

**UNICEF STATE OF PALESTINE
TERMS OF REFERENCE
Institutional consultancy
External Programme Evaluator**

Title	External Evaluator for Promoting non-violent behavior among adolescents Programme.
Purpose	Formative and Summative evaluation to assess the programme's impact on its direct and indirect beneficiaries.
Location	Jerusalem, Hebron and Gaza
Reporting to	Al Nayzak Organization for Supportive Education and Scientific Innovation
Duration	2 months and half
Start Date	15th of September 2018- 30th November 2018.

Background

Situation

According to the Adolescent's KAP survey on Adolescents Attitudes towards violence and social cohesion, conducted by UNICEF in 2016 Palestinian adolescents are highly affected by violence both physical and psychological. Overall, 83.4% of respondents' report having been affected by some form of violence and 65.7% reported that they experience interpersonal violence at home and/or in school. These respondents reported that parents (mothers 37.6% and fathers 35.8%) and teachers (35.1%) have used physical and psychological violence against them. Additionally, siblings (29.9%) and peers (25%) are identified as major contributors to violence indicating the need to address not only violence exercised by adults, but also peer-to-peer violence and bullying. The study also reveals that 47.8% of respondents have perpetrated violence before, and that males are more likely to be both victims and perpetrators of violence. This points out to the need to address violence as a two-way phenomenon in all interventions. 15-17-year-old adolescents are considered most vulnerable and require tailor made interventions according to the study.

In response to the situation described, Promoting non-violent behavior among adolescents programme should contribute to addressing violence against adolescents and bullying in its different forms, physical and psychological, in Jerusalem, Hebron and Gaza strip. The projects target 5,500 adolescents (14-17 years old boys and girls) to equip them with the necessary knowledge, skills, and tools to raise awareness of their peers, parents, teachers, and community members on violence and peer-to-peer based violence (bullying).

Results

The projects target 5,500 adolescents (14-17 years old boys and girls) to equip them with the necessary knowledge, skills, and tools to raise awareness of their peers, parents, teachers, and community members on violence.

The implemented projects in "non-violent behavior among adolescents" in all the locations should equip adolescents from 14 to 16 with knowledge and skills to act as active organizers of campaigns and communication for development initiatives to reduce violence in their communities.

Need for an evaluation

Al Nayzak Organization, in partnership with UNICEF – State of Palestine, is seeking an external programme evaluator to assess a UNICEF non-violence programme, implemented by two partners in Palestine. The non-violence program is being implemented since 2016 in Jerusalem and Hebron with the support of Palestinian Vision partner, and in Gaza with the support of MA'AN Development Center.

The program is routinely being monitored by UNICEF and Partners, through field visits and progress reports to ensure achieving the desired programs objectives. The external evaluator is requested to assess the programme's effectiveness and impact on its direct and indirect beneficiaries, through the formative and summative evaluation. This is to ensure good practices are highlighted and built on, while gaps are identified and properly addressed.

1. Purpose of the Assignment

The main objective of the evaluation is to measure the impact of the interventions on the targeted beneficiaries, taking in consideration short term and long term impact. Additional objectives are; to assess the effectiveness, efficiency, sustainability and the impact of Non-violent activities delivered to adolescents (direct beneficiaries) and parents, government kindergarten¹, MoEHE supervisor's, volunteers, school's counsellors and other indirect beneficiaries.

The evaluation will cover the implemented and ongoing projects, activities, outputs and outcome of the projects within the overall programme. The evaluation findings aim to provide strategic guidance for UNICEF on the role of "Promoting non-violent behavior among adolescents" Programme in enhancing and developing the adolescent's knowledge, skills and ability to increase their peers, parents, teachers and community awareness on violence against girls and peer to peer based violence.

2. Evaluation

It is important that the external evaluator approaches its work and is guided by human rights conventions and supports an equity-based approach to its evaluation.

