

**UNHCR**United Nations High Commissioner for Refugees
Haut Commissariat des Nations Unies pour les réfugiés

Consultancy Vacancy

Key Information at glance about the evaluation	
Title of the evaluation:	Evaluation of the UNHCR Regional Refugee Response to the Venezuela Situation
Vacancy job title:	Evaluation Consultant
Type of evaluation:	Centralised - L2 Evaluation
Timeframe covered:	April 2018 – December 2019
Evaluation commissioned by:	UNHCR Evaluation Service and UNHCR Bureau for the Americas
Evaluation Service Contact:	hgevaser@unhcr.org
Date of publication:	28 February 2019
Deadline for application:	15 March 2019

This Vacancy Announcement is to solicit submissions for the positions of evaluation **Team Leader, Senior Evaluator, and Team Members**. Individuals can submit applications for either positions or jointly as a team (Team Leader, Snr Evaluator and Team Member together). UNHCR strives for gender balance and diversity in its Evaluation Teams, therefore the Evaluation Service encourages submissions from female applicants and geographically diverse teams. Proficiency in Spanish is essential for this Consultancy.

Introduction

The Evaluation of the UNHCR regional response to the Venezuela Situation follows from the declaration of the L2 emergency, effective 2018. It will be undertaken in line with UNHCR's revised Evaluation Policy approved by the High Commissioner on 16 October 2016. These Terms of Reference (ToR) have been prepared by the Evaluation Service (ES) and provide the evaluation with its overall purpose, focus and deliverables. They also set out proposed Areas of Inquiry and the overall evaluation approach. The evaluation is scheduled to start in April/May 2019 and expected to be completed in March 2020.

The evaluation is designed as a forward-looking, prospective evaluation that will provide insights and recommendations for immediate adjustments and improvement for relevant operations, as well as to carefully document and analyse the progression and effectiveness of the response during the first year.

Purpose, objectives and expected use of the evaluation

The purpose of this evaluation is to analyse the extent to which UNHCR is providing a timely and effective response to the needs of refugees and others on the move from Venezuela, including to better understand enabling and constraining factors in this particular context. The evaluation will also be used to draw lessons that could be used to reinforce the organization's global approaches to emergency responses.

The response to the Venezuela Situation can be characterised by a number of factors or drivers that result in greater complexity—making this response very challenging to evaluate. In order to make the evaluation more manageable, the evaluation will focus on UNHCR’s response in four countries—Brazil, Colombia, Ecuador and Peru. Even with the narrower scope, the evaluation will need to take into account the variations in country contexts (economy, government policies and approach, political stability), the variations in profiles of people who have left Venezuela for each country and related protection needs, the variations in legal frameworks and policy processes for refugees and migrants from Venezuela, the differences in government responses in each country, and finally, the differences in UNHCR responses.

The primary users of the evaluation will be the key UNHCR stakeholders, particularly managers involved in the ongoing response to the Venezuela Situation including the Office of the Regional Coordinator. Other internal users will be the Regional Bureau for the Americas, the Division of Emergency, Security and Supply (DESS), Division of Programme Support and Management (DPSM), the Division of International Protection (DIP), Department of Information Systems and Telecoms (DIST), and the Division of Financial and Administration Management (DFAM) and the Department for Human Resources Management (DHRM). External stakeholders with an interest in the evaluation include the refugees, national and local authorities, UN and NGO partners, and donors.

The Terms of Reference attached provide a short background to the emergency, as well as the Key Evaluation Questions.

Functional requirements for the individual consultants:

Evaluation Team Leader:

1. University degree (in the areas relating to humanitarian action, social science) plus 17 years of relevant professional experience in humanitarian contexts, or a post-graduate degree plus min. of 8 - 10 years of professional experience in monitoring and evaluation of humanitarian operations responding to displacement.
2. Minimum of 8 years of evaluation experience in topics relating to analysis of refugee response and proven track record of leading an evaluation.
3. Advanced knowledge of refugee response literature, relevant analytical frameworks, programming approaches and standards.
4. Institutional knowledge of UNHCR’s mandate and modus operandi, and experience of the Americas region, with significant demonstrable relevant in-country experience in the following country contexts: Venezuela, Panama, Colombia, Ecuador and/or Peru.
5. In depth knowledge of and proven experience with various data collection and analytical methods and techniques used in evaluation and operational research.
6. Extensive experience conveying complex evaluative analysis in English and Spanish in a clear and compelling way, including through using graphics, schematic visualisations.
7. Bilingual in Spanish and English. Ability to work and lead data collection and analysis in Spanish (essential). Working knowledge of Portuguese is an asset.
8. The Team Leader will be required to manage, and may assist in the recruitment of, the team member(s).

