

Formative Evaluation of Role and Engagement of Business Sector to Respect and Promote Child Rights



UNICEF Malaysia

1. INTRODUCTION

This Terms of Reference (ToR) document outlines the purpose and scope of a forward-looking and learning-oriented **Formative Evaluation of Role and Engagement of Business Sector to Respect and Promote of Child Rights**. The evaluation is expected to help focus UNICEF's Malaysia Country Office strategies to engaging business as duty bearers and partners for child rights by examining the partnerships and interventions that are in place with the business sector. It will look at the quality of the non-financial corporate social responsibility and corporate resource mobilisation¹ programming, the results achieved, and seek to explain why and how these results occurred. This formative evaluation will contribute to inform the strategic direction of the role and engagement of business to respect and promote child rights, in the remaining part of the 2016-2020 UNICEF Country Programme in Malaysia, and potential future scenarios for the new UNICEF Malaysia Country Programme (2021-2025).

With this backdrop, these ToR present methodological options and operational modalities for an institutional contract for a team of **two evaluation consultants (one international and one national)**. This independent evaluation is commissioned by UNICEF Malaysia; hence UNICEF is looking for institutions with deep commitment to, and strong background in, the evaluation of non-financial corporate social responsibility and corporate resource mobilisation, tentatively planned from December 2018 to March 2019.

2. BACKGROUND AND RATIONALE

2.1 COUNTRY CONTEXT

Malaysia is a high middle-income country seeking to become a high-income country. The Government's national development plan, the 11th Malaysia Plan, is heavily focused on achieving further economic growth. It highlights the importance of the business sector in promoting economic growth, while enhancing the delivery of social services, particularly for the 'bottom 40'. It also encourages the business sector to implement corporate social responsibility programmes and identifies national commitments towards children, that are a vital component of Malaysia society. In 2015, Malaysia has also embraced the Sustainable Development Goals (SDGs) and Agenda 2030, as part of its commitment for a more inclusive society – leaving 'no one behind'.

¹ Please note that here the term corporate social responsibility is not used to describe philanthropic giving of business, but it is rather understood as sustainable business. The term corporate resource mobilisation doesn't include private fundraising but only corporate fundraising.

2.2 UNICEF MALAYSIA AND ITS FOCUS ON BUSINESS SECTOR ENGAGEMENT

Considering the Malaysia Government's support for corporate governance, transparency and responsible business practices as a means of differentiating the business investment climate in Malaysia, UNICEF identified in recent years the opportunity to have a stronger impact on the lives of children in Malaysia and internationally through deeper engagement of the corporate sector, and more specifically its non-financial corporate social responsibility practices. In addition, UNICEF is also involved in corporate² resource mobilisation. In an initial phase, between 2010-2011 and 2015, UNICEF's work on corporate social responsibility included the establishment of a relationship with the Companies Commission of Malaysia (SSM), the launch of the Children's Rights and Business Principles (CRBP) and training to raise awareness and strengthen capacities. In recent years, UNICEF has also increased focus on resource mobilisation for investment in children in Malaysia and UNICEF's more globally.

In the 2016-2020 Country Programme³, UNICEF Malaysia has renewed its non-financial engagement with the corporate sector through a three-pronged approach. This includes (a) changing business practices through building the capacity of business to translate the CRBP into tangible actions and sustainability policies such as due diligence guidelines; (b) promoting the application of corporate social responsibility as a process towards achieving results for children, and; (c) leveraging non-financial resources from the business sector in the form of technical expertise, technology applications, research, marketing, amongst others. Child rights and business principles activities are currently undertaken with a network of corporate partners.

In addition, UNICEF is actively engaging the Malaysian business sector to mobilise financial resources to support the realisation of child rights in Malaysia and in other countries (incl. funding for humanitarian crises), notably through the Private Sector Fundraising Strategic Plan (2016-2020) and UNICEF IMPACT Plan and Cause Framework (2018-2021).

UNICEF's work on business sector engagement and partnerships for child rights is presented in the 2016-2020 Country Programme Document⁴ under **Outcome 3**: *"By 2020, enhanced capacities, partnerships and engagement for child rights fulfilment and monitoring, and for mobilisation of national resources for children."* The programme **Output 3.1** more specifically aims that *"the Malaysia private sector has increased knowledge and commitment to its responsibility to respect children's rights, and can access quality technical support and capacity for implementing the CRBP."* The programme **Output 3.4** points to *"increased private sector fundraising income for UNICEF programme in Malaysia, regionally and globally."*⁵ The respective Results and Resources Framework is presented in Country Programme Document (pp. 14-15)⁶ and in the Country Programme Management Plan. The results achieved thus far, and the partnerships established in terms of non-financial corporate social responsibility and corporate resource mobilisation are outlined in the UNICEF Annual Reports.⁷ More information on existing partnerships will be provided in the inception phase of the evaluation.