More specifically, implementation of this evaluation will aim for the following key specific objectives and criteria:

1. To assess the **relevance** of the non-violent programme to Gaza, Hebron and Jerusalem context.
2. To assess the **effectiveness** of the non-violent programme.
3. To assess the **efficiency** of the non-violent programme.
4. To assess the **impact** and sustainability of the non-violent programme.
5. To document **lessons learned** and good practices that will inform future programming and propose recommendations.

3.1 Evaluation questions:

The evaluation criteria are mainly for five areas recommended by the Development Assistance Committee (DAC), Organization for Economic Co-operation and Development (OECD). Below are

¹ Only for the nonviolence project with Palvision

some examples of the questions per criteria. The evaluation teams for this evaluation are recommended to elaborate on the list of questions during the submission of their inception report, which will be used for the selection process by UNICEF and Al Nayzak. The list of evaluation questions will be discussed and finalized with UNICEF and Al Nayzak technical committee during the inception phase, before submission of the technical proposal. The impact will be assessed mainly by using both qualitative and quantitative methodologies by taking into account the perception of beneficiaries and stakeholders.

Relevance	<ol style="list-style-type: none"> 1. Are the activities and immediate outputs of the programme consistent with that of the higher-level outcomes? 2. How well were the interventions relevant to the specific areas targets in Gaza, Hebron and Jerusalem? 3. Were the interventions relevant to the project partners' priorities, (UNICEF, Ma'an, Pal vision, and other stakeholders)? 4. Was the project intervention timeline relevant to the context in Gaza, Hebron and Jerusalem? 5. To what extent was the project linked to UNICEF's existing programs and strategic plan? 6. To what extent did the programme's activities assess and respond to different vulnerabilities and child protection needs experienced by boys and girls residing in various parts of Gaza, Hebron and Jerusalem.
Efficiency	<ol style="list-style-type: none"> 1. Were resources utilized and managed in an efficient manner? 2. Would it have been possible to achieve the same results at a lower cost? 3. Did the project implementation follow the agreed project timeframes? If not, what factors led to the change in its delivery? 4. What factors led to the cooperation or lack of cooperation from the relevant stakeholders?
Effectiveness	<ol style="list-style-type: none"> 1. What was the level of quality and compliance of activities to the norms and standards previously established by the program, both for the construction and social intermediation components? 2. To what degree were the expected results achieved against the objectives and indicators? Please be specific and discuss each objective providing evidence. 3. Are there differences between the level of achievement of outcomes in different areas and why? 4. Did UNICEF and its partners have adequate technical expertise/capacity to implement the project? Please look at each of these organisations separately, but also examine the ways of working together. 5. To what extent has the beneficiary data (disaggregated by gender) been collected and used in decision making in the program? 6. How effective was the coordination within UNICEF and with other actors during program implementation?

Sustainability	<ol style="list-style-type: none"> 1. How to improve the sustainability of the programme? 2. To what degree did the project consider the existing structure or resources to enhance the sustainability after the end of the intervention? 3. What could the project have done different to improve sustainability? 4. To what extent is the program impact sustainable over the long term? 5. Do the local and community leaders support the initiative that was taken by UNICEF and the implementing partners' organization?
Impact	<ol style="list-style-type: none"> 1. What were the main impacts (positive/negative, expected/unexpected) as perceived by the different actors and beneficiaries of the project? 2. What were the notable immediate effects and likely long term impact of the project? 3. Are there any exceptional experiences that should be highlighted e.g. case studies, stories, and best practices?
Equity & gender	<ol style="list-style-type: none"> 1. Was the project aligned with UNICEF's equity agenda in addressing the needs of the target groups (i.e. to what extent the initiative reached different groups including the most marginalized)? 2. Did the project contribute to equitable participation and benefits to various groups (men, women, children and differently abled people)? 3. What measures were put in place to incorporate cross cutting themes like gender, children's rights, disability, and accountability?

3.2 Indented use and audience of evaluation:

The evaluation will be used by the primary audience, UNICEF, and implementing partners, to understand how well the project achieved its objectives and possibly inform decisions on future programmes.

