adolescents. In 2013, UNICEF conducted a basic mapping of key partners involved in programming with and for adolescents in four countries of the region. This exercise could be expanded to the other four countries and enriched with an analysis of the implementing partners' capacities. [Mapping information will be shared for the preparation of the inception report with the Evaluator selected to undertake the evaluation].
- **Documentation reviews.** Due to the range and scope of UNICEF engagement with adolescents, particularly implicitly, a large number of documents and reports (published and unpublished) may be collected. Some may be the subject of only a general review while others will be subjected to detailed review. Some of the key sources of information will comprise (i) programme and project documents and results frameworks, monitoring and financial reports, evaluations, as well as key project outputs, and (ii) policy or strategy documents relating to specific initiatives.
- **Consultations and interviews.** The main source of information will be through structured or semi-structured interviews. The results of these consultations and interviews are to be documented. In some cases, focus group discussions may be held to capture the dynamic of information sharing and debate, and to enrich the findings. This will especially be the case when adolescents will be the informants.
- **Targeted surveys.** Surveys can play an important role in validating information and may be administered in order to collect additional information and perceptions.

The evaluation must seek information directly from adolescents. Their voices should be respected since in most cases they want to and are able to share their experiences when state-of-the-art participatory

approaches are used. A participatory and ethically appropriate method that can be used across countries and languages and with different sub-groups of adolescents (adolescent girls and boys who are socially or economically disadvantaged) should be devised.

Data analysis: The rationale for using a range of primary and secondary data is to triangulate findings in a situation where much of the data, due to the very nature of UNICEF adolescent programming, is qualitative and its interpretation thus critically dependent on the evaluators' judgment. Triangulation provides an important tool in shoring up evidence by using different data sources to inform the analysis of specific issues. The Evaluator will prepare an evaluation matrix to demonstrate the most appropriate and feasible data collection method for each of the evaluation questions.

7. Tentative evaluation process

Milestone	Tentative timeframe
Finalization of terms of reference; advertisement	October 2014
Recruitment	December 2014
Beginning of inception phase (desk review; inception visits; consultation with regional and country programme focal points, etc.)	January 2015
Finalization of the inception report	February 2015
Data collection; feasibility studies	March-April 2015
Data analysis; preparation of first draft report	May-June 2015
Consultation with stakeholders on first draft report	June 2015
Finalization of report	July-August 2015
Presentation of final conclusions and recommendations to UNICEF Regional Office for South Asia, Regional Management Team and other stakeholders	September 2015

8. Deliverables

- Inception report. Annex 2 contains the required table of contents for this report.

  The inception report is a critical evaluation milestone. It is the output of the detailed desk review and portfolio scan, initial inception missions and consultations, submitted to UNICEF with a detailed methodology including the theory of change, evaluation matrix, and the timeframe for each proposed data collection method. The inception report provides the Evaluator and the Evaluation Management Team with the opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset, before going into the full-fledged evaluation exercise. The report will be presented by the Evaluator to the Evaluation Management Team, Reference Group and External Advisory Panel for review and feedback, and its subsequent approval.

- Successive report versions (first draft, draft final, final)

  The first draft report submitted to UNICEF should include background, detailed description of methodology, analysis of data which address each of the key evaluation questions and conclusions. These initial findings will be presented to the groups overseeing the progress and quality of the

evaluation – Evaluation Management Team, Reference Group and External Advisory Panel. It will include a PowerPoint presentation summarizing the evaluation process and initial findings, and an accompanying document of standalone speaking points. Comments and suggestions gathered during the meeting shall be integrated into the draft final report.

The draft final report submitted to UNICEF should include: executive summary; background and context; detailed description of methodology, including an outline of the process of the evaluation in the annexes; limitations to the evaluation; ethical considerations; analysis of data that addresses each of the key evaluation questions and which are grouped under the headings of relevance, effectiveness, efficiency, sustainability; conclusions; recommendations; annexes: terms of reference; work schedule; evaluation tools; list of places visited; records of interviews and focus group discussions.

The conclusions and recommendations of **the final report** should be firmly based on evidence and analysis, be relevant and realistic, with priorities for action made clear. The final report should be presented in a way that makes the information accessible to the intended audience and comprehensible. The final report in hard and electronic copies should be in a standard format for printing.

9. Management and implementation arrangements

The evaluation will be managed by the **Regional Evaluation Adviser**, under the overall oversight and guidance of the **Regional Director** and **Deputy Regional Director**.