This evaluation of UNICEF's business sector engagement and partnerships for child rights is thus expected to be **strategic, forward-looking and learning-oriented** in nature and to produce **credible, reliable and useful evidence** on the results achieved to date by UNICEF to inform future programming. The evaluation will help identify what works of the current programming strategies, and how, to inform

² Please note that the focus of this evaluation is only on corporate fundraising and not on private fundraising.

³ https://www.unicef.org/about/execboard/files/2015-PL24-Malaysia_CPD-ODS-EN.pdf

⁴ Ibid.

⁵ Please note that there is consideration for business sector engagements under Output 3.2, 3.3 and 3.5.

⁶ Ibid.

⁷ UNICEF Malaysia Annual Report 2016:

https://www.unicef.org/about/annualreport/files/Malaysia_2016_COAR.pdf; UNICEF Malaysia Annual Report

2017: https://www.unicef.org/about/annualreport/files/Malaysia_2017_COAR.pdf

the future direction of UNICEF's business sector engagement in Malaysia. It will be shared with government and private sector partners, other agencies that work on corporate social responsibility and resource mobilisation for child rights in Malaysia UNICEF's Regional Office for East Asia and the Pacific (EAPRO), UNICEF Headquarters and others to promote learning on corporate engagement. A Dissemination Plan is being prepared to maximize utilization.

3. PURPOSE, OBJECTIVES AND SCOPE OF WORK

3.1 PURPOSE

The main purpose of this independent, formative evaluation, commissioned by UNICEF Malaysia, is to assess and guide UNICEF's business sector engagement and partnerships to respect and promote child rights at a strategic level. The findings, conclusions and recommendations of the evaluation will contribute to inform the direction and positioning of the non-financial corporate social responsibility and corporate resource mobilisation programmes in the remaining part of the 2016-2020 UNICEF Country Programme in Malaysia, and potential future scenarios for UNICEF's role and engagement with the business sector.⁸ The primary users of the evaluation include UNICEF Malaysia Country Office, the government and business sector partners (*primary duty bearers*). Secondary users include other agencies that work on corporate social responsibility and resource mobilisation for child rights in Malaysia, EAPRO, UNICEF Headquarters and others (*secondary duty bearers*).⁹

3.2 OBJECTIVES AND SCOPE OF WORK

The objectives of the evaluation include the following:

- Reconstruct and validate the theory of change¹⁰ for non-financial corporate social responsibility three-pronged approach and corporate resource mobilisation – particularly as it relates to the link between outcome and outputs, as well as analysis of barriers and bottlenecks for changes in business behaviour – and analyse whether is well-adapted and relevant to the country context (both public and business) and the SDGs;
- Assess the extent to which the UNICEF's corporate social responsibility and corporate resource mobilisation strategies have been appropriately designed, efficiently and effectively managed, results-based oriented¹¹, and integrated across the Country Programme, including the incorporation of equity, gender equality and human rights considerations;
- Examine the evolution of UNICEF's business sector engagement and partnerships to respect and promote child rights in Malaysia, and inform any future positioning efforts deemed necessary by suggesting the most relevant priority areas to focus on; and
- Identify future scenarios for UNICEF's role and engagement with the business sector in Malaysia and what strategic approaches, partnerships and interventions can help better position UNICEF.

The evaluation is expected to provide reasonable conclusions based on the findings and substantiated by evidence, and clear, specific and actionable recommendations¹² for informing the future direction of

⁸ As the preparation of the new Country Programme is expected to begin in the second half of 2019, it is important for this evaluation to be complete before the planning process for the new Country Programme begins.

⁹ A list of key stakeholders will be provided to the institution selected to conduct this evaluation.

¹⁰ Please note that there is the expectation that the institution conducting the evaluation will make recommendations for improvement in both the programme design and programme monitoring.

¹¹ It is expected that the evaluation will review assumptions and risks taken, as well as the quality of the linkages that exists between outcomes, outputs and activities (e.g., the logic of the theory, incl. its contextualisation, its feasibility to implement, resources, capacities in place, etc.).

¹² Within the existing structure of the Country Programme, but also exploring whether the current structure is appropriate.

UNICEF's business sector engagement and partnerships in Malaysia. It should also identify good practices, lessons learned and innovations throughout the evaluation process.

The evaluation will cover the evolution of UNICEF's corporate social responsibility programming and corporate resource mobilisation in Malaysia since 2010-2011 with a primary focus on the current 2016-2020 Country Programme up to 2018. Data collection will focus on states where UNICEF is operating through partners, notably Kuala Lumpur in Peninsular Malaysia and Sabah and Sarawak in East Malaysia. To the extent possible, the evaluation should be participatory and include the views of children and adolescents (*right holders*) that participated in the interventions promoted by UNICEF.