4. Methodology

The methodology that will be used and applied should be participatory and interactive, wherever and whenever possible. To achieve the evaluation objectives and answer the evaluation questions, the evaluation will be using qualitative and quantitative methods including Focus Groups Discussion and key informant interviews. The qualitative data will be disaggregated by gender to appropriately compare to baselines and targets.

An intervention research approach with a problem analysis phase – review of the literature and primary data collection using qualitative methods. Use of qualitative data collection methods to gather information to answer the research questions:

- Survey and questionnaires with a representative sample of adolescents who participated in the previous cycle of the programs.
- Semi-structured interviews with CBOs - community level service providers - who work directly with adolescents. (Ma'an and Pal vision)
- Focus Group Discussions (FGDs) with representative sample of adolescents- current beneficiaries.
- Semi-structured interviews with parents, volunteers, school counsellors and care givers.

- Semi-structured interviews with key informants from Government, NGOs and other organizations providing services to adolescents.

The above evaluation questions cover all the OECD DAC criteria for evaluation of development assistance. Gender should be understood as a cross-cutting component of all aspects of the evaluation, it should evaluate how gender was integrated into the response and all data gathered should be disaggregated by sex, age and disability as relevant and all analysis gender sensitive.

The impact will be assessed mainly by using both qualitative methodologies by taking into account the perception of beneficiaries and stakeholders.

Data sources for qualitative questions will include partners' reports and records, UNICEF Progress reports, UNICEF's implementation partner MAAN and Pal vision and their community based Organizations (CBOs), as well as the involved contractors' reports and others. UNICEF's partners will provide support to the external evaluator in reaching beneficiaries' and conducting the focus groups discussion. Several methods will be used by the external evaluator will also validate the reliability of the disaggregated data.

This evaluation shall be based on rights based approach and as participatory as possible. This will ensure that the beneficiary children and youth are engaged and that findings are derived from a collective contribution. In line with the Standards for UN Evaluation in the UN System (developed by the UN Evaluation Group), all those engaged in designing, conducting and managing evaluation activities will aspire to conduct high quality and ethical work guided by professional standards and ethical and moral principles. The consultancy will follow the UNICEF Procedure for Ethical Standards in Research Evaluation, Data Collection and Analysis. It must identify actual or potential ethical issues, as well as measures and methods adopted to mitigate against these issues. The evaluation should also ensure adequate adherence to UNICEF evaluation's quality assurance criteria and processes and proper coverage of limitations.

4.1 Resources for Desk Review:

UNICEF will work closely with the external evaluator to ensure high standards when reviewing the data collection in the desk review and ensuring compliance with the same standards for quality assurance. The following resources are secondary data that will be made available by UNICEF.

This will include the following:

- UNICEF's programme documents.
- UNICEF quarterly and annual reports
- Contractors' reports.
- Pal Vision and MAAN PCAs and progress reports.
- Available disaggregated data related to indicators, targets, outputs and outcomes through M&E system of the project.

4.2 Possible Limitations to Evaluation

- a) Lack of precision of evaluation methods; in some cases, it is difficult to measure the outcomes of a program. Even if an outcome can be measured as a fluctuation of a performance indicator, it is extremely difficult to distinguish the contribution/attribution

- from certain activity from that from external influences.
- b) Depending on the values of the organization in charge of evaluation, evaluation results may have different implications.
 - c) Problems caused by urgent actions due to conditions pertinent to individual evaluations and therefore little time for appropriate evaluation.

