REQUEST FOR PROPOSAL

UNITED NATIONS CHILDREN’S FUND (UNICEF) seeks to engage one or more Institutions that would be interested in providing clear independent Impact Evaluation of UNICEF Nigeria training investments over the years.

Technical and Financial proposals should be forwarded to UNICEF Nigeria supply section mail box ngrsupply@unicef.org and hard copies in sealed envelopes and should be dropped in the bid box placed in the reception room at the entrance hall of UNICEF, or be sent through courier service.

Address to: Supply Manager, UNICEF, Old CBN Building, Area 11, Garki, Abuja, Nigeria.

IMPORTANT – ESSENTIAL INFORMATION

The reference RFP - 2016/PME/9125360 must be shown on your offer.

The proposal form must be used when replying to this invitation. Failure to submit your bid in the attached proposal form, or failure to complete the details as requested, will result in invalidation.

Offers MUST be received on or before 14:00hours Nigeria local time on 10th June, 2016 and will be publicly opened at 14:30hours Nigeria local time same day. Proposals received after the stipulated date and time will be invalidated.

Please visit our website www.unicef.org and download our supplier profile form (SPF) and fill same with necessary information to evaluate you.

This request for proposal is approved by:

Michael Zanardi
Chief, Supply & Logistics Section
1. Background

UNICEF is the agency of the United Nations mandated to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential. Guided by the Convention on the Rights of the Child UNICEF strives to establish children's rights as international standards of behavior towards children. UNICEF's role is to mobilize political will and material resources to help countries ensure a "first call for children". UNICEF is committed to ensuring special protection for the most disadvantaged children.

Capacity development is key to the achievement of national development strategies and the Sustainable Development Goals. The United Nations General Assembly, in QCPR resolution (67/226), reaffirmed the importance of capacity development as being essential for the achievement of internationally agreed development goals. Capacity is defined by the OECD DAC as the ability of people, organizations and society as a whole to manage their affairs successfully; and capacity development is understood as the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time.

UNICEF's recognizes Capacity Development (CD) an important component of achieving results for children and are geared toward realization of children’s rights. As part of the UNICEF global strategic mission, it ensures that capacities of individuals and institutions are builds by gaining new skills, knowledge and expertise. In sync with this mission, UNICEF has developed individual and institutional capacities for thousands of individuals and many institutions across the globe and in Nigeria as well over each country programme period durations. Over the years UNICEF Nigeria has invested heavily in, consequently evaluating the past efforts over a long period of time is critical for organizational learning and to new and innovative ways to improve. Consequently, it is critical to gain a better understanding of the factors contributing to successful initiative.

Capacity Development is a major strategy promoted as part of the 2014-17 strategic plan. More than 6 out of 7 outputs explicitly refers to capacity development. See text box 1. Capacity development at individual, organizational and institutional levels has always been one of the main UNICEF implementation strategies.

Support to individual and community capacity development is often provided through trainings which is a cross-cutting strategy that is expected to transfer skills and for target to gain new knowledge that will promote positive social norms and behaviors, including demand for services by the right holders from duty-bearers.

To strengthen the capacity of Nigerian governments at all levels, UNICEF Nigeria focuses on training and technical assistance to reform government institutions and improve service provision; by for example, strengthening supply chain management; piloting models for scaling up, using Federal, States and Local Government systems.

1 PPP Manual
This evaluation, will focus on a key component of CD which is training.

**Key Concepts:**

- **Capacity:** refers to the numbers of people (staff) and resources within an organization for performance of specific functions, as well as the capability and ability of the staff and resources to perform those functions.
- **Competency:** A cluster of related knowledge, skills, abilities and other personal characteristics working together to produce outstanding performance in a given area of responsibility (e.g., planning and organizing). A competency affects a major part of one's job (or programme) and can be measured against well-accepted standards and can be improved through training and development.3
- **Content:** Subject matter to be covered during a training process.
- **Governmental partner:** The government counterpart engaged in training activity.
- **Participants:** An individual or group of individuals participating in capability development learning processes.
- **Skills:** Proficiency, facility, or dexterity that is acquired or developed through training or experience4.
- **Training:** “To make proficient with specialized instruction and practice5.”

**Training with UNICEF Nigeria.**

The overall goal for UNICEF Nigeria is to support its counterparts and partners in developing capacities to lead, manage, achieve and account for their development priorities. Over the years, UNICEF Nigeria has developed individual and institutional capacities of many institutions in Nigeria.

In Nigeria context, most of the 42 outputs, have explicit capacity building activities planned for. While capacity is wider than just training, and may include the development of Policies (institutional capacity) or national guidelines (organizational capacity), there are a lot of effort that is invest in training of staff and partners.

UNICEF Nigeria has invested heavily in developing individual and institutional capacities with more investment in training, consequently evaluating the past efforts is critical for accountability and to identify learning opportunities and ensure that we get value for money for the support provided. The approach to the way training are delivered is a mixed approach of internal and external delivery; these trainings are usually delivered face to face by staff within UNICEF Nigeria, or contracted facilitators outside of UNICEF. Depending on the programme focus and availability of resources, UNICEF has also supported or enabled the

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3 SHRM website
4 American Heritage Online Dictionary definition for “Skill”
5 American Heritage Online Dictionary definition for “Training”
participation of government and non-governmental counterparts and partners in these training workshops both within Nigeria and outside Nigeria.

Capacity development is one of the five key principles for UN country programming, for which UNICEF is fully integrated to. The eight capacity components are: human resources; public sector accountability; access to information, development knowledge and technology; inclusion, participation, equity and empowerment; financial resources; material resources; environmental resources; and external/international relations.

“Capacity” is understood here as the ability of people, organizations and society as a whole to manage their affairs successfully. As key component of capacity building is usually delivered through trainings in UNICEF Nigeria and are targeted to develop individuals, institutions and to provide enabling environment.

**UNICEF Nigeria capacity development has 3 dimensions**

**Individual level**
Here the focus is on building individual capacities of Individual capacities in specific areas of expertise in a particular sector. It is aimed at strengthening the competencies of managers, traditional leaders, planners and decision-makers at all levels. If skills, attitudes and beliefs influence the practices and decisions of parents/guardians, service-providers, community leaders, planners and policymakers then achievement of sustained improvements in the lives of children, including the poorest and most vulnerable is expected.

**Organizational, institutional and community level**
UNICEF Nigeria programmes have engaged civil society organizations (CSO) and government institutions in relevant trainings over the year. It is expected that, the capacity and role of these organizations are often an important factor in addressing disparities and making sustained progress towards achieving the SDGs. The quality and inclusiveness of community level activities influence whether disadvantaged children can access social services and be protected, thereby increasing their opportunities to survive and develop their own capacities.

**Enabling environment**
The policy framework, allocation of public resources and societal norms, is crucial to achieving progress in development. Broadening the level of participation of stakeholders in planning and policymaking helps ensure that a system is responsive to the needs of the most vulnerable and disadvantaged members of society and that it safeguards their rights (adapted from ‘A Collective Approach to Capacity Development’, UNDG, 2009). Consequently, relevant trainings for policy and decision makers is paramount for the achieving UNICEF Nigeria results for children.

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8 PPP Manuel 2012, page 84
For the current UNICEF Nigeria 2014-17 Country Program, capacity development (related to individual, organizational, enabling environment) is a key cross sectoral strategy that is embedded all its four interlinked strategies aimed at reducing disparities.

The trainings conducted by UNICEF in Nigeria are targeted toward achieving the following:

1. Generating and managing knowledge to support evidence-informed advocacy to influence formulation of child-sensitive national and state policies and investment in children; Expected to be achieved through that will build the following skills:
   a. Skill to Assess and Analyse: through generation of national knowledge on the situation of children and women, through trainings and support for assessment, analysis, research.
   b. Skill to Plan and utilized evidence: UNICEF Nigeria provides technical supports the preparation of laws, policies, child-friendly budgets, Sector-wide approach, Sectoral plans within the MDAs. This support includes capacity development through activities training in work planning, or monitoring and evaluation.