Evaluation evidence will be judged using modified Organisation for Economic Co-operation and Development (OECD) / Development Assistance Committee (DAC) criteria of **relevance, effectiveness, efficiency and sustainability**, as well as **equity, gender equality and human rights** considerations. The evaluation will not include the criterion of impact because it is not directly linked to the purpose and objectives of the evaluation that is more strategic, and forward-looking in nature. In addition, analysing impact would imply the use of more complex methods that go beyond the scope, time and budget set aside for this evaluation. **Bidders are, nevertheless, invited to comment on the on the evaluation criteria in their technical proposal and adjust their approach accordingly.**

Key evaluation questions (and sub-questions) include the following:

Relevance of UNICEF's corporate social responsibility and corporate resource mobilisation plans and strategies in regards to the Malaysia country context, the business context and the SDGs, within UNICEF's Country Programme Action Plan:

- To what extent are UNICEF's corporate social responsibility and corporate resource mobilisation plans and strategies aligned with the SDGs and the Agenda 2030 with regards to increased emphasis towards sustainable corporate approaches to economic growth and inclusion (incl. equity and gender equality) and the business context?
- To what extent have these strategies and implementation approaches contributed to position UNICEF as a key player in Malaysia with respect to the 11th Malaysia Plan?
- To what extent these are aligned with and relevant to contribute to broader business or specific industry norms and standards?
- To what extent are the objectives, strategic approaches and implementation modalities of UNICEF corporate social responsibility and corporate resource mobilisation strategies in Malaysia well adapted to the current and future (post 2020) country context?
- To what extent is UNICEF's engagement in business sector through corporate social responsibility and corporate resource mobilisation relevant or contribute to achieving programmatic results?
- How and to what extent can the 2016-2020 Country Programme be more relevant and adapted to the current and future country context? How can UNICEF better position itself to strengthen its role on corporate social responsibility and corporate resource mobilisation? Is UNICEF making the most of the opportunities from business in Malaysia within the current Country Programme?

Effectiveness of the UNICEF's corporate social responsibility and corporate resource mobilisation partnerships and interventions, and their contribution to good practices and innovations considering:

- How well have UNICEF's approaches been at heightening their awareness of child rights (e.g., direct engagement, capacity building, thematic focus)?
- How effective have UNICEF's approaches been at changing business policies and practices directly or indirectly?
- How effective has UNICEF been at integrating business sector engagement across its Country Programme and in its work with partners? How effective have these partnerships been in the

delivery of sectoral programme interventions that target children and adolescents, particularly the most marginalised? To what extent are the different partnerships approaches contributing to the delivery of sectoral programme interventions that promote equity, gender equality and human rights?

- How effective has UNICEF been in monitoring corporate social responsibility and corporate resource mobilisation (incl. knowledge management)?
- What are the lessons learned, good practices and innovations in achieving expected and unexpected results that UNICEF Malaysia can incorporate from its existing partnerships or from other countries in the region (i.e., Thailand, Indonesia, Vietnam, and the Philippines)?

Efficiency of the outputs achieved due to inputs, looking at whether corporate social responsibility and corporate resource mobilisation partnerships use the least costly resources possible in order to achieve planned results, including:

- To what extent are different approaches to partnerships cost-efficient in regard to timely achievement of planned Country Programme results?
- To what extent is UNICEF leveraging existing partner resources (in the most efficient way, as compared to alternatives) to achieve planned results?
- When do partners perceive UNICEF (and its work processes) to be most efficient?

Sustainability in the broader corporate social responsibility and corporate resource mobilisation engagement, considering:

- What are the major enabling and disabling factors which influence the achievement of sustainable results in the promotion of business engagement and partnerships towards child rights?
- Moving forward, how can UNICEF Malaysia establish stronger business partnerships in achieving the SDGs considering the current business context?
- What are the programmatic entry areas that will ensure sustainable engagement of business in corporate social responsibility and corporate resource mobilisation? Are existing or planned interventions designed around building capacities of partners to allow for gradual transfer of ownership to the partners?

One of the key tasks to be initiated at the proposal stage will be to interrogate these questions and criteria and determine if all key issues have been given due prominence. Bidders are required to propose appropriate evaluation criteria (e.g., OECD/DAC criteria for evaluating development programmes, including sub-criteria such as equity, gender equality, human rights). Improvements and refinements to the draft questions may be offered at the proposal stage; however, the expectation is that the inception process will yield the final set of questions.¹³

4. EVALUATION APPROACH AND METHODOLOGY

Based on the objectives of the evaluation, this section indicates a possible approach, methods, and processes for the evaluation.¹⁴ **Methodological rigor will be given significant consideration in the**

¹³ The actual final decisions on the detailed questions will be taken in the inception phase, based on the following principles:

- 1) Importance and priority: the information should be of a high level of importance for the various intended audiences of the evaluation;
- 2) Usefulness and timeliness: the answer to the questions should not be already well known or obvious, additional evidence is needed for decision;
- 3) Answerability and realism: all the questions can be answered using available resources (budget, personnel) and within the appropriate timeframe; data and key informants are available and accessible, and performance standards or benchmarks exist to answer the questions; and
- 4) Actionability: the questions will provide information which can lead to recommendations that be acted upon to make improvements.

