



TITLE	<i>Assessment of UNICEF's Response to the Flooding in Pakistan</i>
CONSULTANCY ROLE	<i>International Consultant</i>
REPORTING OFFICER	<i>ROSA Regional Evaluation Advisor</i>
CONTRACT MODALITY	<i>Individual consultant</i>
LOCATION OF ASSIGNMENT	<i>A combination of in country visits and remote data collection</i>
LANGUAGE(S) REQUIRED	<i>English. -</i>
Work Plan Activity/related outcome	<i>297R/A0/10/002/014/027</i>
Budget Code for the Consultancy/Contract	
Budget Code for the Insurance	
DURATION OF CONTRACT	<i>55 days; between February 15th to April 30th, 2023</i>

1. Background

Between June and August 2022, due to a combination of torrential rain, urban and rural flash floods and other factors, Pakistan experienced record flooding that covered more than one third of the country. The flooding affected 94 districts, most of which were experiencing other vulnerabilities. A total of 1,739 people lost their lives (including 647 children), 12,867 were injured (including 4,006 children) and more than 2.2 million houses were damaged. Overall, the flooding affected more than 33 million Pakistani in one way or another.

While the country experiences flooding regularly, this occurrence was the worst seen in 30 years and represented over 2.9 times the national average water fall over that period. The negative impact of the floods occurred early on. By September 2022, 12,718 kilo metres of roads and 390 bridges had been destroyed. At the same time, 927, 543 livestock had died while 1,815,550 houses were destroyed. A total of 9 million people were pushed in poverty. Further, the flooding also weakened systems for access to and provision of essential social services fracture, further exacerbating the crisis.

By January 2023, UNICEF reported that up to 4 million children were still living near stagnant waters¹. In addition, respiratory infections among children increased, as did the number of children suffering from acute severe malnutrition. The situation of children was made worse in areas like Jacobabad and other mountainous parts of the country that experience a drop in temperatures during this season. To date, thousands of people in Sindh and Balochistan, the two worst provinces were still living in tents

2. Summary of UNICEF's Response

UNICEF responded early to this emergency. The UNICEF response cut across at all phases of the crisis and is currently continuing. **The agency** reached affected populations through a multi-sectoral package of interventions, including through establishing four outposts/hubs to reach the most vulnerable populations. However, the scale and scope of the humanitarian needs continues to require strengthened capacity and scaled-up programme implementation modalities by UNICEF and its partners. To address the large need for additional human resources, UNICEF activated its surge capacity, drawing on expertise within the country office, the regional office and globally. The agency was able to lead sectoral coordination in the WASH, Nutrition and Education sectors and Child Protection sub-sector from the beginning of the response.

A brief summary of the UNICEF's response in the different sectors is included below

In Water, sanitation and hygiene (WASH), the flood response kicked off in August in the provinces of KP and Balochistan, followed by Punjab and Sindh, scaling up the response to WASH needs among flood affected women, children, and men in 30 districts. During the first 3 months of the crisis, UNICEF supported the provision of access to emergency water services, temporary sanitation, and hygiene facilities, in addition to the distribution of hygiene related non-food items. This assistance continued in critical areas where water is still standing and communities remain displaced, unable to return to their homes. Additionally, UNICEF expanded coverage to communities as they returned home to villages that lack basic access to WASH services, working with WASH service providers, civil society, and the private sector with the aim of restoring access to life-saving WASH services with a sustainable lens.

In health, UNICEF diverted its ongoing health response to COVID-19 to immediately focus on PHC services by establishing Mobile Health Teams and static camp sites in partnership with the District Health. These teams comprised of government staff who were provided incentives, additional medicines, and mobility support. Mobile health teams provided essential health services, sustaining coverage of high-impact preventive and curative interventions to women, children, and adolescents (514,821 boys) received immunization against measles and 48,544 pregnant women have been provided antenatal care services. As malaria and dengue outbreaks enhanced by the floods occurred, UNICEF provided Anti-malarial drugs, long lasting mosquito nets and, rapid testing kits for diagnosis of Malaria and Dengue.

¹ UNICEF Press Release "Up to 4 million children in Pakistan still living next to stagnant and contaminated floodwater ([unicef.org](https://www.unicef.org)), January 9, 2023.

In nutrition, UNICEF, supported the screening of children for malnutrition across 49 flood-affected districts. Those identified as severely malnourished admitted for treatment in 1,250 UNICEF supported Outpatient Therapeutic Programme (OTP) sites.

In education, UNICEF provided safe, inclusive, and accessible learning opportunities through temporary learning centres (TLCs) equipped with teaching, learning and recreational materials across Balochistan, Punjab and Sindh provinces

For child protection, UNICEF activated 10 partnerships with civil society organizations to bring child protection services to flood-affected children and families in Sindh, Balochistan, Punjab and KP. UNICEF supported the Social Welfare Departments to expand the district Child Protection Units (CPUs) to provide services for children at risk and survivors of protection violations.