Senior Evaluator:

1. University degree (in the areas relating to humanitarian action, social science) plus 17 years of relevant professional experience in humanitarian contexts, or a post-graduate degree plus min. of 8 - 10 years of professional experience in monitoring and evaluation of humanitarian operations responding to displacement.
2. Minimum of 6 years of evaluation experience in topics relating to analysis of refugee response and proven track record of participation as senior team member in an evaluation.
3. Advanced knowledge of refugee response literature, relevant analytical frameworks, programming approaches and standards.
4. Institutional knowledge of UNHCR's mandate and modus operandi, and experience of the Americas region, with significant demonstrable relevant in-country experience in the following country contexts: Venezuela, Panama, Colombia, Ecuador and/or Peru.
5. In depth knowledge of and proven experience with various data collection and analytical methods and techniques used in evaluation and operational research.
6. Extensive experience conveying complex evaluative analysis in English in a clear and compelling way, including through using graphics, schematic visualisations.
7. Bilingual in Spanish and English. Ability to work and lead data collection and analysis in Spanish (essential). Working knowledge of Portuguese an asset.

Evaluation Team Members:

1. University degree (in the areas of humanitarian action, social science) plus 5-7 years of relevant professional experience, or a post-graduate degree plus a minimum of 3-5 years of relevant professional experience relating to humanitarian action.
2. Proven experience (min. 3 years) in supporting data collection and analysis for evaluation activities (preferable) or research on operational issues in humanitarian contexts.
3. In depth knowledge with various data collection and analytical methods and techniques used in evaluation and operational research.
4. Bilingual in Spanish and English. Ability to work and collect data and analyse in Spanish (essential). Working knowledge of Portuguese an asset.

Organization, management and conduct of the evaluation

The evaluation will be undertaken by four independent consultant(s), familiar with UNHCR's mandate, as well as its protection and programme role and functions. The Team Leader will be responsible for the design of the evaluation and the drafting of the various reports.

The evaluation team could, if needed, and upon approval of the Evaluation Manager, additionally include local enumerators/data collectors.

The team is expected to produce English language analytical and written products of high standards (i.a. analytical framework for the evaluation; inception and final report). Data collection instruments and ethics protocol for primary data collection may be prepared in Spanish. All the evaluation deliverables are expected to be informed by evidence and triangulated data and analysis, copy-edited, and free from errors.

The UNHCR Evaluation Service will manage the contract, in line with the Evaluation Policy and its principles of independence, impartiality, credibility and utility. Following agreement on

fees and charges, the independent consultants will enter into a standard contract with the Evaluation Service stipulating terms and conditions regarding payment and travel.

The UNHCR Senior Evaluation Manager is responsible for managing the day to day aspects of the evaluation process; acting as the main interface with the evaluation team; and for providing the evaluators with required data and facilitating communication with relevant stakeholders. The Americas Bureau and other HQ Divisions will provide necessary support, including time for interviews and documents, data and other materials

The deliverables include the inception report, the evaluation matrix and final report. Additional internal reports every 8-10 weeks, as stipulated in the TORs of the evaluation.

The language of the evaluation's deliverables is English.

Submission of Proposals and contracting

In the application, the candidates must specify if they are applying as a team, the position they are applying for; and in case of joint applications the Team Leader, Snr Evaluator and Team Members must be specified.

Applicants for the Team Leader position must submit:

1. CV in P11 format including three professional references with contact information;
2. Two examples of recent relevant (evaluative) work completed in the last 24 months;
3. Technical proposal emphasizing the approach for the evaluation; the approach should stipulate the evaluation methods and tools, timeline, and organization of the evaluation.

Applicants for the Snr Evaluator position must submit:

1. CV in P11 format including three professional references with contact information;
2. Cover letter highlighting the required qualifications and experience;
3. Samples of work relevant to the current evaluation.

Applicants for the Team Member position must submit:

1. CV in P11 format including three professional references with contact information;
2. Cover letter highlighting the required qualifications and experience;
3. Samples of work relevant to the current evaluation.

Following agreement on fees and charges, the independent consultants will enter into a standard contract with the Evaluation Service stipulating terms and conditions regarding payment and travel.

The evaluation is to be completed in **14 months** from the date of signature of the contract. UNHCR will pay agreed **lump-sum amounts**, after benchmark deliverables (as specified above) have been submitted by the consultants.

Evaluation Quality Assurance (EQA)

The evaluation consultants are required to sign the UNHCR Code of Conduct, complete UNHCR's introductory protection training module, and respect UNHCR's confidentiality requirements.

In line with established standards for evaluation in the UN system, and the UN Ethical Guidelines for evaluations, evaluation in UNHCR is founded on the inter-connected principles of independence, impartiality, credibility and utility, which in practice i.a. call for: protecting sources and data; systematically seeking informed consent; respecting dignity and diversity;

minimising risk, harm and burden upon those who are the subject of, or participating in the evaluation, while at the same time not compromising the integrity of the exercise.

The evaluation is also expected to adhere with pilot 'Evaluation Quality Assurance' guidance, which clarifies the requirements expected for UNHCR evaluation processes and products. The Evaluation Manager will share and provide an orientation to the EQA at the start of the evaluation. Adherence to the EQA will be overseen by the Evaluation Manager with support from the UNHCR Evaluation Service as needed.