¹⁴ The proposed methodology is just indicative, and based on internal experience in conducting similar evaluations. There will be a need to develop a detailed design, analytical methods and tools during the inception phase based on additional literature review and in consultation with UNICEF Malaysia.

assessment of proposals. Hence bidders are invited to interrogate the approach and methodology proffered in the ToR and improve on it, or propose an approach they deem more appropriate. In their proposal, bidder should refer to triangulation, sampling plan and methodological limitations and mitigation measures. Bidders are encouraged to also demonstrate methodological expertise in evaluating initiatives related to business sector engagement.

It is expected that the evaluation will employ both a theory-based and a mixed methods approach, while maintaining a strategic focus. Evidence will be collected through a comprehensive review of background documents and the Results and Resources Framework, completed by Key Informant Interviews (including right holders and duty bearers), case studies, market research, online surveys and internet searches.

The evaluation will thus be non-experimental. Whether possible, a comparative and external perspective is to be included to assess the evaluation criteria, identifying potential variations between UNICEF Malaysia and other organisations in Malaysia involved in promoting corporate social responsibility and corporate resource mobilisation for child rights, as well as versus other UNICEF country programmes that are focused on business sector engagement. Similarly, the evaluation will be utilisation focused, and it will provide continuous and rapid feedback to primary users in the course of the evaluation process.

At minimum, the evaluation will draw on the following methods:

- Literature review and desk review of background documents and other relevant data, including review and analysis of secondary quantitative data;
- Key Informant Interviews (KIIs) with corporate social responsibility and corporate resource mobilisation actors in Malaysia (existing and potential), government representatives (at the national and sub-national level), non-governmental organisations, other UN agencies, business sector representatives (corporate donors, programme partners, key influencers, media, technology firms), youth group representatives, consultants or contractors who have worked with UNICEF, and others;
- Case studies of children and adolescents participating in UNICEF's work on corporate social responsibility and resource mobilisation;
- Market research and online surveys (e.g., using participatory tools such as UNICEF's U-Report); and
- Internet searches.

Potential bidders for this evaluation should develop an evaluation matrix (i.e., design matrix), outlining how to collect and analyse data against each evaluation criteria. This matrix should provide logical and explicit linkages between data sources and data collection and analysis methods. A sampling strategy should also be included in the proposal. The data collected should be disaggregated by age, gender, etc. where relevant and focus on the corporate social responsibility interventions and corporate resource mobilisation, both at the national and sub-national level. Final sampling (with associated data, documents and contract details) will be determined in collaboration with UNICEF Malaysia. Secondary sources of evidence will be provided by UNICEF electronically upon the commencement of this evaluation.

Likewise, conventional ethical guidelines are to be followed during the evaluation. Specific reference is made to the **UNEG Norms and Standards and Ethical Guidelines, as well as to the UNICEF's Evaluation Policy, the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, the UN SWAP Evaluation Performance Indicator¹⁵, and the UNICEF Procedure for Ethical Standards in Research, Evaluation and Data Collection and Analysis and UNICEF's**

¹⁵ Please refer to: <http://www.unicef.org/evaluation>

Evaluation Reporting Standards.¹⁶ Good practices not covered therein are also to be followed. Any sensitive issues or concerns should be raised with the Evaluation Manager as soon as they are identified.

5. MANAGEMENT AND CONDUCT OF THE EVALUATION

5.1 EVALUATION MANAGEMENT STRUCTURE

The evaluation will be conducted by an external Evaluation Team to be recruited by UNICEF Malaysia. The Evaluation Team will operate under the supervision of an Evaluation Specialist at UNICEF Malaysia that will act as Evaluation Manager and therefore be responsible for the day-to-day oversight and management of the evaluation and for the management of the evaluation budget. The Evaluation Manager will assure the quality and independence of the evaluation and guarantee its alignment with UNEG Norms and Standards and Ethical Guidelines and other relevant procedures, provide quality assurance checking that the evaluation findings and conclusions are relevant and recommendations are implementable, and contribute to the dissemination of the evaluation findings and follow-up on the management response. She will work in close coordination with the Corporate Partnerships (CRC) Officer, the Partnership Specialist and the Corporate Partnership Fundraising Officer, who will be responsible for evaluation follow-up and management response. Additional quality assurance will be provided by the Regional Evaluation Adviser. The final report will also be approved by the Country Representative at UNICEF Malaysia.