2. Improving use of and demand for quality services and adoption of safe and protective practices in families and communities, including through strengthened capacity for community monitoring and actions to promote the resilience of individuals, families, communities and systems; expected to be achieved through that will build the following skills:
   a. Skill to learn how to claim: UNICEF advocates Local State and Federal Government in Nigeria and develops capacity of partners to raise awareness about the situation of children, and demand for social services.

3. Developing technical capacities at state and LGA levels to coordinate the delivery of quality social services; Expected to be achieved through that will build the following skills:
   a. Skill to implement and follow up: Most of UNICEF’s Nigeria programme support is directed towards the strengthening the skills of duty bearers especially at the State Level. These include development of technical skills of duty bearers, institutions, CSOs, and communities.

4. Improving use of and demand for quality services and adoption of safe and protective practices in families and communities, including through strengthened capacity for community monitoring and actions to promote the resilience of individuals, families, communities and systems. Expected to be achieved through that will build the following skills;

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9 UNICEF Nigeria Country Programme Document (CPD 2014-17)
a. Skill to implement and follow up: Most of UNICEF Nigeria’s programme support is directed towards the strengthening the capacities of duty bearers. These include development of technical skills of duty bearers, institutions, CSOs, and communities.

b. Skill to learn how to claim: UNICEF advocates Local State and Federal Government in Nigeria and develops capacity of partners to raise awareness about the situation of children, and demand for social services.

In 2015, UNICEF support was provided in strengthening education management information system (EMIS) in eight states including through training of 42 officers on EMIS software/database administration and management as part of UNICEF support to improve the quality and reliability of EMIS data. In 2014, UNICEF supported building the capacity of School and Center Based Management Committees (SBMC) to better perform their roles and responsibilities including school development planning, financial management and school performance monitoring. To date, 1,650 SBMC have been trained. The communities are now responding to irregularities. The Effectiveness Monitoring criteria found that 73 per cent of trained SBMCs met the criteria of effectiveness in providing oversight to school management and were implementing activities in support of girls’ education.

With UNICEF support, 2,000 health care workers were trained in the provision of maternal new-born and child health services. 35 health training institutions in 13 States were identified as focal centres for training of pre and in-service personnel. UNICEF built capacity of 14,000 frontline workers on interpersonal communication with a focus on key family practices. This included voluntary community mobilizers and religious leaders.

With UNICEF support, nine states formed a Child Protection Systems Strengthening Learning Group to develop a model child protection system, including regulations, standards, and training packages to enhance system effectiveness. Training was delivered to 30 lawyers on child-centred and child-friendly legal services with a view to reducing pre-trial detention time and enhancing the treatment of children in detention. 112 social welfare officers and 73 community case workers were trained in case management of unaccompanied, separated and other vulnerable children at risk of abuse and exploitation. 132 members were trained to support the Monitoring and Reporting Mechanism.

In 2014, a Community Based Water Quality surveillance system was put in place through the development of water safety plans in rural communities across 19 project LGAs in 7 States. A total of 4,813 Water, Sanitation and Hygiene Committees (WASHCOMs) were established and 62,201 WASHCOM members (40,710 males and 21,491 females) were trained for effective management of WASH facilities and proper record keeping at community level across project LGAs of Delta, Cross River, Akwa Ibom, Bayelsa, Rivers, Benue, Osun, Sokoto, Katsina, Bauchi, Kano, Jigawa, Yobe, Ogun and Kogi States. An expanded guideline for training and WASHCOMs was developed to harmonize and guide processes for formation and training of WASHCOMs.

2. Purpose, scope and objectives

There is increasing demand from government and civil society to support in building capacity with particular focus on skills transfer through trainings. Training initiatives for capacity strengthening has been encouraged in Nigeria, sometimes new trainings and other times built on past trainings. In this context, UNICEF Nigeria Country Program has an important Capacity Building Component that come across all the Program components. Indeed, most of the programmes provide support for capacity development at individual, institutional and government level, these mainly are training activities. Given the importance and efforts of investment made in capacity development efforts, it is important to find out the extent to which these trainings have been relevant, effective, efficient and sustainable in implementing the Country program and also to identify what are the lessons that can be learned in implementing them in Nigeria.
Consequently, evaluating UNICEF Nigeria’s past training effort will not only have a learning and accountability benefit but will guide CD strategy for the next country programme in Nigeria. The purpose of the consultancy is to evaluate the impact CD efforts provided within the context of the implementation for Nigeria Country Programme 2014-17. Mostly, the evaluation is intended to determine how relevant, effective, results achieved and how sustainable are UNICEF Nigeria supported CD efforts at the individual level (training) in the realization of children rights in Nigeria. The consultancy is expected to review the quality, organization and effectiveness of the past and current training methods, processes, content, and mode of delivery, and follow-up support (after the trainings) of UNICEF Nigeria training activities. So the purpose is both for accountability and learning.

In addition, the consultancy is expected to document best Practices and lessons that could be drawn from or taken to further develop the country programme CD strategies. Furthermore, to identify the barriers or bottlenecks hindering the application or utilization of CD.

The Country Programme has been developed on the premise that:

- Provision of training will strengthen effectiveness of individuals and organisations and improve services being provided for the target groups. Lack of technical capacity is a significant constraint on service providers and that to provide technical advisory services and strengthen management of processes and organizations will improve the quality of policies and delivery processes which are important to success of the programmes
- Absence of relevant knowledge among key actors is a significant constraint and therefore it is important to support organizations and institutions through the creation and management of relevant knowledge.
- Positive child welfare outcomes will result if certain child-rights actors are better informed and therefore it is important to make credible and relevant information available for child rights-related actors, to give them more influence on policy, resources and services.
- Advocacy activities by external actors will lead to changed behaviour by key actors and therefore it important to promote values and behaviour, which are supportive of the rights of children amongst relevant stakeholders, and to discourage values and behaviour which are detrimental to those rights.
- Progress toward the Outcomes/Outputs is likely to be advanced by better cooperation/ coordination amongst stakeholders – and that UNICEF is well placed to play the facilitator role.
- External funds and materials will enable the organizations/institutions to improve services and therefore is necessary build capacity in areas where shortfalls are critical to programme success.
- External support for selected child rights actors will result in better outcomes for children. It is therefore important to empower and enable actors with an interest in the rights of children to have a stronger voice

Scope
Temporal scope: Period: January 2014 - May 2016. The evaluation will examine the relevance, effectiveness, impact, and sustainability of capacity development efforts.

Geographical scope
Nigeria at Federal and State level. Specificity of the State will be informed by the evaluability assessment.

Sectors considered:
Health;
Nutrition;
Education;
Child Protection;
WASH.
3. Decisions and users:
The results of the evaluation will inform preparation of the next Country programme and guide section chief in further implementing their respective Programme Components when using capacity development as a strategy both during the last year of the 2014 – 2017 Country programme implementation and in preparation for the next Country programme. The Country Management Team is also a key user of this evaluation along with West and Central Africa Regional Office team that technically supports implementation of the country programmes in the region. Finally but not lastly, the government of Nigeria will also benefit from the evaluation result as it will inform how effective, relevant and sustainable the support provided is and identify lessons learned for the future.

Nigerian Government partners, led by the Federal Ministry of Budget and National Planning (MBNP), are among the key users of the evaluation findings. Given that UNICEF supports government plans, the evaluation findings will inform their plans and budget allocation decisions. Given the central role played by the MBNP, and the Monitoring and Evaluation Division, the ownership of the Evaluation findings is key. The MBNP will take into account the observations and findings to inform the National Plans and Budget for 2017, which usually happen during the last Quarter of the year.10

4. Objectives of the evaluation

- Main objective: To provide UNICEF Nigeria and its managers with a clear independent assessment of UNICEF Nigeria training investments over the years.

Specifically, the evaluation objectives are to determine the:

- Relevance of capacity development strategies at the individual level (training) with respect of Nigeria Development context;
- Effectiveness of UNICEF Nigeria capacity development strategies at the individual level (training);
- Sustainability of UNICEF Nigeria’s capacity development strategies at the individual level (training).
- To strengthen UNICEF Nigeria capacity development strategy with clear recommendation on how improve future trainings and its implementation.
- To provide information on the quality of trainings provided by UNICEF; Content, delivery, timeliness, felt need etc.
- To contribute to knowledge management and organizational learning, by providing the evidence to support best practices on trainings.