Expected deliverables

The evaluation should be completed within **14 months** from the date of signing the contract (March 2020). The evaluation should include the following deliverables:

1. Inception report / evaluation matrix.
2. Data collection toolkit (including questionnaires, and details on the analytical framework developed for / used in the evaluation.
3. Final evaluation report including recommendations (35-40 pages excluding annexes).
4. Executive summary (drafted as stand-alone document).

Contact info and deadline

The email application, specifying in the subject line the candidate's name (**LAST NAME First name**), evaluation title and position (Team Leader, Senior Evaluator, or Team member) should be sent to hgevaser@unhcr.org. The deadline for submission is **15 March 2019 (midnight Geneva time)**.

Terms of Reference

Consultancy Vacancy - Evaluation of the UNHCR Regional Refugee Response to the Venezuela Situation

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1. Introduction

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The evaluation is designed as a forward-looking, prospective evaluation that will provide insights and recommendations for immediate adjustments and improvement for relevant operations, as well as to carefully document and analyse the progression and effectiveness of the response during the first year.

2. Context

The exodus of Venezuelan nationals is already the largest in the modern history of Latin America and the Caribbean. Based on conservative government figures, it is estimated that the number of Venezuelans in countries across Latin America rose from 700,000 in 2015 to over three million in November 2018. Nevertheless, the total number of Venezuelans in the region is likely to be higher, as most data sources do not account for Venezuelans without regular status. Estimates indicate an average of 5,000 persons leave Venezuela daily.

The exodus is expected to continue throughout 2019 with current rates of displacements persisting. Based on the governments' figures, in particular the net migration balance, it is estimated that there will be 5.3 million refugees and migrants from Venezuela by the end of December 2020.

UNHCR teams in the field met many of the Venezuelans in distress in these last months. Initially they cited the lack of food, medicine or access to essential social services as the principal reason for leaving; however, over the past months, an increasing number referred to lack of protection systems in the country, incidents of violence, situation of insecurity particularly targeting individuals or groups such as students, journalists among others.

The developments over the last months have reinforced UNHCR's position -as set in the Protection Guidance Note on the Outflow of Venezuelans,¹ published in March 2018- that a significant and growing proportion of Venezuelans who left their country are in need of international refugee protection.

¹ UNHCR, Guidance Note on the Outflow of Venezuelans, March 2018
<https://data2.unhcr.org/en/documents/details/63243>

The 2019 Regional Refugee and Migrant Response Plan (RMRP) indicates that as of January 2019, 958,965 Venezuelans are benefitting from a regular status in the region, while 365,565 globally have filed an asylum claim. Countries in the region have also adopted pragmatic protection-sensitive reception approaches based on existing regional legal frameworks and/or ad-hoc measures that facilitate the regular stay of Venezuelans. However, an important number of Venezuelans continue to remain in an irregular situation, without documentation, making them particularly vulnerable to multiple protection risks, such as labour- and -sexual exploitation, forced recruitment, discrimination and xenophobia.

Refugee Dimension of the Venezuelan flow

A core element in defining UNHCR's response and intervention in the Venezuela situation is the characterization of the population on the move, whether those Venezuelans who are leaving their country need international refugee protection or not.

UNHCR has underlined the refugee dimension of the flow with the issuance of the Guidance Note on the Outflow of Venezuelans (the Guidance Note) in March 2018 noting the fact that a significant proportion are in need of international protection. The Guidance Note encourages States to build on current good practices and proposes a dual approach. It calls on States to extend protection to Venezuelans in need of international protection either by ensuring access to Refugee Status Determination (RSD) procedures and recommending the application of both the 1951 Convention Relating to the Status of Refugees and the 1984 Cartagena Declaration on Refugees, or by providing them access to other forms of protection oriented arrangements with appropriate safeguards including guarantees of non-return.

It is important to underline that refugee status is declaratory in nature and therefore any person who meets the refugee definition is considered a person of concern to UNHCR regardless of the legal status obtained in a given country. As such, persons of concern to UNHCR within the Venezuela Situation include asylum-seekers and recognized refugees, and may include Venezuelans who have regularized their stay through other legal forms of stay or are undocumented.

Furthermore, the situation is also affecting refugees and migrants who were previously residing in Venezuela and are now returning to their countries of origin.

In line with the above and context presented previously, UNHCR protection and humanitarian response is based on needs and not on status.

3. UNHCR Response

Across the region, UNHCR is working with and supporting the receiving/host governments and other actors to build, systematize, step up and strengthen mechanisms, processes, procedures and capacities to address the protection and basic human needs in the outflow in the most predictable, sustained and effective manner.