A Reference Group will be established, bringing together the Deputy Representative, the Corporate Partnerships (CSR) Officer, the Chief of Private Sector Fundraising, the Partnership Specialist, the Corporate Partnership Fundraising Officer, the Communication for Development Specialist, the Innovation Specialist, at UNICEF Malaysia and representatives from UNICEF EAPRO (Regional Partnerships Specialist, Regional Corporate Alliances Specialists; Regional Evaluation Adviser), UNICEF Headquarters and other Country Offices in the region working on corporate engagement. The Reference Group will have the following role: contribute to the preparation and design of the evaluation, including providing feedback and comments on the Inception Report and on the technical quality of the work of the consultants; provide comments and substantive feedback to ensure the quality – from a technical point of view – of the draft and final Evaluation Reports; assist in identifying internal and external stakeholders to be consulted during the evaluation process; participate in review meetings organised by the evaluation management team and with the Evaluation Team as required; play a key role in learning and knowledge sharing from the evaluation results, contributing to disseminating the findings of the evaluation and follow-up on the implementation of the management response.

5.2 EVALUATION TEAM PROFILE

The evaluation will be conducted by engaging an institution. The proposed team consists of one (1) international senior-level consultant (Team Leader) to conduct the evaluation that will be supported by at least one (1) national consultant (Team Member/Technical Expert).

The Team Leader, evaluator by profession, should bring the following competences:

- Having extensive evaluation experience, with at least 8-10 years of expertise in development programme evaluation with a multidisciplinary background, strong strategic and analytical skills.
- Having previous experience on corporate social responsibility interventions and corporate resource mobilisation – planning, implementing, managing or monitoring and evaluation.
- Having an excellent understanding of evaluation principles and methodologies, including capacity in an array of qualitative and quantitative evaluation methods, and UNEG Norms and Standards.

¹⁶ https://www.unicef.org/supply/files/ATTACHMENT_IV-UNICEF_Procedure_for_Ethical_Standards.PDF

- Having in-depth knowledge of the UN's human rights, gender equality and equity agendas.
- Holding an advanced university degree (Masters or higher) in international development, public policy, management, business administration or similar, including sound knowledge of corporate social responsibility principles, corporate resource mobilisation and child rights.
- Bringing a strong commitment to delivering timely and high-quality results, i.e., credible evaluations that are used for improving strategic decisions.
- Having a strong team leadership and management track record, as well as excellent interpersonal and communication skills to help ensure that the evaluation is understood and used.
- The Team Leader must be committed and willing to work independently, with limited regular supervision; s/he must demonstrate adaptability and flexibility, client orientation, proven ethical practice, initiative, concern for accuracy and quality.
- S/he must have the ability to concisely and clearly express ideas and concepts in written and oral form as well as the ability to communicate with various stakeholders in English.
- Previous experience of working in an East Asian context is desirable, together with understanding of Malaysia context and cultural dynamics.

The Team Leader will be responsible for undertaking the evaluation from start to finish, for managing the evaluation, for the bulk of data collection, analysis and consultations, as well as for report drafting in English and communication of the evaluation results.

One (1) national Team Member/Technical Expert:

- Having at least 5-7 years of expertise and experience in collecting and analysing quantitative and qualitative data, data management and analysis.
- Previous expertise in equity, gender equality and human rights based approaches to evaluation and expertise in data presentation and visualisation.
- Holding advanced university degrees (Masters-level) in international development, public policy, management, business administration or similar.
- Be committed and willing to work in a complex environment and able to produce quality work under limited guidance and supervision.
- Having good communication, advocacy and people skills and the ability to communicate with various stakeholders and to express concisely and clearly ideas and concepts in written and oral form.
- Excellent Bahasa Malaysia and English communication and report writing skills.

The Team Member will play a major role in data collection, analysis and presentation, and preparation of the debriefings and will make significant contributions to the writing of the main Evaluation Report.

The Evaluation Team is expected to be balanced with respect to gender to ensure accessibility of both male and female informants during the data collection process. Back-office support assisting the team with logistics and other administrative matters is also expected. **It is vital that the same individuals that develop the methodology for the request for proposals (RFP) will be involved in conducting the evaluation. In the review of the RFP, while adequate consideration will be given to the technical methodology, significant weighting will be given to the quality, experience (CV's and written samples of previous evaluations) and relevance of individuals who will be involved in the evaluation.**

5.3 EVALUATION DELIVERABLES

Evaluation products expected for this exercise are:

- 1) **An Inception Report** (in English), including the reconstructed theory of change and a summary note in preparation for data collection (in both English and Bahasa Malaysia). The revised

theory of change should be produced through a participatory workshop, involving relevant stakeholders;