Evaluation Questions

More specifically the following evaluation questions are proposed based on the evaluation objectives:
The evaluation will examine how each of the training components have been covered.

Evaluability Assessment11:
According to OECD DAC, an evaluability assessment is: “The extent to which an activity or project can be evaluated in a reliable and credible fashion”. The purpose of the Evaluability Assessment is thus threefold:

- To ensure that the embedded Theory of Change (ToC) of trainings within each Program Component ToC is consistent with existing evidences, and is sound;

10 Based on the 2016 Budget Call for Circular 2016 – Federal Government of Nigeria
11 The contractors should be further guided by the following guidance on Evaluability Assessment:
• To explore the availability of existing performance management system and data as they relate to individual capacity development efforts;
• Finally to explore conduciveness of the program context as they relate to individual capacity development supporting activities, and ensure that stakeholders, are aware and interested in an evaluation.
• Is the design of the training strategies appropriate?

The evaluability assessment observations and conclusions, shall inform the evaluation focus by either suggesting additional sub questions or modifying existing one, should the EA recommend to go forward with an evaluation. Depending on EA recommendations, the following criteria and corresponding Evaluation questions shall focus the Evaluation study as follow:

Impact:
• Are the long-term impact and outcomes clearly identified and are the proposed steps towards achieving these clearly defined and meet standards for Results-Based Management?
• Efficiency
  o How much for training cost per unit per type training?
  o Where trainings conducted in the most cost effective way?
  o To what extent have the investments in training led to achieving results for children?
  o To what extent do partners contribute to training cost?

Relevance:
• To what extent does the trainings activities respond to Nigeria National and sub national capacity gaps?
• Are theories of change of the sectoral trainings efforts available, sound and consistent with gaps to be addressed?
  o Were capacity gaps identified and assessed and training strategies developed with ongoing monitoring?
• Were the five key steps in integrating capacities( trainings) into the planning process followed?
  o Were partners and communities engaged to build consensus and promote national and local ownership?
  o Were partners and communities jointly assessed for capacity (training) gaps?
  o Were partners and communities jointly designed training strategies?
  o Did UNICEF support the implementation of capacity development interventions as planned?
  o How capacity development efforts provided were evaluated or assessed?
• To what extent was the analysis of the individual, Institutional and Enabling level capacity gaps based on the immediate, underlying and basic causes of the training gaps?
• To what extent, capacity need assessment was undertaken to inform the design of capacity building?
• The extent to which capacity components as defined by UNDG (human resources; public sector accountability; access to information, development knowledge and technology; inclusion, participation, equity and empowerment; financial resources; material resources; environmental resources; and external/international relations have been covered in the individual trainings) were incorporated in the trainings, as relevant.

Effectiveness:
• To what extent were the trainings efforts and strategies effective?
  o To what extent does the country program ensure that support for strengthening individual capacities was given at significant scale?
  o To assess to which extent the training approaches/activities contributed effectively to capacity development?
  o Were objectives of trainings and expected results achieved?
What may have been the barriers and bottle neck that impeded the achievement of results?

- Were objectives of capacity building and expected results achieved? And Why?
  - Were they addressing the training needs comprehensively and holistically?
  - To what extent was the training effective, with respect to the four level of Kirkpatrick model?

**Sustainability**

- What mechanisms were set up to foster sustainable capacity development?
- To what extent does the individual capacity development efforts generate results that are sustainable?
- What are the results of trainings supporting activities at the behavioral and organisational level (3 and 4).
- Was there a favourable political support for the capacity development agenda and programme to be sustained?
- Was there a long-term budget to support training efforts and strategies?
5. **Source of information**

The evaluation team streamline the methodologies around these main approaches:

a. Review of existing documents; for example and not limited to Nigeria CPD 2014-17; Rolling work plans annual report (annexes to this RFP) Federal and State level; NCO annual Reports 2014/15; donors reports and; any other document as directed by evaluability assessment.

b. Assess design, monitoring and TOC for trainings (evaluability assessment as put in the document);

c. Analysis of existing monitoring data; qualitative and quantitative surveys of institutions, individuals that benefited from capacity development; and, triangulation of information

d. Evaluation team is encouraged to propose innovative approaches to evaluating training.
6. Methodology and approaches

Given the evaluation scope which is formative and focuses mainly on individual capacity development activities (i.e. trainings) provided and/or supported by UNICEF, the approach should be holistic and should address the evaluation questions using appropriate mix of quantitative and qualitative methodology. For the effectiveness questions, the proposed approach by the bidders should consider the Kirkpatrick model\textsuperscript{12} or propose an evaluation design\textsuperscript{13} that will allow to attribute with a high level of confidence the results of the training and deal with counterfactuals to determine the net results of the trainings. If possible during the data collection phase and scope in an ongoing capacity development activity with the objective of establishing a pre-post with control. If not possible, the proposal should explore how the Evaluation team would reconstruct the baseline and/or explore alternative strategies as need be.

If attribution is not possible, the bidders must explain why they can’t achieve this and what alternative approach would they propose to address the effectiveness. For instance, should the bidder decide to propose contribution analysis\textsuperscript{14}, Most Significant Change\textsuperscript{15} or any other alternative approaches, a detailed explanation on how the proposed evaluation methodology and approach will address quality expectations as expressed in the RFP

including triangulation\textsuperscript{16} and quality assurance.

Evaluation team roles/responsibilities and qualifications:

The evaluation team should be composed of a team leader international or national and a team of national evaluators to assist him/her. The team leader will be responsible for the overall oversight of individual capacity development evaluation and quality issues while the team of evaluator shall assist the team leader in carrying out the assignment, including but not limited to facilitating logistics, meetings, interviews with stakeholders and identifying/accessing relevant data sources. Based on detailed roles and responsibilities, as will be mutually agreed and approved by the approving authority, detailed responsibilities of both parties will be further elucidated once selection is made.

The proposal should demonstrate a team composition with a solid and relevant experience in both capacity development evaluation as they relate to UNICEF relevant sectors.

Roles/responsibilities- Team leader (international or national) /National consultants

- 8-10 years of experience in evaluation at the national and international level. (team leader)
- 5-7 years of experience in designing and / or performing data collection as part of evaluation and assessment; (National consultants)
- Experience in an international environment; previous experience of working in West African Countries an asset. (Team leader)
- Fundamental knowledge and verifiable experience in evaluating capacity development activities and developing related methodologies. (Team leader/National consultants)
- Excellent analytical and report writing skills. (Team leader/National consultants)
- Excellent data collection and analysis skills. (Team leader/National consultants)
- Extensive knowledge of, and experience in quality assurance, applying, qualitative and quantitative methods and in a wide range of research, studies, documentation and evaluation approaches; (Team leader)
- Familiarity with UNICEF’s mission and mandate an asset. (Team leader)
- Prior experience in working with multilateral agencies, an asset. (Team leader/National consultants)
- Knowledge of UN role and UN programming at the country level, particularly UNDAF and familiarity and knowledge in the UNDAF Programming Principles particularly capacity development\textsuperscript{17} (Team leader/national consultants) an asset
Four type of triangulation are generally considered:

1. Data triangulation, which entails gathering data through several sampling strategies, so that slices of data at different times and social situations, as well as on a variety of people, are gathered.
2. Investigator triangulation, which refers to the use of more than one researcher in the field to gather and interpret data.
3. Theoretical triangulation, which refers to the use of more than one theoretical position in interpreting data.
6. **Major Tasks to be accomplished (but not limited to):**
   - To undertake an evaluability assessment of the training efforts of UNICEF Nigeria;
   - Undertake a comprehensive desk review of the training efforts;
   - To refine the theory of change and scope of the intervention of the training efforts, and ensure it is logic, and robust;
   - Develop an inception report containing a detailed evaluation plan, evaluation design that address the specific evaluation questions, relevant indicators, data collection methods and present in a way that meet the quality expectations for approval by (UNICEF);
   - Consult and work with stakeholders at the National, State, LGA and Ward levels through all available means (email, teleconference, in-person meetings, etc) to gather primary information/data and corroborate other information provided by stakeholders at other levels;
   - Periodically review the evaluation plan and provide updates to ensure timely and transparent delivery.
   - In good time, inform UNICEF of any significant modifications to the intervention/project that could affect the evaluation and any difficulties that may arise in implementing the approved evaluation design;
   - Provide at least one progress report and prepare the evaluation report described in the agreed deliverables.
   - Undertake any reasonable task associated with the evaluation within the period of engagement.