Recognizing the need to enhance UNHCR's operational presence and capacities to respond to the international protection and other needs of refugees and others on the move from Venezuela, the UN High Commissioner for Refugees in May 2017 declared a Level 1 emergency for Venezuela, Brazil, Costa Rica and other countries in the region to enhance preparedness for a possible deterioration of the situation inside Venezuela and in view of an increasing outflow from the country.

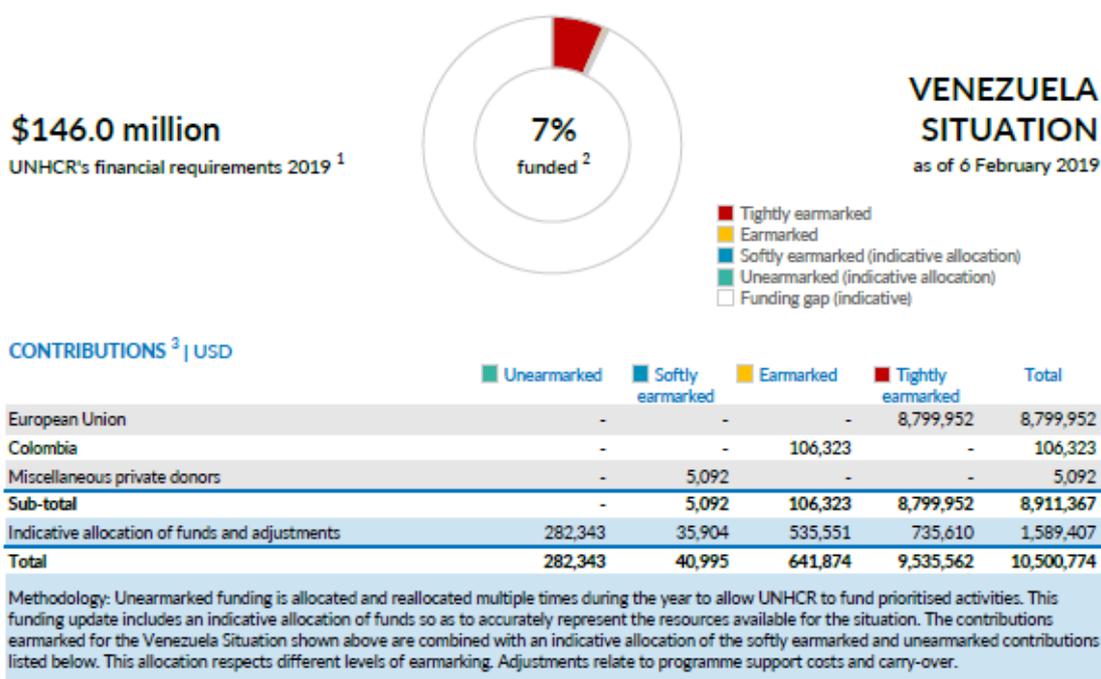
The continued outflow of people from Venezuela required UNHCR to scale-up its operational response to help governments meet their protection responsibilities and to ensure that assistance is provided to those of concern. On 9 April 2018, UNHCR declared the elevation to Level 2 emergency for Aruba, Colombia, Curaçao, Peru and Trinidad and Tobago, on July 2018 for Brazil and in August 2018 for Ecuador.

UNHCR response to the Venezuela Situation seeks to ensure that:

- (i) Venezuelans in need of international protection can gain access into the countries to which they are seeking entry and to asylum or protection-oriented arrangements;
- (ii) Persons of concern receive protection and support to access basic rights and services without discrimination - especially those with specific needs and vulnerabilities - ideally through a community-based approach; and

(iii) Efforts increasingly work towards the attainment of solutions. The most prominent protection concerns will be identified and addressed through programme activities that will, among others, enhance reception capacities; prioritize protection responses in border areas, profiling and registration; focus on ensuring child protection and the battle against sexual and gender-based violence; and promote community-based approaches to meet basic needs and mitigate discrimination and xenophobia.

Within this context, UNHCR's 2019 funding requirements to cover the regional response needs for the VENSIT situation is 146 million USD. These funds would cover the response in Brazil, Colombia, Costa Rica, Ecuador, Mexico, Panama RO, Peru, Trinidad and Tobago, United States of America and Venezuela. As of 6 February 2019, only 7% of the funding requirements were met:



Regional Dimension of the Response

At the request of the Secretary General, UNHCR and IOM have established an inclusive and accountable Regional Inter-Agency Coordination Platform to steer the operational response that supports and assists Venezuelans who have left and continue to leave their country. In line with both draft Global Compacts and led by IOM and UNHCR, the Platform works closely with Resident Coordinators (to incorporate sustainable development into the response) and national governments.

The Platform brings together a broad range of actors, including the United Nations, international organizations, civil society, development actors and the private and financial sectors. Currently, the Regional Platform has 40 participating entities, including 17 UN agencies, 14 non-governmental organizations (NGOs), five donors and two international financial institutions. Under the coordination leadership of UNHCR and IOM, country-level coordination platforms have been set up in Brazil, Colombia, Ecuador, Peru and other impacted countries.