- 2) **A report of the initial evaluation findings from primary data collection** (in English), including a desk review analysis and a PowerPoint presentation to facilitate a stakeholder consultation exercise;
- 3) **A draft and final report** (in English and Bahasa Malaysia) that will be revised until approved (incl. a complete first draft to be reviewed by the evaluation management team and UNICEF; a second draft to be reviewed by the Reference Group and Regional Evaluation Adviser within UNICEF EAPRO, and a penultimate draft). The final report will need to be developed in several media to maximize its utility and accessibility including in text and audio versions;
- 4) **A PowerPoint presentation** (in both English and Bahasa Malaysia) to be used to share findings with the Reference Group and for use in subsequent dissemination events; and
- 5) **A four-page executive summary** (in both English and Bahasa Malaysia) that is distinct from the executive summary in the Evaluation Report and it is intended for a broader, non-technical and non-UNICEF audience. The executive summary should also be produced both in text and video versions (i.e., 1-2 minute video clip).

Other interim products are:

- Minutes of key meetings with the Evaluation Manager and the Reference Group;
- Presentation materials for the meetings with the Evaluation Manager and the Reference Group. These may include PowerPoint summaries of work progress and conclusions to that point; and
- Copy of all relevant data collected during the evaluation.

Outlines and descriptions of each evaluation products are meant to be indicatives, and include:

- **Inception Report:** The Inception Report will be key in confirming a common understanding of what is to be evaluated, including additional insights into executing the evaluation. At this stage, evaluators will reconstruct the theory of change, refine and confirm evaluation questions, confirm the scope of the evaluation, further improve on the methodology proposed in the ToR and their own evaluation proposal to improve its rigor, as well as develop and validate evaluation instruments. The report will include, among other elements: i) the reconstructed theory of change; ii) evaluation purpose and scope, confirmation of objectives and the main themes of the evaluation; iii) evaluation criteria and questions, final set of evaluation questions, and evaluation criteria for assessing performance; iv) evaluation methodology (i.e., sampling criteria), a description of data collection methods and data sources (incl. a rationale for their selection), draft data collection instruments, for example questionnaires, with a data collection toolkit as an annex, an evaluation matrix that identifies descriptive and normative questions and criteria for evaluating evidence, a data analysis plan, a discussion on how to enhance the reliability and validity of evaluation conclusions, the field visit approach, a description of the quality review process and a discussion on the limitations of the methodology; v) proposed structure of the final report; vi) evaluation work plan and timeline, including a revised work and travel plan; vii) resources requirements (i.e., detailed budget allocations, tied to evaluation activities, work plan) deliverables; viii) annexes (i.e., organizing matrix for evaluation questions, data collection toolkit, data analysis framework); and vi) an evaluation briefing note for external communication purposes. The Inception Report will be 15-20 pages in length (excluding annexes), or approximately 15,000 words, and will be presented at a formal meeting of the Reference Group.
- **Initial evaluation findings:** This report will present the initial evaluation findings from primary data collection, comprising the desk-based document review and analysis of business sector engagement. The report developed prior to the first drafts of the final report should be 10 pages, or about 8,000 words in length (excluding annexes, if any), and should be accompanied by a PowerPoint presentation that can be used for validation with key stakeholders.

- Final Evaluation Report: The report will not exceed 40 pages, or 25,000 words, excluding the executive summary and annexes; it will be produced both in text and video versions.¹⁷
- PowerPoint presentation: Initially prepared and used by the Evaluation Team in their presentation to the Reference Group, a standalone PowerPoint will be submitted to the evaluation management team as part of the evaluation deliverables.
- An evaluation briefing note, data and a four-page executive summary for external users will be submitted to the evaluation management team as part of the evaluation deliverables, in both text and video versions.
- Reports will be prepared according to the UNICEF Style Guide and UNICEF Brand Toolkit (to be shared with the winning bidder) and UNICEF standards for evaluation reports as per GEROS guidelines (referenced before). All deliverables must be in professional level standard English and they must be language-edited/proof-read by a native speaker.
- The first draft of the final report will be received by the Evaluation Manager and UNICEF who will work with the team leader on necessary revisions. The second draft will be sent to the Reference Group for comments. The Evaluation Manager will consolidate all comments on a response matrix, and request the Evaluation Team to indicate actions taken against each comment in the production of the penultimate draft.

Bidders are invited to reflect on each outline and effect the necessary modification to enhance their coverage and clarity. Having said so, products are expected to conform to the stipulated number of pages where that applies.

An estimated budget has been allocated for this evaluation. As reflected in Table 1, the evaluation has a timeline of four months from December 2018 to March 2019. Adequate effort should be allocated to the evaluation to ensure timely submission of all deliverables, approximately 12 weeks on the part of the Evaluation Team.