7. **End Product: (e.g. final report, article, document etc.)**

   1. An Evaluability Assessment report.
   2. An inception report, detailing the evaluation design and detailed work plan and cost.
   3. Periodic updates and a final Evaluation Report, which should include;
      - Executive summary;
      - Methodology: description of sampling and evaluation methodology used, assessment of methodology and its limitation, data collection instruments, and data processing (analysis methodology, and quality assurance)
      - Findings;
      - Conclusions;
      - Recommendations;
      - Lessons learned;
      - Annexes: List of indicators, questionnaires, and if survey, table of sample size and sample site as appropriate
   4. The final reports should be provided in both hard copy and electronic version in English in the required UNICEF format, respecting UNICEF Style Book (2014).
   5. Completed data sets (filled out questionnaires, records of individual interviews and focus group discussion, etc.)
   6. The final evaluation report will be required to follow “UNICEF Evaluation Report Standards” and UNICEF Evaluation Technical Notes and be aligned with UNEG [Standards](#) and [Norms](#).
8. Quality expectations

It is important that bidders/vendors understand the quality expectations of the evaluation services they intend to provide, so quality is managed from the early stage of the evaluation, at the RFP stage. Quality is understood as intended use of the evaluation findings and recommendations. Evaluation process and deliverables should follow the one established in the UNEG Standards and Norms.

The evaluation design and inception report should provide satisfactory answer to the following:

- Is the purpose of the evaluation clear, and has it been agreed among key stakeholders?
- Has the approach been designed according to the purpose and users’ needs and interests?
- Will the design and methods provide sufficient evidence to answer the evaluation questions?
- Are appropriate mechanisms in place to ensure that threats to the independence of the evaluation are dealt with?
- Are they quality assurance mechanisms triangulation\(^\text{18}\) processes that ensure that evidences generated are clear, and validated.
- For attribution, are counterfactual appropriately measured and dealt with? For contribution analysis, is the refined theory of change robust, supported by documented evidences on the changes pathways?

It is expected that the evaluation design will deal with the four dimensions of quality of impact evaluation should the bidder intend to propose a design that address attribution. The proposal should thus demonstrate how it will successfully address the following:

1. Statistical conclusion validity;
2. Construct validity;
3. External and Internal validity.

Should the bidders believe that attribution is not possible or desirable, they should propose an alternative approach detailing how the proposed approach will address the evaluation questions and how quality will be assess and understood in this context?

9. Stakeholder Participation and Specific Responsibilities

The evaluation will be steered by the NCO IMEP committee composed of the relevant section providing Individual level capacity development interventions to government at all level. The committee or its chair will

- Review and approve the RFP, and the proposals bid against; and /or
- Review and approve key deliverables of the evaluation, including the inception report, evaluation plan and final reports.
- Review plans for the data collection, instruments and tools as required and if needed.
- Provide timely feedback on draft reports, including comments from peer reviewers to the service provider or through any appropriate means as mutually agreed.
- Approval of the final report based on the fulfilment of quality standards/criteria agreed the inception report.
- Recommend approval/rejection of specific recommendations emerging from the report, and provide management response.
- Develop minutes of the meeting including all relevant decisions
- Develop dissemination and use plan (management response) from the recommendations of the evaluation

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\(^{18}\)There are 4 types of triangulation: 1- Data triangulation, which entails gathering data through several sampling
10. **Accountabilities**

i. **Field Offices**

UNICEF field office with the primary responsibility for identifying training activities and participants and supporting the evaluation team in conducting related evaluation activities and identifying sources of data as need be.

ii. **UNICEF, Nigeria Country Office (NCO):**

The NCO IMEP committee will oversee the evaluation process, while the Chif of M&E will manage the day to day evaluation process. The key deliverables will be reviewed and endorsed by the IMEP committee. The IMEP committee will be holding at least two meetings (inception and report) in Abuja (or as advised), and virtually as need be for steering the evaluation.

iii. **West and Central Africa Regional Office (WCARO)**

WCARO will also be invited to comment and review the key deliverables.

iv. **Peer reviewers**

UNICEF, as part of its quality assurance process, will ensure that the TOR and deliverables are peer reviewed by an independent and contracted evaluators using LTA arrangement. The budget will factor in this in the quality assurance process.

11. **Risks and Risk Mitigation**

It is impossible to predict all the problems and risks that might arise. Those that are considered most likely to appear are the following:

a) Perceptions that the evaluation is threatening the support provided both financially and technical.

**Mitigation strategy**: Having a steering committee that manage the evaluation and own the findings; An effort will be made from the beginning to communicate the evaluation’s objectives, purpose and scope, and to highlight the need to improve and scale up.

b) Availability of data and information on the individual capacity development activities, such as name and contact details of participants, and access to good quality documentations about the individual development capacity supporting activities at national and sub national level.

**Mitigation strategy**: An evaluability assessment have been planned as part of the integrated evaluation approach. The EA is design to deal with such risk and early identify sources of data and availability and access to the information and ensure that the success conditions are in place; should such conditions not being in place the EA should inform the Project authority about the appropriateness of pursuing or not the evaluation.

12. **Ethical Considerations:**
The Evaluation will follow Government of Nigeria and UNICEF guidelines on the ethical participation of children. In addition, all participants in the study will be fully informed about the nature and purpose of the research and their requested involvement. Only participants who have given their written or verbal consent (documented) will be included in the research. Specific mechanisms for feeding back results of the evaluation to stakeholders will be included in the elaborated methodology.

All the documents, including data collection, entry and analysis tools, and all the data developed or collected for this study/consultancy are the intellectual property of the government of Nigeria and the UNICEF. The Evaluation team members may not publish or disseminate the Evaluation Report, data collection tools, collected data or any other documents produced from this consultancy without the express permission of, and acknowledgement of GoN and UNICEF.

The evaluation is subject to high level of compliance ERIC (Ethical research Involving Children (http://childethics.com/)) and Ethic research has applicable in Nigeria.

### 13. Procedures and logistics:

The evaluator/evaluation firm will determine the logistics support required to execute the assignment. The requirements should be briefly outlined in the inception report and agreed to by the approving authority for inclusion in entitlements payable.

UNICEF and partners will provide the background information and any other relevant documentation required for the consultancy.

### 14. Deliverables and timetable

1. An Evaluability Assessment report.
2. An inception report, detailing the evaluation design and detailed work plan and cost.
3. Periodic updates and a draft and a final Evaluation Report, which should include
   a. Executive summary
   b. Methodology: description of sampling and evaluation methodology used, assessment of methodology and its limitation, data collection instruments, and data processing (analysis methodology, and quality assurance)
   c. Findings;
   d. Conclusions;
   e. Recommendations;
   f. Lessons learned;
   g. Annexes: List of indictors, questionnaires, and if survey, table of sample size and sample site as appropriate
4. The report should be provided in both hard copy and electronic version in English in the required UNICEF format.
5. Completed data sets (filled out questionnaires, records of individual interviews and focus group discussion, etc.)
6. The evaluation report will be required to follow and will be rated in accordance with “UNICEF Evaluation Report Standards”