5. Major Tasks to be accomplished:

#	Specific Tasks	Estimated Timeframe
1	<p>Conduct a desk review of relevant documents listed under the resources above.</p> <p>The consultancy will follow the UNICEF procedure for ethical standards evaluation, data collection and analysis, to be shared at the start of the consultancy.</p> <p>The consultancy will submit an inception report that will include the following, among others:</p> <ol style="list-style-type: none"> 1. Evaluation plan including timelines and activities and people to meet. 2. Methodology including a matrix with a row for each question and columns for, how the judgement will be formed and methodology per question. 3. Data collection tools (qualitative). 4. Ethical protocols aligned with principles outlined in ethical issues below. 5. Interview and workshop plan. 6. Plans for data analysis (quantitative and qualitative), report preparation and dissemination. 	1 weeks
2	Participate in the initial briefings with Al Nayzak and UNICEF and partners to ensure that the external evaluators clear on the expectations of the evaluation.	1 day
3	Conduct field visits to collect data through a combination of data collection methods. Qualitative data will be collected from field visits of the implemented activities as well as consultative meetings. It is expected that the external evaluator will incorporate gender and ensure representative involvement of beneficiaries and non-beneficiaries in the evaluation.	3 weeks
4	<p>Submit primary data; the collected data files are UNICEF property and cannot be used for other purposes without written agreement UNICEF.</p> <p>A presentation of the preliminary findings will be completed to UNICEF.</p>	1 week
5	Develop a draft evaluation report and share with Al Nayzak and UNICEF for review and feedback. A presentation should be organized to present findings. The final evaluation report should not exceed 40-60 pages (without annexes). The report shall be structured as per the UNICEF's	2 weeks

	<p>Adapted UNEG Evaluation Reports Standards and will include at least the following:</p> <ul style="list-style-type: none"> • Executive summary • A brief description of the program, its context, financial arrangements, areas of intervention, timing, implementation modalities and actors • Objectives, methodology, the timing of evaluation and challenges / limitations of the analysis • Results in terms of relevance, efficiency, effectiveness, impact, sustainability considering the evaluation main questions above. • Analysis, including reflection on gender, human rights • Lessons learned, challenges, conclusions, recommendations, action plan • Annexes <p>More detailed information of the UNICEF 's Adapted UNEG Evaluation Reports standard is provided in the UNICEF Global Evaluation Report Oversight System (GEROS) Review Template, which will be shared at the start of the consultancy.</p> <p>The report shall be written in line with the UNICEF style guide, to be shared at the start of the consultancy.</p>	
6	Draft Evaluation report presented to Al Nayzak and UNICEF; seeking feedback for incorporation.	2 weeks
7	Finalize the evaluation report with recommendations and submit to Al Nayzak on time together with the information collected above.	1 weeks
	TOTAL	10 weeks

The incumbent's duties and timeframe are outlined below and are to be undertaken in line with UNICEF rules and regulations.

Specific tasks include:

The contractor will be engaged to perform tasks and duties on part time basis.

The contractor will be based remotely.

Notes:

Ethical principles and premises of the evaluation

The section below outlines the criteria for ethical review checklist to indicate that this project should in fact go through an ethical review process through Palestinian Health Research Council (Helsinki Committee).

The evaluation process will adhere to the United Nations evaluation norms and standards available at: http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4 and ethical guidelines for evaluation

http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102

The assignment to be carried out according to the ethical principles, standards and norms established by the United Nations Evaluation Group (UNEG).

- 1. Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.

In all field visits and meetings, interviewees should be informed about the objectives of data collection and how findings will be used; they also should be informed that collected data and any statement about the programme will be kept confidential and respondents will not be named or identified in the reports with regard to their statements. All interviewees should agree without coercion to take part in the monitoring and evaluation and be given the option to withdraw or not to participate at any time during the process. Interviews shall be carried out in line with interagency evaluation project interview good practice guidelines. All gathered data should be confidential and names of individuals deleted from the data and replaced by codes in evaluation notes.

Ownership of all data/information/findings gathered, databases and analysis prepared for the evaluation lies with UNICEF. The use of the data/information/findings for publication or any other presentation or sharing can only be made after agreement with UNICEF.
- 2. Responsibility.** The report must mention any dispute or difference of opinion that may have arisen among the external evaluator or between the external evaluator and the commissioner of the evaluation in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- 3. Integrity.** The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
- 4. Independence.** Evaluation in the United Nations systems should be demonstrably free of bias. To this end, evaluators are recruited for their ability to exercise independent judgement. Evaluators shall ensure that they are not unduly influenced by the views or statements of any party. Where the evaluator or the evaluation manager comes under pressure to adopt a particular position or to introduce bias into the evaluation findings, it is the responsibility of the evaluator to ensure that independence of judgement is maintained. Where such pressures may endanger the completion or integrity of the evaluation, the issue will be referred to the evaluation manager and, who will discuss the concerns of the relevant parties and decide on an approach which will ensure that evaluation findings and recommendations are consistent, verified and independently presented (see below Conflict of Interest)2.
- 5. Incidents.** If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the evaluation manager. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated in these terms of reference.
- 6. Validation of information.** The external evaluator will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.