The main objectives of the RIACP are a) ensure coordination of the operational response and b) act as service provider of the inter-agency response for: 1) information management, 2) communication/reporting (common messaging) and 3) resource mobilization.

In that sense the Platform is also responsible for coordinating the development of a **2019 Strategic Regional Response Plan for Venezuelan Refugees and Migrants**, to act as a common appeal to the international community for support. Furthermore, National Inter-Agency Coordination Platforms for the Venezuelan refugee and migrant situation have been established in Colombia, Ecuador, Peru and Brazil. Other national coordination spaces are in process of being established in Trinidad and Tobago

and Dominican Republic. The National Platforms are closely working with the UNCTs to develop UN anti-xenophobia campaigns.

The commitment to a regional coordinated response to the outflow of Venezuelans has also gained momentum among Governments and triggered high level meetings in Bogota, Quito, Geneva, Washington and New York. Eleven countries that participated in the Quito meeting in September, agreed to cooperate on key issues such as access to regular status and asylum, documentation, humanitarian assistance, data collection, fight against sexual and gender based violence, trafficking, xenophobia, while calling for further support from the international community. Other regional initiatives bringing together migration authorities, ombudspersons and NGOs have taken place in the past weeks aiming at finding common ground and consistency in the response, sharing practices, promoting the rights of Venezuelans in the region and facilitating their access to essential services.

Finally in line with these efforts, UNHCR and IOM have appointed Mr. Eduardo Stein as Joint Special Representative. He will work to promote dialogue and consensus necessary for the humanitarian response, including access to territory, refugee protection, legal stay arrangements and the identification of solutions for Venezuelan refugees and migrants.

Priority Areas of UNHCR Response

UNHCR's Regional Response herewith is structured around 4 **areas of intervention** and **strategic outcomes** as agreed upon in the RMRP:

Areas of Intervention	Strategic Outcomes
1 Direct Emergency Assistance	Refugees and migrants are provided with life-saving goods and services
2. Protection	Refugees and migrants enjoy rights and protection.
3. Socio economic and cultural integration	Refugees and migrants are socially, economically, and culturally integrated in empowered communities.
4. Strengthening the capacity of host government	Government institutions capacity to manage situations of refugees and migrants from Venezuela strengthened.

The priority elements of the regional response seek to respond to the **regional priorities** established by governments and include:

- **Provision of emergency assistance** and basic services to new arrivals. This will include food and non-food items, emergency shelter, health and nutrition, education, and legal assistance.
- **Collection and analysis of data on human mobility and emerging trends** will be enhanced to inform both the humanitarian and development actors as well as government bodies. Analyses and generation of information products will be also harmonized across the region to better understand the volume, specific needs, characteristics and routes of changing flows of refugees and migrants for planning, operational response and advocacy purposes. The Regional and National Coordination Platforms will develop information exchange protocols whereby data collected at country-level is consolidated in a comprehensive manner, ensuring a data driven response.
- **Protection monitoring** support will be scaled up in border areas and at key strategic points along the displacement route, and partners will undertake **advocacy** on this basis. Review activities will focus on access to territory, fair and efficient asylum procedures and complementary forms of protection, access to regular status, access to rights and services conferred under national laws (in particular for the most vulnerable), profiling of people on the move, and early warning.
- **Registration and documentation** support will be provided to different countries to establish inter-operable registration and documentation systems, including at regional level.

- **Strengthening of access to territory, asylum systems, regularization processes, and documentation**, through quality assurance initiatives and the implementation of fair and efficient migration policies, while also promoting the introduction of legal forms of stay for Venezuelans that include protection safeguards in line with international standards. Regional and sub-regional harmonization of normative instruments will also be pursued in line with government-led regional initiatives.
- **Protection responses for persons at risk and/or with specific needs** will be strengthened, in particular children at risk including UASC; indigenous communities; elderly people; pregnant and lactating women; LGBTI; people with disabilities; people living with HIV, and others. The Regional and National Platforms will map existing support spaces and will harmonize minimum operational standards required to run these spaces. Support spaces will be connected in a network throughout the region as a critical element to communicate effectively with communities.
- **Prevention and response to GBV** will require strengthened and consolidated regional measures, including through the support of the Regional and National Platforms, to reduce exposure of women, men, boys and girls to the risk of GBV, through dissemination of information, identification activities, standard operating procedures, referral pathways, and delivery of life-saving services.
- **Child protection and increased access to education** are key priorities. Children and youth, including those traveling without family members or care-givers, will have access to protection, appropriate care, and inclusive quality education services. A community-based approach will be applied, in conjunction with specialized case management, to ensure access to education and social services and protection according to the best interests of the child principle.