UNICEF ROSA/Evaluation will lead the evaluation process, put in place a quality assurance system, provide administrative and substantive backstopping support, and ensure the liaison with the country focal points for the evaluation. It will also ensure that the evaluation is conducted in accordance with the Code of Conduct for Evaluation in the UN System, as approved by the members of the United Nations Evaluation Group on 19 July 2007.

A Regional Evaluation Coordinator will be identified by UNICEF ROSA/Evaluation to support the management, coordination and quality assurance processes associated with this evaluation.

Operational and technical support
The Regional Evaluation Coordinator will provide substantive technical support to the Evaluator and will work closely with the Evaluator throughout. A ROSA Programme Assistant will be assigned to provide logistical support, including in the handling of contract and facilitating travel.

Focal points will be designated in each country office and the regional office (i.e. Regional Adviser, Adolescent Programme And Participation) and be responsible for securing information, sharing documentation, facilitating access to key staff and partners, and coordinating meetings when required.

Quality assurance
A **Reference Group** of up to eight UNICEF peers from ROSA and Country Offices will be constituted to provide periodic comments on the evaluation's scope, methodology, findings, conclusions and

recommendations and, in particular, on the evaluation terms of reference, inception report and draft final report.

An **External Advisory Panel**, comprising up to three senior experts (from academia, government, civil society, other development partners, etc.) with experience in adolescents programming and evaluation will be established to provide advice on the terms of reference, inception report and draft final report.

10. Profile of the Evaluator

The Evaluator will be an independent consultant with extensive experience in relevant fields. Subject to the requirements of the inception report, UNICEF may support the contracting of additional national consultants to support country case studies.

The Evaluator will ensure the quality of the evaluation process, outputs, methodology and timely delivery of all products. She/he in close collaboration with the other possible evaluation team members, will lead the inception phase including the conceptualization and design of the evaluation, and the consultation process with stakeholders (workshop). She/he will have primary responsibility for overseeing all case studies and will conduct one or more case studies her or himself, and has primary responsibility for shaping the findings, conclusions, and recommendations of the report, as well as for the overall editorial quality of the final product. Her/his qualifications should be as follows:

- o At least ten years' experience in leading the design and conduct of complex development evaluations;
- o Significant expertise in the area of adolescents' rights;
- o Familiarity with a range of development challenges and approaches in South Asia, and proven experience in working in several countries of the region;
- o Familiarity with the work of UNICEF and/or other similar UN organizations or development agencies working on adolescents' rights;
- o Good understanding of human rights-based approaches to programming, including gender and disparity reduction considerations;
- o Demonstrated ability to deliver high-quality written work in the English language, and to engage effectively with stakeholders at all levels, especially also at senior levels in government and the development community.

In addition, national consultants may be recruited for country case studies and be responsible for the collection of relevant data and preparation of the case study missions. They would work closely with the Evaluator as well as the country office focal point in consultation with the Regional Evaluation Coordinator. National consultants would contribute substantively to the work of the Evaluator, providing substantive advice and context in the preparation of the country case studies. Under the supervision of the Evaluator, the national consultants will participate in the preparation of the country case study reports. Their qualifications should be as follows:

o   At least three years' experience in conducting research and analysis on issues relating to adolescents.
o   Familiarity with evaluation principles and methods.
o   Prior experience in supporting the conduct of evaluations and the collection of data for case studies.
o   Ability to engage effectively in the official language of the country case study and to engage effectively with various stakeholders.

11. Relevance of evaluation to UNICEF Regional Office for South Asia Outcome and Output Results

The evaluation will contribute to achieving some of the following results contained in the UNICEF Regional Office Management Plan for 2014-2017:

Outcome 2 Development Effectiveness: ROSA will provide technical assistance, quality assurance, and oversight support for the realization of priority results for children, adolescents and women in South Asia—particularly the most disadvantaged—in development and humanitarian contexts.

Output 2.8 Adolescents: Country offices and partners are supported by ROSA to effectively develop and apply actions which contribute to fulfilling national and international commitments for adolescent girls and boys.

Outcome 3 Global and Regional Programme: Regional support and programmes contribute to the quality and impact of policy, data and knowledge exchange – in development and humanitarian contexts – for the realization of children's rights in South Asia.

Output 3.3 Evaluation: With effective support from ROSA, high quality evaluations and evaluation processes in country offices contribute to strengthening country programmes and enhancing the fulfilment of UNICEF accountability for reporting evaluation results.