Table 1: Proposed Evaluation Timeline¹⁸

ACTIVITY	DELIVABLE	TIME ESTIMATE	RESPONSIBLE PARTY
1. INCEPTION, DOCUMENT REVIEW AND ANALYSIS		3 weeks, concurrent (Dec, 2018)	
1. Inception meeting by Skype with the Evaluation Specialist, Deputy Representative, Corporate Partnerships (CRC) Officer, Chief of Public Fundraising, Partnership Specialist, Corporate Partnership Fundraising Officer and EAPRO	Meeting minutes	Week 1	Evaluation Team, Evaluation Manager
2. Inception visit (incl. workshop to reconstruct the theory of change; initial desk review and data collection; development of evaluation matrix, methodology and work plan; data collection materials, drafting of the inception report)	Draft Inception Report	Week 1	Evaluation Team
3. Present draft Inception Report to the Reference Group	PowerPoint presentation	Week 2	Evaluation Team, Evaluation Manager, Reference Group

¹⁷ UNICEF has instituted the Global Evaluation Report Oversight System (GEROS), a system where final evaluation reports are quality assessed by an external company against UNICEF/UNEG Norms and Standards for evaluation reports. The Evaluation Team is expected to reflect on and conform to these standards as they write their report. The team may choose to share a self-assessment based on the GEROS with the Evaluation Manager.

¹⁸ Please note that the timing of the data collection may change depending on the possibility of carrying out KIIs and FGDs and other contextual factors.

4. Receive Inception Report and feedback to Evaluation Team	Evaluation commenting matrix	Week 3	Evaluation Manager, Reference Group
5. Present Inception Report, confirm planning for field visit	Final Inception Report	Week 3	Evaluation Team, Evaluation Manager, Reference Group
2. DATA COLLECTION		5 weeks, consecutive (Jan to Feb, 2019)	
1. Pilot data collection tools and conduct field-based data collection	-	Weeks 4-7	Evaluation Team
2. Prepare initial evaluation findings report for presentation to the Reference Group	Initial evaluation findings report (incl. desk review), PowerPoint presentation, meeting minutes	Week 8	Evaluation Team, Evaluation Manager, Reference Group
3. ANALYSIS, REPORTING AND COMMUNICATION OF RESULTS		4 weeks, consecutive (Feb to Mar, 2019)	
1. Prepare and submit first draft of Evaluation Report	Draft report	Week 9	Evaluation Team
2. Receive first draft and feedback to Evaluation Team	Evaluation commenting matrix	Week 10	Evaluation Manager
3. Prepare and submit second draft of Evaluation Report to be presented in a multi-stakeholder workshop for validation and prioritisation of recommendations	Draft report, PowerPoint presentation, meeting minutes	Week 11	Evaluation Team
4. Receive second draft and feedback to Evaluation Team	Evaluation commenting matrix	Weeks 12-13	Evaluation Manager, Reference Group
5. Prepare and submit penultimate draft of Evaluation Report	Draft report	Week 14	Evaluation Team
6. Submit and present final report to Reference Group and prepare presentation and other materials	Final report, executive summary, PowerPoint presentation, meeting minutes	Week 15	Evaluation Team, Evaluation Manager, Reference Group

6. PAYMENT SCHEDULE

Unless the proposers propose an alternative payment schedule, payments will be as follows:

- Approved Inception Report: 20% of the contractual amount;
- Approved initial evaluation findings report: 30% of the contractual amount;
- Approved final report: 30%; and
- Approved final presentation and other materials: 20%.

7. APPLICATION PROCESS

Each proposal will be assessed first on its technical merits and subsequently on its price. In making the final decision, UNICEF considers both technical and financial proposals. The Evaluation Team first reviews the Technical Proposals followed by review of the Financial Proposals of the technically compliant firms. The proposal obtaining the highest overall score after adding the scores for the technical and financial proposals together, that offers the best value for money, will be recommended

for award of the contract.

The Technical Proposal should include but not be limited to the following:

- a) **Request for Proposals for Services Form** (provided above).
- b) **Presentation of the Bidding Institution** or institutions if a consortium (maximum two institutions will be accepted as part of the consortium), including:
 - Name of the institution;
 - Date and country of registration/incorporation;
 - Summary of corporate structure and business areas;
 - Corporate directions and experience;
 - Location of offices or agents relevant to this proposal;
 - Number and type of employees;
 - In case of a consortium of institutions, the above listed elements shall be provided for each consortium members in addition to the signed consortium agreement; and
 - In case of a consortium, one only must be identified as the organization lead in dealing with UNICEF.
- c) **Narrative Description of the Bidding Institution's Experience and Capacity** in the following areas:
 - Evaluation of corporate social responsibility and corporate resource mobilisation;
 - Forward-looking, strategic evaluation;
 - Previous assignments in developing countries in general, and related to business sector partnerships, preferably in East Asia; and
 - Previous and current assignments using UNEG Norms and Standards for evaluation.
- d) **Relevant References** of the proposer (past and on-going assignments) in the past five years (minimum three). UNICEF may contact references persons for feedback on services provided by the proposers.
- e) **Samples or Links to Samples of Previous Relevant Work** listed as reference of the proposer (at least three), on which the proposed key personnel directly and actively contributed or authored.
- f) **Methodology**. It should minimize repeating what is stated in the ToR. There is no minimum or maximum length. If in doubt, ensure sufficient detail.
- g) **Work Plan**, which will include as a minimum requirement the following:
 - General work plan based on the one proposed in the ToR, with comments and proposed adjustments, if any; and
 - Detailed timetable by activity (it must be consistent with the general work plan and the financial proposal).
- h) **Evaluation Team**:
 - Summary presentation of proposed experts;
 - Description of support staff (number and profile of research and administrative assistants etc.);
 - Level of effort of proposed experts by activity (it must be consistent with the financial proposal); and
 - CV of each expert proposed to carry out the evaluation.

The Technical Proposal will be submitted in hard copy and electronic (PDF) format.

Please note that the duration of the assignment will be from December 2018 to March 2019, and it is foreseen that the Team Leader and the Team Member will devote roughly half of their time to the evaluation. The presence of a conflict of interest of any kind (e.g., having worked for or partnered with UNICEF on business sector engagement will automatically disqualify prospective candidates from consideration).

The Financial Proposal should include but not be limited to the following:

Bidders are expected to submit a lump sum financial proposal to complete the entire assignment based on the different sample sizes (as per instruction given under Section 15 below). In order to arrive at the lump-sum offer for a given sample size, the firm may work out the budget detail as below:

- a) **Resource Costs:** Daily rate multiplied by number of days of the experts involved in the evaluation.
- b) **Conference or Workshop Costs (if any):** Indicate nature and breakdown if possible.
- c) **Travel Costs:** All travel costs should be included as a lump sum fixed cost. For all travel costs, UNICEF will pay as per the lump sum fixed costs provided in the proposal. A breakdown of the lump sum travel costs should be provided in the financial proposal.
- d) **Any Other Costs (if any):** Indicate nature and breakdown.
- e) **Recent Financial Audit Report:** Report should have been carried out in the past 2 years and be certified by a reputable audit organization.

Bidders are required to estimate travel costs in the Financial Proposal. Please note that: i) travel costs shall be calculated based on economy class fare regardless of the length of travel; and ii) costs for accommodation, meals and incidentals.

The financial proposal must be fully separated from the Technical Proposal. The financial proposal will be submitted in hard copy and electronic (PDF) format. Costs will be formulated in US\$ and free of all taxes.

8. EVALUATION WEIGHING CRITERIA

The proposals will be evaluated against the two elements: technical and financial. The ratio between the technical and financial criteria depends on the relative importance of one component to the other. Cumulative Analysis will be used to evaluate and award proposals. The evaluation criteria associated with this ToR is split between technical and financial as follows:

- Weightage for Technical Proposal = 70%
- Weightage for Financial Proposal = 30%
- Total Score = 100%

a. Technical Proposal:

The Technical Proposal should address all aspects and criteria outlined in this Request for Proposal.

Table 2: Evaluation of Technical Proposal

The Technical Proposals will be evaluated against the following:		
REF	CATEGORY	POINTS
1	Overall response: <ul style="list-style-type: none">• Completeness of response• Overall concord between RFPS requirements and proposal	2 3
2	Company/key personnel/individual Consultant: <ul style="list-style-type: none">• Range and depth of experience with similar projects• Samples of previous work• References• Key personnel: relevant experience and qualifications of the proposed team for the assignment	8 5 5 14
3	Proposed methodology and approach: <ul style="list-style-type: none">• Detailed proposal with main tasks, including sound methodology to achieve key outputs• Proposal presents a realistic implementation timeline	20 13
Total Technical		70

Only proposals which receive a minimum of 60 points will be considered further.

b. Financial Proposal

The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component.

All other price proposals will receive points in inverse proportion to the lowest price, e.g.,

$$\text{Score for price proposal X} = \frac{\text{Max. score for price proposal} * \text{Price of lowest priced proposal}}{\text{Price of proposal X}}$$

ANNEX C

A. ESTIMATED BUDGET

The total cost of the contract should be inclusive of personnel costs, evaluation costs and overheads, as follows:

	Cost Category	Cost Description	USD\$
1	Personnel Costs		
1.1	(1) Team Leader	Fees for 60 days	
1.2	(1) Team Member	Fees for 30 days	
2	Evaluation Costs		
2.1	Transportation (incl. in-country travel)	Lump sum	
2.2	DSA	Lump sum	
2.3	Translation	Lump sum	
2.4	Editing and Production of Audio Materials	Lump sum	
TOTAL			