- 7. Intellectual property.** In handling information sources, the external evaluator shall respect the intellectual property rights of the institutions and communities that are under review. All materials generated in the conduct of the evaluation are the property of UNICEF and can only be used by written permission. Responsibility for distribution and publication of evaluation results rests with the Country Office. With the permission of the agency, external evaluator may make briefings or unofficial summaries of the results of the evaluation outside the agency.
- 8. Delivery of reports.** If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

In line with the Standards for UN Evaluation in the UN System, all those engaged in designing, conducting and managing evaluation activities will aspire to conduct high quality and ethical work guided by professional standards and ethical and moral principles.

6. Deliverables and deadline(s) for submission:

	Expected Deliverable	Estimated Date
1.	Submission of desk review and inception report	1 October 2018
2.	First draft of the evaluation report shared with Al Nayzak and UNICEF together with accompanying PowerPoint presentation;	1 November 2018
3.	Final evaluation report integrating feedback including desk review, key findings, lessons learned and recommendations.	30 November 2018

Resources: Al Nayzak reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines.

7. Estimated duration of contract and Tentative Dates

Duration: 2.5 months

Dates: 15 September 2018 – 30 November 2018

9. Terms of Payment

By deliverables (as above):

- 20% upon completion of deliverable 1
- 50% upon completion of deliverable 2
- 30% upon completion of deliverable 3

10. Duty Station: The work will be done remotely.

11. Official Travel Involved:

Official in-country travel will be involved, as required.

12. Expected Qualifications or Specialized Knowledge/Experience Required:

Team leader:

- Master degree in a related field (psychology, program evaluation, applied research, or a social sciences degree with strong emphasis on quantitative and qualitative research), required.

Work Experience:

- At least 5 years' experience in designing and conducting participatory, qualitative and quantitative evaluations, studies and solid experience in data collection methods;
- At least 3 years' experience in evaluation in the field of social work, child protection and/or violence prevention related roles, some of which should be within development and emergency contexts;
- Experience in the UN or other international development organization, national government or the private sector, including specialized in emergency preparedness and contingency planning.
- Strong analytical, quantitative and qualitative research skills.
- Experience in developing and leading interactive presentations specific to country and cultural contexts.
- Spoken and written fluency in English; knowledge of Arabic would be an asset;
- Ability to respond to changing requirements and assignments given;
- Ability to identify key strategic issues, opportunities and risks;

Specific competencies required:

- Knowledge of local context in the work areas.
- Excellent English writing skills.
- Project management experience.
- Sound understanding of child rights and gender mainstreaming.
- Sound understanding and knowledge of participatory and community-based approaches.
- Strong written and oral communication skills
- Analytical skills
- Arabic language skills.

Team composition:

- Experience in similar evaluations
- Ability to analyze quantitative survey data
- Fluency in Arabic and English
- Experience and understanding of local context
- Quality control system
- Experience in qualitative research methods
- Gender balanced team
- Excellent English writing skills

- Project management experience

Functional and Core Competencies within the team:

- Drive for Results
- Communication
- Analytical

13. Roles and Responsibilities

- Primary supervision will be provided by Al Nayzak M&E focal point, in close cooperation with the M&E Specialist in Gaza and non- violent programme staff in the UNICEF State of Palestine office.
- Al Nayzak and UNICEF, will provide technical inputs and facilitate access to the unit of analysis.
- The external evaluator will make formal contacts with stakeholders as necessary as well as provide logistics and operational support in conducting interviews/focus group discussions and/or organizing the end-of-evaluation workshop.
- The external evaluator will be responsible for the timely production of evidence-based evaluation, including recommendations to quality standards