Annex 1 - List of programme documentation (complementary to the terms of reference for the evaluation)

1. UNICEF's Strategic Plan for 2014-2017
    a. Strategic Plan
    b. Results framework
    c. Theory of change

2. Accelerating programming for and with adolescents – UNICEF 2014-2017 Strategic Plan (UNICEF HQ, 2014)

3. UNICEF South Asia's 2014-2017 Regional Office Management Plan

4. Regional Adolescents Strategic Framework (UNICEF South Asia, 2014)

5. Documentation on SAARC-UNICEF Regional Policy Dialogue on Adolescents
    a. HLM2 Report - http://www.unicef.org/eapro/HLM2_report_2014-04-07.pdf
    b. Working paper: Adolescents. Current rights for future opportunities - http://www.unicef.org/eapro/Working_paper_2_-_Adolescents.pdf

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10. Project list
11. Project mapping
12. Detailed work plan

Annex 3: Key parameters in submitting expressions of interest

In submitting expressions of interest, the Evaluator should take into account the following expectations:

1. **Inception phase**

✓ **Desk review/scanning exercise** – As mentioned in Section 6 of the terms of reference, a critical exercise in launching the evaluation will be to conduct a detailed scan of past, ongoing and planned initiatives addressing adolescents in the eight countries of the region. Due to the range and scope of UNICEF engagement with adolescents, particularly implicitly, a large number of documents and reports (published and unpublished) may need to be collected, reviewed and analysed. The key sources of information for this initial scanning exercise will comprise (i) programme and project documents and results frameworks, monitoring and financial reports, evaluations, as well as key project outputs, and (ii) policy or strategy documents relating to specific initiatives.

✓ **Short inception visits to three countries - Nepal, India and Bangladesh.** The purpose of the mission to Nepal will be twofold. First, it will provide the opportunity for the Evaluator to consult with the UNICEF Regional Team (Evaluation Regional Adviser/Coordinator and Regional Adviser for Adolescent Development And Participation) and ensure the Evaluator and UNICEF share the same understanding about the evaluation and clarify any misunderstanding at the outset, before proposing the evaluation design and method in the inception report. Second, it will provide an opportunity to the Evaluator to meet with the UNICEF Nepal Country Office team working on adolescent programming. Of particular importance, Nepal is the only UNICEF office in the region that created a section specifically dedicated to adolescent programming. Preliminary visits to India and Bangladesh are also proposed since both countries have the largest operations and extensive experience in working with and for adolescents through various approaches and partners.

✓ **Preliminary phone discussions with the evaluation focal points in the other five country offices (Afghanistan, Pakistan, Bhutan, Maldives and Sri Lanka).** The objective is to understand UNICEF approaches to adolescent issues in different country contexts: conflict or disaster-prone situations (Afghanistan and Pakistan) and in middle-income country context (Bhutan, Maldives, Sri Lanka) where UNICEF operations tend to be smaller and of different nature (more upstream work and less service delivery). In-country visits and phone-based discussions will contribute to devising criteria for the selection of possible country-based case studies.

✓ **Preparation for the inception report.** This is a critical evaluation milestone. It is the output of the detailed desk review/portfolio scan, initial inception missions and consultations, submitted to UNICEF with a detailed methodology including the theory of change, evaluation matrix, and the timeframe for each proposed data collection method. The report will be presented by the Evaluator to the Evaluation Management Team, Reference Group and External Advisory Panel for review and feedback, before the evaluative phase is launched.

2. <u>**Data collection phase**</u>

✓ **Five 'full' country-based case studies** will be undertaken and require in-country visits and extensive data collection. Three case studies will cover the countries having the largest adolescents-related operations (India, Bangladesh and Nepal). The fourth 'full' case study will take place in a country that has repeatedly operated in conflict/humanitarian situations (Afghanistan or Pakistan). The fifth will assess UNICEF adolescent-related programming in a middle-income country context where UNICEF operations are smaller and of a different nature (Bhutan, Maldives or Sri Lanka).

The five country-based case studies should cover all adolescents programming, mainstreaming and convergence efforts in particular country context. They should seek to obtain data from a range of sources, including through document analysis, stakeholders analysis, interviews, focus group discussions and surveys/questionnaires. Consultations with adolescents themselves are a requirement for the five 'full' country-based case studies. Participatory methods that can be used across countries and languages and with different sub-groups of adolescents (adolescent girls and boys; adolescents socially or economically disadvantaged) need to be devised.

✓ **Three 'supplementary' case studies** will be conducted in the remaining South Asian countries. They will not require in-country data collection and will be based on document analyses and phone-based consultations with key programme stakeholders.

3. <u>**Analysis and report writing**</u>

✓ **Detailed in Section 6 and 7 of this terms of reference.**