---

19 See annexe 1.
20 Which are aligned with UNEG Standards and Norms
<table>
<thead>
<tr>
<th>Weeks</th>
<th>Description of activities</th>
<th>Expected Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Preparation phase</strong></td>
<td></td>
</tr>
<tr>
<td>1-2</td>
<td>Development of Terms of Reference</td>
<td>May to June 2016</td>
</tr>
<tr>
<td>3-9</td>
<td>Recruitment of the Evaluation Team (RFP, selection, procurement, contracting)</td>
<td>6 weeks</td>
</tr>
<tr>
<td></td>
<td><strong>Inception phase</strong></td>
<td>July 2016</td>
</tr>
<tr>
<td>9-11</td>
<td>Inception mission and evaluability assessment</td>
<td>3 weeks</td>
</tr>
<tr>
<td>11-12</td>
<td>Inception report the results of evaluability assessment and proposed approaches and methods</td>
<td>2 weeks</td>
</tr>
<tr>
<td>13</td>
<td>Review of the study plan, protocol, analytical framework and indicators by steering committee</td>
<td>1 week</td>
</tr>
<tr>
<td>14</td>
<td>Feedback and revision; acceptance of the inception report</td>
<td>1 week</td>
</tr>
<tr>
<td></td>
<td><strong>Data collection phase</strong></td>
<td>August 2016</td>
</tr>
<tr>
<td>15-16</td>
<td>Data collection phase: preparation (conception of household survey, pilot the survey, training of enumerators, etc.) and execution. In the field.</td>
<td>5 weeks</td>
</tr>
<tr>
<td></td>
<td><strong>Data analysis</strong></td>
<td>September 2016</td>
</tr>
<tr>
<td>17-18</td>
<td>Preparation and submission of draft report</td>
<td>3 weeks</td>
</tr>
<tr>
<td>19-20</td>
<td>UNICEF feedback on draft report</td>
<td>2 weeks</td>
</tr>
<tr>
<td>21</td>
<td>Preparation and submission of final report- September 2016</td>
<td>1 week October 2016</td>
</tr>
</tbody>
</table>

**Resource requirements:**

- Estimate the cost and prepare a detailed budget. Note the source of funds. Link the budget to the key activities or phases in the work plan. Cost estimates may cover items including:
  - Travel: international and in-country
  - Team member cost: salaries, per diem, and expenses
  - Payments for translators, interviewers, data processors, and secretarial services.
  - Training cost and printing of material if relevant

- Estimate separately any expectations in terms of time costs for:
  - Staff (before, during, after)
  - Other stakeholders, including primary stakeholders.

UNICEF 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.

All materials developed will remain the copyright of UNICEF and that UNICEF will be free to adapt and modify them in the future.
INSTRUCTION TO BIDDER

Marking and returning of proposal

SEALED PROPOSALS must be securely closed in a suitable envelope, clearly MARKED on the outside with the RFP NUMBER and despatched to arrive at the UNICEF office indicated NO LATER THAN the CLOSING TIME AND DATE. Proposals received in any other manner will be INVALIDATED.

Proposals shall be submitted in duplicate, in English, and shall be sealed in 1 outer and 2 inner envelopes and all envelopes shall indicate the bidders name and address. The outer envelope shall be addressed as follows:

UNICEF
Attn: Supply Manager
Old CBN Building, Prefab 5, Area 11, Garki, Abuja.

RFP#: RFP/9125360

DUE: 14:00 am local time on 10th June 2016

Technical Proposal
The first inner envelope shall be marked Technical Proposal and addressed in the same manner as the outer envelope.

The Bidder must provide sufficient information in the proposal to demonstrate compliance with the requirement set out in each section of this Request for Proposal.
- the Bidder General Information form and relevant supporting documentation
- the list of management and team staff and their CV’s;
- a detailed organization chart of the company including the location and staffing of existing and planned offices;
- the firm financial information
- the list projects in Hand and their financial values (at least two)
- a list of references (at least three) for the past five years with a particular emphasis on similar Consultancy Services
- the list of current litigations (if any)
- A proposed work plan and schedule of activities

Financial proposal
The 2nd inner envelope shall be marked Financial Proposal and addressed in the same manner as the outer envelope, and shall contain the following documentation:
- the detailed budget

In ADDITION, proposal in PDF ONLY should also be send to Supply Chief ONLY by the deadline at: ngrsupply@unicef.org

Time for receiving proposal
Sealed Proposals received prior to the stated closing time and date will be kept unopened. The Officer of the Bid Opening Unit will open Proposals when the specified time has arrived and no Proposal received thereafter will be considered.

UNICEF will accept no responsibility for the premature opening of a Proposal which is not properly
addressed or identified.

Modification to sealed Proposals already submitted in a sealed envelope, will be considered if received prior to the closing time and date.

**Public opening of proposal**

Bidders, or their authorized representative, may attend the public opening of the RFP at the time, date and location specified. The only envelope that will be opened at public bid opening is the Technical Proposal.

**Validity**

Proposals shall remain valid for a period of ninety (90) days from the date of closing of the Proposals.

**Changes and/or Alterations**

All requests for changes or alterations to the Request for Proposal or requests for clarifications must be submitted in writing by fax or e-mail to the UNICEF Construction Management Specialist. Information provided verbally will not be considered a fundamental change and will not alter this Request for Proposal.

Inquiries received less than three (3) working days prior to the Proposal closing date cannot be guaranteed any response. Only written inquiries will receive an answer. All inquiries and answers will be provided to all invitees in writing, regardless of the source of the inquiry.

**Subcontracting**

Bidders shall identify on their offer, any services, which may be subcontracted to another firm. A Technical Proposal as described hereafter must be submitted for all subcontractors and will be considered as being part of the bid.

**Rights of UNICEF**

UNICEF reserves the right to accept any proposal, in whole or in part; or, to reject any or all proposals. UNICEF also reserves the right to negotiate with the Bidders. UNICEF shall not be held responsible for any cost incurred by the Bidder in preparing the response to this Request for Proposal. The Bidder agrees to be bound by the decision of UNICEF as to whether her/his proposal meets the requirements stated in this Request for Proposal. UNICEF reserves the right to award the agreement to one or more contractor(s).

**Property of UNICEF**

This Request for Proposal, inquiries and answers and the Proposals are considered the property of UNICEF. All materials submitted in response to this Request shall remain with UNICEF.

**Language of Proposal**

The proposals prepared by the Bidder as well as all correspondence and documents relating to this document shall be written in the English Language. Any printed literature furnished by the Bidder written in another language will only be considered if accompanied by accurate English translation of the relevant passages for purposes of interpretation.
Proprietary Information

Information, which the Bidder considers proprietary, must be marked clearly "proprietary" next to the relevant part of the text, and UNICEF will then treat such information accordingly.

Evaluation of proposal

Following closure of the RFP, proposals will be evaluated by a UNICEF evaluation team to assess their merits. The evaluation will be restricted to the contents of the Proposals and the reference checks.

First, the Technical Proposals will be evaluated. The Technical Proposal was allocated a total possible value of 70 points. Technical Proposals receiving 40 points or higher, will be considered technically responsive and the Price Proposal will be opened. Proposals which are considered not technically compliant and non-responsive, will not be given further consideration.

Second the Financial Proposal will be evaluated. The total number of points allocated for the Financial Proposal is 30. The maximum number of points will be allocated to the lowest price proposal that is opened and compared among those bidders which obtain the threshold points in the evaluation of the Technical Proposals. All other Price Proposals shall receive points in inverse proportion to the lowest price.

UNICEF will not be held responsible for any duties, taxes or other levies including Value Added Tax for which the Firm may be liable in the course of the contract. UNICEF is exempted from all duties, taxes, or other levies must not be included in the fees as shown in the Financial Proposal.

The cost of all items in the Financial Proposal shall be calculated and shown in Nigerian Naira.