The agency also played a key role in social and behavior change. In July and August, the UNICEF SBC teams supported the Cholera outbreak in Baluchistan, Sindh, and Punjab provinces. During this period, community engagement and advocacy sessions were conducted with caregivers and community influencers, (parents, religious leaders, political activists, associations)²

3. Purpose, objectives and overarching questions

The assessment of UNICEF's L2 response to the floods is a **light touch utilization focused activity**. The assessment will have both an accountability and learning purpose. It fulfils the requirement of the UNICEF Evaluation Policy (2018) whereby all L2 emergencies must be evaluated by the regional office. The assessment also is expected to help the UNICEF PCO, the regional and HQ levels, generate learning to support programming strategy and operational planning, in similar emergencies. It will inform a **forward-looking** reflection on the UNICEF response to the flood emergency even after the L2 designation ends but the response continues.

Purpose

1. Inform programme design and support managerial decision-taking to current course correction and inform learning for future/ similar emergencies including insights in the mitigation of impact in such emergencies.
2. Support accountability by providing an independent assessment of UNICEF's response to the flooding crisis in Pakistan.

Objectives

1. Examine the nature, scope, quality of the UNICEF response to the flooding emergency in Pakistan
2. Examine the extent to which UNICEF effectively responded to the needs of the most affected population in a timely and integrated manner, and with what results/outcomes
3. Assess the extent to which emergency preparedness and organizational readiness enabled UNICEF, particularly the Country Office to respond and coordinate more effectively.

² UNICEF Pakistan End Tear Humanitarian Situation Report, December, 2022

4. Document challenges and lessons learned from the flooding emergency in Pakistan with the goal of informing course correction as the response continues.

Overarching Assessment Questions

The assessment will be guided by the following six general questions?

1. *In what ways did UNICEF respond to the Pakistan flood emergency? What were the areas of focus in the different areas affected by the flooding and what contribution did UNICEF make to the overall country response?*
2. *What was the overall quality of the UNICEF response and to what extent did UNICEF respond to the needs of the most vulnerable/ marginalized based on its mandate and comparative advantage?*
3. *How well did UNICEF coordinate within and across units and partners to ensure a timely and relevant response?*
4. *To what extent was UNICEF's infrastructure, systems and policies (including the Core commitment to Children) at all levels adequate and utilized during the response and how did emergency preparedness and organizational readiness enable the country office to respond more effectively.*
5. *What are the **lessons** (for CO/RO/HQ) that are emerging from the implementation of the response? What are the emerging positives from the response? and what have been the greatest challenges in responding to the flooding in Pakistan? Are there discernable trends that are applicable to **different settings and contexts***
6. *What **more** should be done to continue providing support to communities and individuals affected by the flooding?*

Note: Sub questions will be developed at inception phase to further explore the above overarching questions.

4. Conducting the Assessment: Design and Methodology

4.1 Key Assessment Principles

1. This assessment is designed primarily for utility. It recognises the immense operational strains on UNICEF at a time of high-intensity strategic and programmatic activity. It aims therefore for a low evaluative 'footprint' to minimise burdens on UNICEF staff and other stakeholders. It places a strong focus on learning to maximise its potential for use.
2. Four principles underlie its design:
 - **Limited footprint:** This assessment recognizes the need to reduce pressures on UNICEF staff and other stakeholders (implementing partners, UN partners, affected populations), given that the response is still ongoing and will continue beyond the L2 designation status. Specifically, demands to participate in interviews, answer survey questions or provide documents or data should be limited. The assessment design seeks to maximise the use of available (secondary)

data, with primary data collection held at a minimum through a select number of group and individual interviews

- **Data-driven:** This assessment set out to be as data-driven as feasible. However, focus will be to maintain a light foot print that combines use of existing data and internal UNICEF databases with interviews to meet the objectives
- **User-friendly:** The assessment intends to make results as easy to access and to understand as possible. Findings will therefore not only be articulated in an assessment report but will also be summarized and visualized through PowerPoint presentations, infographic briefs and other channels.
- **Focus on learning:** This assessment design has a strong learning focus. On the one hand, it intends to generate relatively timely data and results as the response will continue beyond the L2 designation. On the other hand, it also will enhance our understanding on the relevance and efficiency of using a wide array of existing UNICEF data bases to assess emergencies

Criteria for Consideration

The following criteria will be considered

- Effectiveness including coverage
- Efficiency, including time efficiency and timeliness
- Impact, including unintended consequences
- Preparedness and Planning
- Coherence of the response including both internal and external coherence, examining issues coordination and connectedness of the response

Data Collection Methods and Sources

The presence of other ongoing/planned initiatives, at regional and country level, to generate information on the UNICEF response to COVID-19 will be carefully mapped out to ensure alignment and minimize overlap with the RTA.