Communicating with communities (CwC) and increasing accountability will be at the core of the response. The Plan aims to enhance refugees and migrants' awareness of their rights and responsibilities, available services, as well as to gather feedback on protection risks, coping mechanisms, and response priorities. The Regional Platform will develop an inter-agency message bank to harmonize key messages. It will also map existing tools, such as use of social media and mobile applications that enable people to geolocate available services. **Legal orientation** on access to procedures and administrative procedures, in addition to specialized **legal aid** services, will form an important component of CwC activities.

- **Awareness** and solidarity campaigns as well as integration activities will be stepped up to combat discrimination and xenophobia towards Venezuelans and promote social cohesion and longer-term relations with host communities, especially in fragile communities where there are significant population influxes. The Regional and National Platforms will coordinate anti-xenophobia campaigns.
- **Self-reliance** will be fostered by maximizing opportunities for socio-economic and cultural inclusion of refugees and migrants, enhancing livelihood opportunities as well as ensuring a focus on investing in the resilience of host communities. This will include advocacy for the inclusion of refugees and migrants in national development plans and the early engagement of the private sector, as well as faithbased organizations and development actors, in recognition of the need for longterm planning.
- **Enhancing of support and improving access to public services** and social protection mechanisms, including health care, education, water, hygiene and sanitation. Delivery of assistance will be channelled through local and national service providers, where appropriate, including through multipurpose cash assistance.
- **Strengthening capacities** at regional, national and local level will be prioritized. Efforts will continue with relevant authorities to support preparedness measures (including for contingencies) and rights-based systems and policies ensuring that protection space is guaranteed and the provision of the basic needs of all refugees

UNHCR's Regional Response to Date

In close collaboration with host governments, partner organizations, faith-based organizations, UN Agencies, particularly IOM, and civil society in the region, UNHCR undertakes the following activities:

- Establishing a **coordinated, comprehensive and regional response** for Venezuelans trying to start over their lives outside their country, with governments, host communities and local organizations;
- **Collecting data and information** (population studies, registration and/or monitoring exercises depending the country) to better understand the specific needs of Venezuelan nationals;
- Improving **access to documentation**, which is key to remaining legally in any country;
- Reinforcing **refugee procedures** while also working to identify and **support other legal forms of stay** for Venezuelans that include protection safeguards;
- Providing assistance to meet Venezuelans' **basic needs**, including legal assistance, shelter, cash-based assistance, health, and education;
- Working with national and local authorities on their **preparedness** measures and protection-based response plans.
- Strengthening **protection responses** for unaccompanied and separated children, indigenous communities, elderly people, SGBV survivors, LGBTI persons, people with disabilities, and others with specific needs.
- Developing awareness and **solidarity campaigns** to combat discrimination and xenophobia towards Venezuelans; and
- Supporting mass **information campaigns for persons in need of international protection** to raise awareness about their rights and responsibilities.

4. Purpose, objectives and expected use of the evaluation

The purpose of this evaluation is to analyse the extent to which UNHCR is providing a timely and effective response to the needs of refugees and others on the move from Venezuela, including to better understand enabling and constraining factors in this particular context. The evaluation will also be used to draw lessons that could be used to reinforce the organization's global approaches to emergency responses.

The response to the Venezuela Situation can be characterised by a number of factors or drivers that result in greater complexity—making this response very challenging to evaluate. In order to make the evaluation more manageable, the evaluation will focus on UNHCR's response in four countries—**Brazil, Colombia, Ecuador and Peru**. Even with the narrower scope, the evaluation will need to take into account the variations in country contexts (economy, government policies and approach, political stability), the variations in profiles of people who have left Venezuela for each country and related protection needs, the variations in legal frameworks and policy processes for refugees and migrants from Venezuela, the differences in government responses in each country, and finally, the differences in UNHCR responses.

The primary users of the evaluation will be the key UNHCR stakeholders, particularly managers involved in the ongoing response to the Venezuela Situation including the Office of the Regional Coordinator. Other internal users will be the Regional Bureau for the Americas, the Division of Emergency, Security and Supply (DESS), Division of Programme Support and Management (DPSM), the Division of International Protection (DIP), Department of Information Systems and Telecoms (DIST), and the Division of Financial and Administration Management (DFAM) and the Department for Human Resources Management (DHRM). External stakeholders with an interest in the evaluation include the refugees, national and local authorities, UN and NGO partners, and donors.

5. Proposed Areas of Inquiry

These areas of inquiry will be further developed during the inception phase to produce key questions and sub-questions that guide the evaluation.

- **Area of Inquiry 1:** What have been the results and effects of UNHCR's regional and country level assistance and protection responses for the persons of concern in the Venezuela Situation over the period of the evaluation?
- **Area of Inquiry 2:** What factors (internal and external) constrained or enabled UNHCR's operational delivery of assistance and protection? To which extent were those influenced by the mixed flow character of the situation?