Criteria for Evaluation of Proposals:

Table 1: identification of team members

<table>
<thead>
<tr>
<th>Evaluation Criteria 1</th>
<th>Bidder’s Response (Specify Below- “Meets Requirement” or “Does Not Meet Requirement”)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Bidder must identify all proposed senior team members resources by name.</td>
<td>MEETS □</td>
</tr>
<tr>
<td>Bidders must also identify number of proposed team members, their role and location</td>
<td></td>
</tr>
<tr>
<td>For each proposed senior team member the bidder must include, within the proposal, a</td>
<td>MEETS □</td>
</tr>
<tr>
<td>detailed Curriculum Vitae (CV):</td>
<td></td>
</tr>
<tr>
<td>The CV shall be up-to-date and shall be submitted as an Appendix in alphabetical name</td>
<td></td>
</tr>
<tr>
<td>sequence.</td>
<td></td>
</tr>
</tbody>
</table>
SCORING METHODOLOGY

Responses will be rated in accordance with the criteria described in the following tables. The rated criteria address 2 general areas:

1) Experience and qualifications of senior evaluation members/team members
2) Proposed approach and methodology

Criteria 2: Experience and qualifications of senior evaluation members/team members, by submitting relevant evaluation project report (two maximum)

Table 2: Experience and qualifications of proposed team

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Experience and qualifications of senior evaluation members/team members</td>
<td>The Bidder should provide a description of the team that is being proposed to undertake the evaluation. It is anticipated that the proposed team will comprise two categories of personnel – senior members (national or international) who will be responsible for the design, management, analysis, and reporting of the evaluation and Junior (national) members who will assist in the areas of research and/or field work (e.g. conducting interviews, data entry). National members are encouraged to develop the country capacity; as long as it does not compromise quality. The description should provide the following information for each senior team member: Name, Position (in the firm if employee, or associate), Proposed role &amp; responsibility on this project, The Bidder’s description of the team should also include the roles, responsibilities and number of junior members.</td>
</tr>
</tbody>
</table>

Table 2.1: Experience and qualifications of the proposed team based on two (max) previous evaluation project(s) as they relate to training and capacity building

- All projects must have been conducted within the last 10 years.
- Projects will be assessed separately and the scores summed. For each project, the bidder should describe the relevant features.
- An ‘evaluation project’ may have been conducted as part of academic studies or paid employment, and must have involved at least 20 days of effort on the part of the team member specified.
- To be considered an evaluation project (as compared to a research project), the following must be apparent:
  - Program activities or intervention are assessed against a pre-determined set of criteria/objectives;
  - The main purpose of the project was to make a judgment about the degree to which the observed outcomes
<table>
<thead>
<tr>
<th>Description of Criteria</th>
<th>Scoring</th>
<th>Maximum points</th>
<th>Response/Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1 The Bidder must demonstrate that the proposed resource has experience in designing methodologically rigorous evaluation projects.</strong></td>
<td>Up to 9 points <em>per project</em> as follows:</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td><strong>A maximum of two projects will be considered and rated.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1. Design</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2 points if the design uses a randomized control trial, or matched comparison group, or RD design or design that address attribution</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 point if the design uses an unmatched comparison group or 0 points if no comparison group is Used</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2. Measurement instruments</strong></td>
<td>2 points if standardized instruments are used 1 point if non-standardized instruments are used 0 points if no empirical data collection instruments are used</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3. Data collection procedures</strong></td>
<td>2 points if multiple data sources are used 1 point if only one data source is used 0 points if no data source is specified</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4. Data analysis techniques</strong></td>
<td>2 points if advanced quantitative statistics (e.g., inferential statistics, significance testing, etc.) are used 1 point if only descriptive statistics or qualitative methods are used 0 points if no data analysis technique is used</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5. Description of study limitations</strong></td>
<td>1 point if the study limitations are clearly identified 0 point if the study limitations are not identified</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2.2 The bidder must demonstrate that the proposed resource has the capacity to manage complex evaluation projects based on past experience. A maximum of two projects will be considered and rated.</strong></td>
<td>Up to 10 points <em>per project</em> as follows:</td>
<td>18</td>
<td></td>
</tr>
</tbody>
</table>
projects will be considered and rated.

1) lines of evidence

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 points</td>
<td>if the referenced project had multiple lines of evidence</td>
</tr>
<tr>
<td>1 point</td>
<td>if the referenced project had a single line of evidence</td>
</tr>
</tbody>
</table>

2) size of team

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 points</td>
<td>if the team consisted of 4 or more persons (including the team leader)</td>
</tr>
<tr>
<td>1 point</td>
<td>if the team consisted of 2 or 3 persons (including the team leader)</td>
</tr>
<tr>
<td>0 points</td>
<td>if the team leader was the only team member</td>
</tr>
</tbody>
</table>

3) duration of evaluation

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 points</td>
<td>if the duration of the evaluation project was 13 months or more</td>
</tr>
<tr>
<td>2 points</td>
<td>if the duration of the evaluation project was from 6 to 12 months</td>
</tr>
<tr>
<td>1 point</td>
<td>if the duration of the evaluation project was less than 6 months</td>
</tr>
</tbody>
</table>

4) size of budget

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 points</td>
<td>if the budget for the evaluation was more than $250,000</td>
</tr>
<tr>
<td>2 points</td>
<td>if the budget for the evaluation was from $249,000 to $150,000</td>
</tr>
<tr>
<td>1 point</td>
<td>if the budget for the evaluation was less than $149,999</td>
</tr>
</tbody>
</table>

| Maximum Total Points for | 36 points |
| Minimum Acceptable Score | 15 points |
Criterion 3: Proposed approach and methodology

The Bidder must describe their understanding of the purpose, scope and context of the evaluation, their overall approach to the project, and the methods (including evaluation design) they propose to use to carry out the evaluation. This section of the proposal must include sufficient detail to enable the Evaluation Review Committee to apply the criteria defined in the above table.

Use the following headings when responding to the criteria 3.1

| Reference | |
| Evaluation methods used | |
| Lessons Learned regarding Methods | |
| How have these lessons learned been incorporated into the proposed approach and methodology? | |

Table 3.1: Criteria for assessing the proposed methodology and approach

<table>
<thead>
<tr>
<th>Description</th>
<th>Point</th>
<th>Max points</th>
<th>Reference/response</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 The approach and methodology demonstrates that it has taken into consideration the evaluation literature on trainings and individual capacity building activities and other related interventions.</td>
<td>Points will be awarded as follows:</td>
<td>11 points</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Full points (11) if the proposal demonstrates how the methods and lessons learned in at least two evaluation or studies of trainings and individual capacity building activities have been incorporated into the proposed approach and methodology.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4 points if the proposal demonstrates how the methods and lessons learned in at least one evaluation or study of trainings and individual capacity building activities has been incorporated into the proposed approach and methodology.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0 points if no reference is made to show that the bidder is familiar with previous evaluation approaches used or with</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3.2 The proposed approach and methodology explicitly addresses the threats to validity.

Demonstrate how the potential threats to **internal validity** will be mitigated/addressed.

Demonstrate how the potential threats to **external validity** will be mitigated/addressed.

Demonstrate how the potential threats to **construct validity** will be mitigated/addressed.

Demonstrate how the potential threats to **statistical conclusion validity** will be mitigated/addressed.

Note: Any particular threat to validity can only be used once.

<table>
<thead>
<tr>
<th>Approaches recommended in the literature.</th>
<th>10 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 points per threat to validity up to a maximum of 6 points</td>
<td></td>
</tr>
<tr>
<td>2 points per threat to validity up to a maximum of 6 points</td>
<td></td>
</tr>
<tr>
<td>3 points per threat to validity up to a maximum of 6 points</td>
<td></td>
</tr>
<tr>
<td>3 points per threat to validity up to a maximum of 6 points</td>
<td></td>
</tr>
</tbody>
</table>

3.3 The evaluation approach and methodology is **feasible**, taking into account the potential challenges that may arise, risk and how to mitigate them.

Points will be awarded as follows:

**Full points (8)** if the proposal identifies five key challenges that could affect the feasibility of the approach and methodology and demonstrates how these challenges will be addressed so that the proposed approach and methodology can be effectively implemented.