The following data collection methods will be used:

- I. **Desk review:** The assessment will conduct a desk review of UNICEF internal documentation (including but not limited to: UNICEF Humanitarian Action for Children (HAC); Sitreps; EMT power point presentation and notes; surge requests and placements; Country Office Annual Reports (COARs); Annual Management Plans (AMPs); Country Programme Documents (CPDs); workplans; contingency plans; audit reports; risk assessment reports etc.); The desk review also will include review of government and other implementing partner reports and documents
- II. **Review and analysis of UNICEF functional datasets** (HR/DPAM/Supply Division etc< Vision); as well as any external data sets

- III. Key informant interviews and focus groups: A selected number of key informant interviews including interviews with government, CSO and other stakeholders also will be conducted. These will be complimented by focus group discussions with UNICEF staff and others.
- IV. Short survey monkey questionnaire for **UNICEF Cos**: A small number of key informant interviews with UNICEF Staff, implementing partners and **Government representatives** at CO levels, etc.
- V. Observation of sites: The consultants also will visit communities and areas where UNICEF provided support during the crisis.

5. Scope

- a. Thematic scope: The assessment will provide a light touch assessment of all areas of UNICEF's response
- b. Timeframe: the principal focus will be from the time the flooding begun to the end of the L2 designation in March, 2023.
- c. Geographic scope: The scope of the evaluation will be the areas affected by the floods. However, other aspects of the response that could be national in nature also will be explored.
- d. Participants: Participants will include UNICEF staff, government, UN and other stakeholders. However, due to the light nature of the exercise, a few governments, UN and CSO partners also will be interviewed.

6. Use and audience

This exercise has the potential to offer insights on different levels. Primary users will be the **UNICEF management at the Pakistan country level** who would harness the findings to inform **ongoing implementation** of the UNICEF support beyond the L2 designation. These findings also will inform and provide lessons for the regional office, HQ and other countries in South Asia and beyond who may experience a similar emergency in the future. Moreover, lessons learned around coordination of UNICEF systems at the different levels will be informative in supporting and addressing emergencies occurring at the country level

Information gathered will be analyzed and presented to the country and regional offices. An assessment report also will be produced and shared with the relevant stake holders.

7. Key Assignments and Tasks

In this section outline the activities and tasks that are to be executed and completed within the estimated timeline for completion of the programme. Assignments/Tasks should be outlined in the order they should be carried out by the consultant/contractor.

Tasks and Responsibilities for the Team Lead

-
- 1. Overseeing and supervising the second consultant
 - 2. Leading the development of the inception report

3. Providing advice on the overall design and implementation of the general assessment
4. Ensuring that the objectives of the overall assessment are met and that questions are answered with quality
5. Leading the development of data collection tools
6. Conducting data collection along with the second team member including conducting the desk review, group and individual interviews
7. Working with the second team member to analyze/ synthesize data in line with the objectives and guiding frameworks
8. Working with the second team member to prepare the final reports and ensuring that all reports meet, UNICEF, UNEG and other global standards
9. Leading the presentation of assessment results to relevant stakeholders
10. Ensuring delivery of all products on time

Child Safeguarding

Is this project/assignment considered as "[Elevated Risk Role](#)" from a child safeguarding perspective?

☐ Yes ☒ No If YES, check all that apply:

Direct contact role ☐ Yes ☒ No

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel: [Click or tap here to enter text.](#)

Child data role ☐ Yes ☒ No

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos): [Click or tap here to enter text.](#)

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#).

A) Key Deliverables (for consultants only)

In this section describe in detail the expected outputs and results of the consultancy in relation to the programme/project and the time frame which will lead to the achievement of the overall objectives and goal as outlined in the Work Plan.

Deliverables	Estimated number of working days	Due date/latest date for completion of deliverable (if unsure about specific calendar dates, put number of days after contract start and actual dates only in CIC)

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An inception powerpoint presentation outlining the assessment methodology, including key stakeholders and data bases to be used	3	February 15th
Brief power point slide with initial nuggets of lessons learned based on initial desk review, selected interviews	7	February 23, 2022
Inception report with a complete set of tools	5	February 28, 2023
Field work and data collection	21	March 25, 2023
Detailed presentation with key findings, recommendations and comprehensive lessons learned	5	April 12th
Draft assessment report	9	April 25 th , 2023
Final assessment report	5	April 30, 2023
Click or tap here to enter text.	55	Click or tap here to enter text.

Due dates may shift due to unforeseen circumstances and with agreement of the supervisor/manager without need for amendments as long as the overall fee remains the same.

The language of the deliverables will be in English

B) Key function/day-to-day activities (for contractor only):

Click or tap here to enter text.