- **Area of Inquiry 3:** To what extent has UNHCR been successful in advocating for and building government capacity to ensure socio-economic inclusion of persons of concern, and incorporating mid/long-term protection perspectives in the design and delivery of the operational response?
- **Area of Inquiry 4:** Reflecting on how the Venezuela Situation has evolved since 2014: to which extent allowed the declaration of the L1-, and later on L2-, emergency for the respective countries to increase efficiency and effectiveness of UNHCR's emergency response, and which lessons can be learned for future emergency situations?
- **Area of Inquiry 5:** Based on the above, what lessons can be learned about how UNHCR can strengthen its emergency responses, particularly in the context of mixed flows? What can be done to strengthen UNHCR's response to the Venezuela situation in 2020 and beyond?

The UNHCR-IOM led Regional Inter-Agency Coordination Platform will be the subject of a separate evaluation, and will not be assessed as part of this evaluation.

6. Scope and approach

In keeping with the Evaluation Policy and our evaluation strategy, this evaluation is planned as a prospective, forward-looking evaluation that serves to provide real-time insights and analysis for course correction, as well as cumulative evidence to build a final summative evaluation of the response as a whole.

As mentioned above, the evaluation will be focused on UNHCR's response in four countries: Brazil, Colombia, Ecuador and Peru. The team will be composed of a Team Leader, Senior Evaluator and 2 Team Members. The team will work closely with a Senior Evaluation Manager based in Geneva. A dedicated Evaluation Officer, based in the regional Panama office, will join the team on country visits.

The evaluation team that will be recruited in February and March will conduct a total of five visits including the inception mission and the final validation mission. These visits will take place **in April, July, September, November and February 2020**. For the first 4 visits, the team will split up into 2 and travel for 1 to 2 weeks each to Brazil and Peru or Colombia and Ecuador. After the country visits, they will meet in Panama to obtain a regional perspective on the response, review and work on their findings, and debrief with the Regional team. **After each mission, they will prepare an internal report.** Between end November and end January, the team will prepare **the draft external report for comment**, and will travel to Panama to present it to the regional and country teams for comments.

- UNHCR encourages the use of participatory evaluation methods. The evaluation methodology is expected to:
- Be explicitly designed to address the key evaluation questions – taking into account evaluability, budget and timing constraints.
- Reflect Age, Gender and Diversity (AGD) considerations in all primary data collection activities.
- Be based on an analysis of **(i)** the logic and strategy underpinning the interventions and **(ii)** the main actors and stakeholders involved.
- Incorporate qualitative and quantitative data collection and analysis and leverage where possible different existing data sources, and ensure impartiality of the analysis, minimal bias, and credibility of the evaluation findings and conclusions.
- Make use of **(i)** relevant analytical frameworks and sectoral standards; and **(ii)** relevant internationally agreed evaluation criteria such as those by OECD-DAC adapted by ALNAP for use in humanitarian evaluations.
- Clarify and explain how UNHCR response to the Venezuela Situation evolved in the period under consideration taking into account contextual factors, risks, assumptions and constraints.

- Ensure that the tools and methodology developed during the inception phase take into account how the operations has followed relevant protection and programming standards – with the understanding that specific measurement may have been adjusted.
- Examine and explain results and changes using, to the extent possible, an outcome-based methodology (examples may include Outcome Mapping; RAPID Outcome Assessment), or Contribution Analysis suited to answer questions around contribution to results and influence on changes.
- Develop a proposed methodology and approach (presented in the Evaluation Matrix) to clarify, consult with the Operation and make explicit (a) **on which basis the evaluative judgment will be formed** and (b) how **systematic the triangulation** across types and sources of (primary, secondary, qualitative, quantitative data) is expected to be.

To address the questions relating to performance and effectiveness of implementation, the evaluation will build on interviews with key informants, and on the analysis of strategy and programme documents from UNHCR and partners. To address the evaluation questions around results and changes, the evaluation is expected to triangulate different types and sources of primary and secondary data².

The evaluation team is responsible to gather, analyse and triangulate data (across types, sources and analysis modality) to demonstrate impartiality of the analysis, minimise bias, and ensure credibility of findings and conclusions. With regards to data collection and analysis, the following activities are envisaged:

- **Primary data collection** including community consultations, and focus group discussions with UNHCR teams, with partners (operation and funded partners, as well as strategic partners), with Government interlocutors and donors and persons of concern in full compliance with Do No Harm and ethical requirements. Informed consent, confidentiality and data protection requirements should be discussed with the relevant offices and outlined in a specific protocol to be used throughout evaluation.
- If relevant and feasible a **survey** targeting UNHCR and partner staff could be designed and administered to support the analysis of issues around access, quality of services, broader community dynamics and perception of changes.
- **Secondary data review** including analysis planning and programming documents, UNHCR and partners' periodic statistical reports and other information and reporting products.
- **Interviews and stakeholder workshops** (including with UNHCR staff, partners, and Government interlocutors at capital and regional level) will be included to understand contextual and programmatic factors affecting the response. Workshops with relevant inter-agency working groups and task force will be considered as well.
- To support analysis, **two feedback and validation workshops** are envisaged: **(1)** immediately following data collection phase (September 2019), an exit debrief and discussion with UNHCR teams to help steer the direction of the analysis and emerging findings; and **(2)** after the findings have been more clearly identified and substantiated (November 2019), a stakeholder workshop will help improving the accuracy of the analysis and shape the proposed recommendations to ensure greater ownership of the evaluation results in-country.