14. General Conditions

- Under the consultancy agreements, a month is defined as 21 working days, and fees are prorated accordingly. External evaluator is not paid for weekends or public holidays.
- External evaluator is not entitled to payment of overtime. All remuneration must be within the contract agreement.
- External evaluator is not entitled to annual leave.
- No contract may commence unless the contract is signed by both UNICEF and the external evaluator or Contractor.
- Signed contracts must be sent by fax or email. Signed contract copy or written agreement must be received by the office before Travel Authorization is issued.
- The external evaluator or the team should not travel without a signed travel authorization prior to the commencement of the journey to the duty station.
- Unless authorized, UNICEF will buy the tickets of the external evaluator. In exceptional cases, the evaluation leader/team may be authorized to buy their travel tickets and shall be reimbursed at the “most economical and direct route” but this must be agreed to beforehand.
- External evaluator to complete the basic and advanced security course and submit certificates to UNICEF before any travel is undertaken;
- External evaluator will not have supervisory responsibilities or authority on UNICEF budget.
- External evaluator will be required to sign the Health statement for evaluation team/Individual contractor prior to taking up the assignment, and to provide documentary evidence of health insurance coverage, including Medical Evacuation.
- The Form 'Designation, change or revocation of beneficiary' must be completed by the external evaluator upon arrival, at the HR Section.

15. Selection Criteria:

Aspect	Criteria	Point
Team leader	Significant experience in development evaluations specifically in non-violent program.	20
	Excellent English writing skills	10
	Project management experience	5
	Qualitative and quantitative skills	5
	Relevant post graduate degree	5
Whole team	Experience in similar evaluations	10
	Ability to analyse quantitative survey data	5
	Fluency in Arabic and English	5
	Experience and understanding of local context	5
	Quality control system	5
	Experience in qualitative evaluation	5
	Availability of senior evaluator with access to Gaza, Jerusalem and Hebron.	20
	Gender balance	5
Methodology	Adequate methodology proposed	5
	Good understanding of risks and constrains	5
	Adequate implementation timeframe	5
Price	30 x(times) cheapest/bid price	30
Maximum possible score		150

16. Financial Proposal

Financial proposals will be reviewed for candidates who attend the minimum technical score of (70%).

The procuring Al Nayzak entity reserves the right to accept or reject any proposal, and to annul the solicitation process and reject all proposals at any time prior to award of contract, without incurring any liability to the affected applicant or any obligation to inform the affected applicant or applicants on what grounds Al Nayzak's has annulled or rejected the proposal. Al Nayzak reserves the right to award the most technically-competitive offer regardless of price.

Quotation details

- Price should include all the contract period.
- Price should include of the incurred expenses such as travel cost.
- Total Price information should be completed above in NIS, and valid till the end of contract.

17. Submission:

Interested individuals/consultant firms are requested to submit the quotation on or before 31 August 2018, no later than 16:30 (Jerusalem Time). Submissions after the stated date and time

will not be considered.

Submissions should be made to Al Nayzak nearest branch and includes:

- Curriculum Vitae (for the consultant team).
- External Consultant bio.
- External Consultants' portfolio of similar work.
- Financial proposal.
- Technical proposal which includes detailed evaluation methodology in compliance with above time frame and tasks.

The above documents should be stamped and submitted in closed envelope at Al Nayzak nearest branch and by email to jobs@alnayzak.org.

Any submission of the full application (evaluation and financial proposal) via any other means than stated above, will result in the entire application being rejected and disregarded.

Submission location:

1. Science and Technology House

Birzeit - Old City

Tel: +970 (0) 2 2819523 / 2819040

Fax: +970 (0) 2 2819522

2. Jerusalem

9 Ali ben Abi Taleb St.-First Floor

Tel: +972 (0) 2 6285387

Fax: +972 (0) 2 6263086

3. Hebron

Esaad Tufuleh Building – Ground floor

Ein Sara

Tel: +970 (0) 2 2223752

4. Gaza

Al Rimal, Al Duha St.

Hijo Building, 4th floor

Tel:+972 (0) 8 2620990