

Terms of Reference

Evaluation of the UNHCR/NRC Partnership to Improve UNHCR's Capacity to Protect Refugees and Persons of Concern through Secondments of Education Experts

1. Background of the Evaluation

- Recognizing that education is one of the pillars in humanitarian assistance and key to sustainable protection and empowerment of refugees and persons of concern to transform their lives into self-sustaining individuals and communities, UNHCR and NRC (Norwegian Refugee Council) had entered into a cooperation agreement to forge partnerships through deployments of education experts to improve UNHCR's technical capacity in the education sector.
- On 16 December 2003 a meeting was convened between UNHCR and NRC to discuss UNHCR's proposal to undertake an evaluation of deployments of education experts.

The evaluation, which will look into the UNHCR/NRC cooperation to date, is timely and fitting to the needs of both UNHCR and NRC as it will serve to analyze the strengths and weakness of the cooperation as well as capture the good practices and lessons learned in order to improve future cooperation.

- The evaluation is a joint initiative between UNHCR's Division of Operational Support (DOS), UNHCR's Evaluation and Policy Analysis Unit (EPAU) and NRC. The DOS/Education Unit in close contact with NRC's Technical Support Department will take the lead in coordinating the evaluation with NRC's Emergency Department acting as a resource and providing all the relevant information on secondees to the evaluation team.

Technical guidance and inputs will be provided by the Evaluation Steering Committee (SC) which consists of UNHCR (DOS and EPAU) and NRC (Technical Support and Emergency Department). Participation of relevant units in UNHCR such as the Emergency and Security Service (ESS) and the Reintegration and Local Settlement Section (RLSS) will be sought as deemed relevant and appropriate.

- The results of this evaluation may be used as a basis for briefings to various stakeholders of both parties at Headquarters and in the field, with donor states, NGOs and UNHCR's Executive Committee.

Following the completion of the evaluation report, the UNHCR/DOS and NRC will prepare a joint management response to the evaluation, explaining how its findings and recommendations will be utilized.

2. Objectives and Purpose

- To evaluate gaps in the implementation of the Agreement by both parties and recommend areas for revisions that would make the partnership more effective and efficient. The Agreement signed by both parties will be the main reference for this specific objective.
- To evaluate the adequacy of activities and related training/orientation undertaken by both Agencies with potential candidates in order to prepare them for eventual deployments.
- To evaluate the challenges for the seconded experts to operate and perform according to the agreed TOR and recommend measures to address these.
- To identify measurable impact of the deployments (including targeted population) in initiating education programmes and activities in the context of emergencies and in preparation for repatriation/reintegration.
- To evaluate how the deployment of education experts facilitate partnerships and coordination with various sectors and stakeholders on various education issues to ensure that follow-up actions are undertaken when the deployment period is completed.
- To evaluate the sustainability and potential for partnership expansion of the current arrangement.

3. Scope and focus

- This evaluation shall cover all education experts' deployments to UNHCR since the first deployments in 1996 to date.
- The main tools will be the Agreement and the Terms of Reference of the employees, all relevant reports and documentation that were produced during the period of deployments, performance evaluation, as well as other sources of information which the evaluation team in consultation with the SC would decide to include.
- The target participants and respondents include, NRC/UNHCR staff at all levels of operations, implementing and operational partners, individual/groups /community of refugees/IDPs/returnees; UN Agencies, Government authorities where appropriate.
- The following themes will be focused on in this evaluation:
 - weaknesses and strengths of the current partnership
 - lessons learned and good practices
 - concrete impact of the deployments
 - concrete areas and measures to strengthen partnerships
 - action points for follow-up

- The evaluation team will visit a sample of four field operations (tentatively Kenya, Chad, Pakistan, Eritrea/Guinea) selected on the basis of the following criteria:
 - operations with recent NRC deployments
 - emergency or emergency-like situations where there currently are NRC deployments
 - regional/continental representation
 - type of operations

4. Methodology

- The evaluation process will be guided by the Steering Committee composed of representatives from NRC and UNHCR.
 - NRC will be represented by:
 - Eldrid Midtun, Education Advisor, Technical Support Department
 - Kari Vik Knutsen, Human Resources Coordinator, Emergency Department
 - Kine Brox Brodkord, Evaluation Focal Point, Technical Support Resource Center
 - UNHCR will be represented by:
 - Machtelt De Vries, Evaluation and Policy Analysis Unit – chair of the Steering Committee
 - Nemia Temporal, Education Unit
- Data collection and analysis will include:
 - Desk studies of procedures, reports and other documentation
 - HQ and Field visits and interviews
 - Briefing/debriefing with secondees and colleagues in the field
 - Focus groups with direct beneficiaries

If feasible the international consultants will link up with a local consultant per country who will actively participate in the field mission and whose advice and guidance should be taken into account in the final report.

The methodology will be more specified in collaboration with the evaluation team once the team has been selected.

- Findings:
 - Preliminary findings and recommendations arising from the evaluation will be shared with the Steering Committee; and
 - a workshop with key and selected stakeholders will be convened to discuss these preliminary findings and recommendations
- Evaluation Reports:
 - The preliminary draft of the report will be shared with the Steering Committee and relevant stakeholders before its finalization.
 - The final report will be widely circulated and in accordance with UNHCR's evaluation policy, the report will be placed in the public domain.

UNHCR and NRC will not exercise any editorial control over the report but will provide comments on the draft and will proofread and format the report prior to publication. UNHCR and NRC reserve the right to publish a response to the report and to attach it as an annex to the report.

5. Proposed Activities and Time Frame (approximately 11-12 weeks during first quarter of 2005)

- Announcement of the consultancy: deadline for applications 10 December 2004.
- Selection of evaluation team: 13-17 December 2004.
- Evaluation team to meet with the Steering Committee (venue Geneva or Oslo): 2 days: January 2005
- Evaluation team to fine-tune the methodology, to prepare for interviews and field trips based on the background materials provided by and based on the discussions held with the Steering Committee: 1 week
- Data collection and analysis: 5-6 weeks
- Drafting of preliminary findings and recommendations and preparing for the workshop: 1 week
- Meeting with Steering Committee and Workshop with key stakeholders on preliminary findings and recommendations: 1 week (2 days meeting with SC and preparing for the workshop, 1 ½ day workshop, 1 day meeting with SC after workshop)
- Report writing: 2 weeks
- Finalisation of report to include feedback received on draft report: 1 week

6. Outputs

- Overview of preliminary findings and recommendations
- Workshop with key stakeholders on the preliminary findings and recommendations
- Final Evaluation Report (report to be compatible with Windows XP, A4 layout, English spelling, max length of 60 pages, separate executive summary including clear and feasible recommendations)
- Improvement and potential expansion of partnerships with NRC

7. The Evaluation team

Qualifications are as follows:

- Post graduate degree in education or related discipline
- Minimum eight years professional experience
- Experience of emergency education
- Experience or good orientation of refugee's situations
- Can work in a team
- Excellent written and verbal English
- Linguistic skills in French or Arabic an asset
- A track record of insightful evaluations