**6 points if the proposal** identifies four key challenges that could affect the feasibility

<table>
<thead>
<tr>
<th>Points will be awarded as follows:</th>
<th>8 points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full points (8)</strong> if the proposal identifies five key challenges that could affect the feasibility of the approach and methodology and demonstrates how these challenges will be addressed so that the proposed approach and methodology can be effectively implemented.</td>
<td></td>
</tr>
</tbody>
</table>
of the approach and methodology and demonstrates how these challenges will be addressed so that the proposed approach and methodology can be effectively implemented

4 points if the proposal identifies three key challenges of the approach and methodology and demonstrates how these challenges will be addressed so that the proposed approach and methodology can be effectively implemented

2 Points if the proposal identifies two key challenges that could affect the feasibility of the approach and methodology and demonstrates how these challenges will be addressed so that the proposed approach and methodology can be effectively implemented

0 points if the proposal identifies no challenges, OR one is identified but not addressed

<table>
<thead>
<tr>
<th>Maximum total point</th>
<th>29</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passage total point</td>
<td>10</td>
</tr>
</tbody>
</table>

EVALUATION SHEET
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>MAX. POINTS</th>
<th>MIN. POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. MANDATORY REQUIREMENTS (PASS OR FAIL)</td>
<td>70</td>
<td>40</td>
</tr>
<tr>
<td>2. OVERALL RESPONSE</td>
<td>(5)</td>
<td>0</td>
</tr>
<tr>
<td>- Understanding of, and responsiveness to, UNICEF Nigeria Country Office requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Understanding of scope, objectives and completeness of response</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Overall concord between UNICEF requirements and the proposals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. STANDARD STRATEGY/METHODOLOGY FOR EVALUATION</td>
<td>(29)</td>
<td>10</td>
</tr>
<tr>
<td>- Proposed approach integrated lessons from previous evaluation studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Proposed approach is effectively addressing the four bias to validity: construct, statistical, internal and external or other relevant criteria if not “attribution”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Approach is feasible: recognition of direct as well as risks/peripheral problems and methods to prevent and manage risks/peripheral problems;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. PROPOSED TEAM EXPERIENCE</td>
<td>(36)</td>
<td>15</td>
</tr>
<tr>
<td>- Experience and qualifications based on previous evaluation project(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Experience and qualifications of proposed team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. PRICE</td>
<td>(30)</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL MARKS</td>
<td>(100)</td>
<td></td>
</tr>
</tbody>
</table>

FURTHER RFP TERMS AND CONDITIONS

This RFP and any responses thereto, shall be the property of UNICEF. In submitting a proposal, the bidder acknowledges that UNICEF reserves the right to:

(a) Visit and inspect the bidder’s premises;
(b) Contact any/all referees provided;
(c) Request additional supporting or supplementary information;
(d) Arrange interviews with the proposed project team/consultants;
(e) Reject any/all of the proposals submitted;
(f) Accept any proposals in whole or in part;
(g) Negotiate with the most favourable bidder;
(h) Award contracts to more than 1 bidder, as UNICEF considers being in its best interests.

Bidders shall bear all costs associated with the preparation and submission of proposals, and UNICEF shall not be responsible for these costs, irrespective of the outcome of the bidding process.
GENERAL TERMS AND CONDITIONS

1.  ACKNOWLEDGMENT COPY
Signing and returning the acknowledgment copy of a contract issued by UNICEF or beginning work under that contract shall constitute acceptance of a binding agreement between UNICEF and the Contractor.

2.  DELIVERY DATE
Delivery Date to be understood as the time the contract work is completed at the location indicated under Delivery Terms.

3.  PAYMENT TERMS
(a) UNICEF shall, unless otherwise specified in the contract, make payment within 30 days of receipt of the Contractor's invoice which is issued only upon UNICEF's acceptance of the work specified in the contract.
(b) Payment against the invoice referred to above will reflect any discount shown under the payment terms provided payment is made within the period shown in the payment terms of the contract.
(c) The prices shown in the contract cannot be increased except by express written agreement by UNICEF.

4.  LIMITATION OF EXPENDITURE
No increase in the total liability to UNICEF or in the price of the work resulting from design changes, modifications, or interpretations of the statement of work will be authorized or paid to the contractor unless such changes have been approved by the contracting authority through an amendment to this contract prior to incorporation in the work.

5.  TAX EXEMPTION
Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter alia, that the UN, including its subsidiary organs, is exempt from all direct taxes (including service tax) and is exempt from customs duties in respect of articles imported or exported for its official use. Accordingly, the Vendor authorizes UNICEF to deduct from the Vendor's invoice any amount representing such taxes or duties charged by the Vendor to UNICEF. Payment of such corrected invoice amount shall constitute full payment by UNICEF. In the event any taxing authority refuses to recognize the UN exemption from such taxes, the Vendor shall immediately consult with UNICEF to determine a mutually acceptable procedure.

Accordingly, the Contractor authorizes UNICEF to deduct from the Contractor's invoice any amount representing such taxes, duties, or charges, unless the Contractor has consulted with UNICEF before the payment thereof and UNICEF has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide UNICEF with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

6.  LEGAL STATUS
The Contractor shall be considered as having the legal status of an independent contractor vis-a-vis UNICEF. The Contractor’s personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNICEF.

7.  CONTRACTOR’S RESPONSIBILITY FOR EMPLOYEES
The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of the Contract, respect the local customs and conform to a high standard of moral and ethical conduct.

8.  INDEMNIFICATION
The Contractor shall indemnify, hold and save harmless and defend, at its own expense, UNICEF, its officials, agents, servants and employees, and from and against all suits, claims, demands and liability of any nature or kind, including their costs and expenses, arising out of the acts or omissions of the Contractor or its employees or sub-contractors in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen’s compensation, product liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

9.  INSURANCE AND LIABILITIES TO THIRD PARTIES
(a) The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.
(b) The Contractor shall provide and thereafter maintain all appropriate workmen’s compensation and liability insurance, or its equivalent, with respect to its employees to cover claims for death, bodily injury or damage to property arising from the execution of this Contract. The Contractor represents that the liability insurance includes sub-contractors.
(c) The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of work
under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.

(d) Except for the workmen’s compensation insurance, the insurance policies under this Article shall:

(i) Name UNICEF as additional insured;
(ii) Include a waiver of subrogation of the Contractor’s rights to the insurance carrier against UNICEF;
(iii) Provide that UNICEF shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.

(e) The Contractor shall, upon request, provide UNICEF with satisfactory evidence of the insurance required under this Article.

10. SOURCE OF INSTRUCTIONS
   The Contractor shall neither seek nor accept instructions from any authority external to UNICEF in connection with the performance of its services under this Contract. The Contractor shall refrain from any action which may adversely affect UNICEF or the United Nations and shall fulfill its commitments with the fullest regard to the interests of UNICEF.

11. ENCUMBRANCES/LIENS
   The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with UNICEF against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

12. TITLE TO EQUIPMENT
   Title to any equipment and supplies which may be furnished by UNICEF shall rest with UNICEF and any such equipment shall be returned to UNICEF at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment when returned to UNICEF, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear.

13. COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS
   UNICEF shall be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights and trademarks, with regard to documents and other materials which bear a direct relation to or are prepared or collected in consequence or in the course of the execution of this contract. At UNICEF’s request, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring them to the UNICEF in compliance with the requirements of the applicable law.

14. CONFIDENTIAL NATURE OF DOCUMENTS
   (a) All maps, drawings, photographs, mosaics, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the Contractor under this Contract shall be the property of UNICEF, shall be treated as confidential and shall be delivered only to the UN authorized officials on completion of work under this Contract.
   (b) The Contractor may not communicate any time to any other person, Government or authority external to UNICEF, any information known to it by reason of its association with UNICEF which has not been made public except with the authorization of the UNICEF; nor shall the Contractor at any time use such information to private advantage. These obligations do not lapse upon termination of this Contract with UNICEF.

15. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS
   (a) In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to UNICEF of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify UNICEF of any other changes in conditions or the occurrence of any event which interferes or threatens to interfere with the performance of the Contract. On receipt of the notice required under this Article, UNICEF shall take such action as, in its sole discretion, it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under the Contract.
   (b) If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, UNICEF shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 14, “Termination”, except that the period of notice shall be seven (7) days instead of thirty (30) days.
   (c) Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection or other acts of a similar nature or force.

16. TERMINATION
   If the Contractor fails to deliver any or all of the deliverables within the time period(s) specified in the contract, or fails to perform any of the terms, conditions, or obligations of the contract, or should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvent of the contractor, UNICEF may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate the Contract, forthwith, in whole or in part, upon thirty (30) days notice to the Contractor.

   UNICEF reserves the right to terminate without cause this Contract at any time upon thirty (30) days prior written notice to the Contractor, in which case UNICEF shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

   In the event of any termination no payment shall be due from UNICEF to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this contract.

   Upon the giving of such notice, the Contractor shall have no claim for any further payment, but shall remain liable to UNICEF for reasonable loss or damage which may be suffered by UNICEF for reason of the default. The Contractor shall not be liable for any loss or damage if the failure to perform the contract arises out of force majeure.
Upon termination of the contract, UNICEF may require the contractor to deliver any finished work which has not been delivered and accepted, prior to such termination and any materials or work-in-process related specifically to this contract. Subject to the deduction of any claim UNICEF may have arising out of this contract or termination, UNICEF will pay the value of all such finished work delivered and accepted by UNICEF.