Evaluation Quality Assurance (EQA)

The evaluation team is required to adhere to the UNHCR Code of Conduct, complete UNHCR's introductory protection-, and other mandatory training module, and respect UNHCR's confidentiality and non-disclosure requirements.

In line with established standards for evaluation in the UN system, and the UN Ethical Guidelines for evaluations³, evaluation in UNHCR is founded on the inter-connected principles of independence, impartiality, credibility and utility, which in practice i.a. call for: protecting sources and data; systematically seeking informed consent; respecting dignity and diversity; minimising risk, harm and

² Possible sources of data include: (a) **Programme data** generated through monitoring activities, and other reporting products and analysis; (b) **Primary data** from UNHCR partners, government counterparts, and service providers; (c) Information Management Systems, safety audits, and other types of assessments and routine monitoring and reporting activities; and (d) **Secondary data** including administrative data (where available) for example from police records, and records from district authorities.

³ United Nation Evaluation Group (UNEG) Ethical Guidelines, 2008. <http://www.unevaluation.org/document/detail/102>

burden upon those who are the subject of, or participating in the evaluation, while at the same time ensuring the integrity of the evaluation process is not compromised.

The evaluation is expected to adhere to the UNHCR pilot Evaluation Quality Assurance which clarifies the requirements expected for UNHCR evaluation processes and products. The Evaluation Manager will share and provide an orientation to the EQA at the start of the evaluation. Adherence to the EQA will be overseen by the Evaluation Manager with support from the UNHCR Evaluation Service as needed.

7. Organization, management and conduct of the evaluation

The evaluation will be undertaken by a team of qualified external consultants, supported by an Evaluation Officer based in Panama.

The overall **evaluation management will be done by** the Senior Evaluation Officer in Geneva. The Senior Evaluation Officer is responsible for: **(i)** the day to day aspects of the evaluation process; **(ii)** acting as the main interlocutor with the evaluation team; **(iii)** providing the evaluators with required data – with the support of the evaluation focal points in the concerned Bureau, Divisions, and different teams in the Operation; **(iv)** facilitating communication with stakeholders; **(v)** reviewing all interim deliverables and final reports to ensure accuracy and quality.

The evaluation team will be selected by a panel comprising the Office of the Regional Coordinator for the Venezuela Situation, UNHCR Evaluation Service, and the Bureau for the Americas. The team will comprise of one Team Leader, one Senior Evaluator and two Team Members. The Team Leader may be required to recruit as well as manage the team member(s). Fluency in Spanish is essential, and fluency in Portuguese would be highly desirable. A specific budget for translation support is allocated as part of the overall evaluation budget.

All deliverables should be copy-edited in English to publication standards, and free from errors.

Expected deliverables and evaluation timeline

The evaluation should be completed within 14 months from January 2019 and the key evaluation deliverables are:

- Inception report that demonstrates an understanding of the current political, operational and inter-agency context for this emergency; details out the methodological approach that will be taken by the team (including data sources and areas where primary data collection will be needed); and presents a work-plan and timeline.
- Periodic briefings for the Senior Executive Team and leadership in Geneva, Panama, all relevant country operations, and internal and external stakeholders as needed and appropriate
- Internal reports every 8-10 weeks, following country visits; as planned in April, July, September, November and February. These internal reports will include what is working well, what is working less well, and what needs to be done differently/improved (immediately and in future responses). These reports are for internal learning and documentation and hence can be briefer and less formal. Reports can also focus on specific issues that the evaluation team identifies as being critical.
- Final evaluation report including recommendations (35-40 pages excluding annexes). Data collection toolkit (including questionnaires, interview guides, focus group discussion guides) and details on the analytical framework developed for/used in the evaluation will also be shared. An Executive summary will be included and prepared as a stand-alone document).⁴

⁴ The evaluation ToR, final report with annexes, and formal management response will be made public and posted on the evaluation section of the UNHCR website. All other evaluation products (e.g. Inception Report) will be kept internal.

Activity	Deliverables and payment schedule	Completed by
Inception and Scoping	Final inception report – including methodology, refined evaluation questions (as needed) and evaluation matrix.	15 May 2019
In-country data collection and preliminary analysis	Interim reports due July 31, September 31, November 31,	July to November 2019
Data analysis and reporting including: Stakeholder feedback and validation of evaluation findings, conclusions and proposed recommendations.	Draft report and recommendations (for circulation and comments)	31 January 2020
EQA review of draft report , circulation for comments	Consolidated comments	28 February 2020
Finalisation of Evaluation Report and executive summary.	Final Evaluation Report (including recommendations and executive summary)	15 March 2020