The initiation of arbitral proceedings in accordance with Article 22 “Settlement of Disputes” below shall not be deemed a termination of this Contract.

17. **SUB-CONTRACTING**

In the event the Contractor requires the services of subcontractors, the Contractor shall obtain the prior written approval and clearance of UNICEF for all sub-contractors. The approval of UNICEF of a sub-contract shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and in conformity with the provisions of this Contract.

18. **ASSIGNMENT AND INSOLVENCY**

1. The Contractor shall not, except after obtaining the written consent of UNICEF, assign, transfer, pledge or make other dispositions of the Contract, or any part thereof, of the Contractor’s rights or obligations under the Contract.
2. Should the Contractor become insolvent or should control of the Contractor change by virtue of insolvency, UNICEF may, without prejudice to any other rights or remedies, terminate the Contract by giving the Contractor written notice of termination.

19. **USE OF UNITED NATIONS AND UNICEF NAME AND EMBLEM**

The Contractor shall not use the name, emblem or official seal of the United Nations or UNICEF or any abbreviation of these names for any purpose.

20. **OFFICIALS NOT TO BENEFIT**

The Contractor warrants that no official of UNICEF or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of the Contract.

21. **PROHIBITION ON ADVERTISING**

The Contractor shall not advertise or otherwise make public that the Vendor is furnishing goods or services to UNICEF without specific permission of UNICEF.

22. **SETTLEMENT OF DISPUTES**

**Amicable Settlement**

The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

**Arbitration**

Any dispute, controversy or claim between the Parties arising out of this Contract or the breach, termination or invalidity thereof, unless settled amicably under the preceding paragraph of this Article within sixty (60) days after receipt by one Party or the other Party’s request for such amicable settlement, shall be referred to either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The arbitral tribunal shall have no authority to award punitive damages. In addition, the arbitral tribunal shall have no authority to award interest in excess of six percent (6%) and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

23. **PRIVILEGES AND IMMUNITIES**

The privileges and immunities of the UN, including its subsidiary organs, are not waived.

24. **CHILD LABOUR**

UNICEF fully subscribes to the Convention on the Rights of the Child and draws the attention of potential suppliers to Article 32 of the Convention which inter alia requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child’s education, or to be harmful to the child’s health or physical, mental, spiritual, moral or social development.

25. **ANTI-PERSONNEL MINES**

UNICEF supports an international ban on the manufacture of anti-personnel mines. Anti-personnel mines have killed and maimed thousands of people, of whom a large proportion are children and women. Anti-personnel mines present a serious obstacle to the return of populations displaced from their residences by fighting around their villages and homes. UNICEF has, therefore, decided not to purchase products from companies that sell or manufacture anti-personnel mines or their components.

26. **AUTHORITY TO MODIFY**

No modification or change in this Contract, no waiver of any of its provisions or any additional contractual relationship of any kind with the Contractor shall be valid and enforceable against UNICEF unless provided by an amendment to this Contract signed by the authorized official of UNICEF.

27. **REPLACEMENT OF PERSONNEL**

UNICEF reserves the right to request the Contractor to replace the assigned personnel if they are not performing to a level that UNICEF considers satisfactory. After written notification, the Contractor will provide curriculum vitae of appropriate candidates within three (3) working days for UNICEF review and approval. The Contractor must replace the unsatisfactory personnel within seven (7) working days of UNICEF’s selection.
If one or more key personnel become unavailable, for any reason, for work under the contract, the Contractor shall (i) notify the project authority at least fourteen (14) days in advance, and (ii) obtain the project authority’s approval prior to making any substitution of key personnel. Key personnel are designated as follows:

(a) Personnel identified in the proposal as key individuals (as a minimum, partners, managers, senior auditors) to be assigned for participation in the performance of the contract.
(b) Personnel whose resumes were submitted with the proposal; and
(c) Individuals who are designated as key personnel by agreement of the Contractor and UNICEF during negotiations.

In notifying the project authority, the Contractor shall provide an explanation of circumstances necessitating the proposed replacement(s) and submit justification and qualification of replacement personnel in sufficient detail to permit evaluation of the impact on the engagement.

Acceptance of a replacement person by the project authority shall not relieve the Contractor from responsibility for failure to meet the requirements of the contract.

All the other terms and conditions are hereby accepted. The agency will conform to the requirements as listed out by UNICEF.
ANNEX 1

This suggested table should help the report writing any given evaluation report that has a claim to be evidences based.

The column 1 refers the why? The lines of enquiry (LE) or Evaluation Questions. The mandate of the evaluation.
The column 2 refers to the writing of the conclusion section. The evaluators must conclude against the objectives of the evaluation.
The column 3 refers to the specific criteria that will be used; the criteria must be clearly defined so one can analyse observations against it.
The column 4 refers to the observations the emerged from the information collected. What do you observed? Not all information collected is relevant, given the LE and criteria and scope.
The columns 5, are the findings, the fruits of the analysis of the observations against the criteria.
The column 6, is where the conclusions, drawn upon the review of findings against the objectives of the study.
The last column is for the recommendations, if any. I indicated within what was the desired quality of recommendation. This entire table below and structure are in fact to ensure that recommendations are supported by proper evidences.

A word on Triangulation: Many evaluation studies claim that they triangulate in order of strengthening the evidences generated; but yet with very little specification of what this entails. There are several types of triangulation and if a study claim that it was triangulate, then details about the exercise are expected, along with the type of triangulation. There are actually perhaps 4 key types of triangulation:

1. Data triangulation, which entails gathering data through several sampling strategies, so that slices of data at different times and social situations, as well as on a variety of people, are gathered.
2. Investigator triangulation, which refers to the use of more than one researcher in the field to gather and interpret data.
3. Theoretical triangulation, which refers to the use of more than one theoretical position in interpreting data.
4. Methodological triangulation, which refers to the use of more than one method for gathering data.

A word on recommendation:

Evaluators should make recommendations that flow logically from the observations, the findings and conclusions, and that are directed at resolving the cause of identified deficiencies, and clearly state the actions recommended.

Recommendation should meet the UNEG Standard 4.16: Recommendations should be firmly based on evidence and analysis, be relevant and realistic, with priorities for action made clear.

Effective recommendations encourage improvements in the conduct of management and operations. Recommendations are not always required nor are
Recommendations are effective: 1- when they are addressed to parties that have the authority to act and 2- when the recommended actions are specific, practical, cost effective, and measurable.

Recommendations that lend themselves to follow-up are:
• Fully supported by and flow from the associated findings and conclusions;
• Aimed at correcting the underlying causes of the deficiency;
• Addressed to the organization with the responsibility to act on them.

Clear recommendations are:
• succinct, straightforward and contain enough detail to make sense on their own;
• broadly-stated (i.e. stating what needs to be done while leaving the specifics of how to entity officials);
• positive in tone and content.

Action-oriented recommendations are:
• presented in the active voice;
• practical (i.e. able to be implemented in a reasonable timeframe, taking into account legal and other constraints);
• cost-effective (i.e. the costs of implementing them will not outweigh the benefits), and they will not increase the bureaucratic burden;
• results-oriented (giving some indication of what the intended outcome is, ideally in measurable terms);
• able to be followed-up (i.e. able to determine whether it has been acted upon);
• consistent and coherent with the other recommendations in the chapter and mindful of recommendations made before in other relevant reports.

<table>
<thead>
<tr>
<th>Structure of Evidence supporting the report writing.</th>
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<tbody>
<tr>
<td>1</td>
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<tr>
<td>Line of enquiry LE (or Evaluation questions- EQ)</td>
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<tr>
<td>i.e. To what extend is the program relevant</td>
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<tr>
<td>to users/beneficiary?</td>
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</tbody>
</table>

Evaluation Consultants Agreement Form
To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant:

__________________________________________________________________

Name of Consultancy Organization (where relevant):

________________________________________

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (                          ) on (                               )

Signature:  

__________________________________________________________________
Annexe 1&2
NCO Annual reports 2014 and 2015