Planned Budget:

A) Professional Fee (Lump Sum): 33,000 Currency: USD

This estimate is based the following considerations: On going daily rates for a person at this level along with ROSA guidance in light of the deliverables expected.

B) Travel cost

Travel cost estimate (Lump Sum): Amount currency __

OR

Best estimate of required travel at the time of TOR preparation:

USD / Local currency 4000

If not lump sum: the travel cost estimate is based the following considerations:

Itemize planned travel and costs here. [Click or tap here to enter text.](#)

Note: Due to the Regional Office role, exact travel needs may vary throughout the consultancy/contract.

Air travel will be in economy class. DSA, Terminal, etc, will be as per UNICEF travel policy for consultants/contractors. Consultants/contractors on travel status must complete the BSAFE course prior to travel. No DSA is payable for consultants/contractors to be based in a particular location/duty station as those costs should be included in the fee lump sum.

If travel costs are not based on the preferred lump sum approach, reimbursement will be based on actual costs, not to exceed standard travel costs applicable to staff travel (economy class).

If there is a high likelihood of change-in-travel plans, the TOR budget estimates should aim at the highest potential travel costs to avoid cost-based extensions.

Total Estimated Cost of the Consultancy/Contract:

Fee ...33,000..... + Travel4,000 = ...Total; 37,000 dollars Currency

1. Proposed Fee schedule for payment:

(please note that consultants are paid only based on delivery of outputs; contractors normally through monthly payroll)

Deliverables	Amount (in USD)
An inception PowerPoint presentation outlining the assessment methodology, including key stakeholders and data bases to be used	1800
Brief power point slide with initial nuggets of lessons learned based on initial desk review, selected interviews	4200
Inception report with a complete set of tools	3000
Field work and data collection	12,600
Detailed presentation with key findings, recommendations and comprehensive lessons learned	3,000
Draft assessment report	5400

Deliverables	Amount (in USD)
Final assessment report	3,000

Payments are due upon timely completion of each deliverable or contracted function certified as satisfactory by the supervisor/manager.

- **The consultant will be paid upon satisfactory completion of assigned tasks and receipt of key deliverables and as certified by the Supervisor/Manager. A contractor will be paid as per the agreed schedule for performance of the contracted functions or activities.**
- UNICEF reserves the right to withhold payment or partial payment for deliverables that are of poor quality or that do not meet the deadline stated in the contract.
- If deliverables are submitted before the end of the contract, payment will be processed.
- **Final payment may not be less than ten per cent of the total value of the contract.**
- **The final payment will be processed within 30 days of the expiry date of the contract upon confirmation of satisfactory delivery of services.**

Working Conditions:

Consultant/contractor will

- ☐ **Work remotely and no office space is required.**
- ☐ **Work from ROSA office and office space is required (hiring office must contact Operations Section before committing to contract dates).**
- ☒ **Has particular IT, logistics, transport, insurance and security requirements that apply:**

Provide details here on the particular needs marked above

Budget code for ICT equipment: [Click or tap here to enter text.](#)

For contractors only:

The contractor's attendance requirements are:

Specify attendance requirements, if any. Include any time-off, for example 1 ½ days per month for a 5 day work week, that was agreed to with the contractor (which must be considered in the fee calculation if it was based on working days). [Click or tap here to enter text.](#)[Click or tap here to enter text.](#)

8. Team Composition and Required experience

The assessment will be conducted by a highly qualified team of two external consultants comprising one team leader and one team member. Senior and mid-level experts, including national/regional consultants are welcome to apply. At least one member on the team should have strong skills and expertise in conducting literature/desk reviews and processing, analyzing and synthesizing data from data sources as well as knowledge on UNICEF systems and data bases

Team Leader

Minimum Requirements:

A) Education:

In this section mention what type of education qualifications that are required to carry out the tasks and achieve the outlined results.

At least a Master's degree in the social sciences, disaster management. Response, public health or related field

B) Work Experience:

In this section mention how many years of experience does the consultant/contractor need to have in order to be proficient for the consultancy/contract.

At least 10 years of experience conducting evaluative, research work or other similar assessments

C) Competencies:

In this section list any competencies the consultant/contractor should have

Required Qualifications of external consultants

- Extensive experience in evaluating emergency preparedness and response and managing complex situations
- Extensive experience in evaluation of resilience and nexus approaches
- knowledge of latest methods and approaches in evaluation, especially participatory methods, remote data collection including for populations and communities
- Experience in applying both quantitative and qualitative methods and ability to effectively communicate data and analysis
- Familiarity with UNICEF's organizational procedures and systems
- Excellent oral and written communication skills
- Experience with the ethics of evidence generation; familiarity with ethical safeguards
- Flexibility and adaptability

D) Language Proficiency: English, any spoken local language in Pakistan an asset

In this section mention the language(s) the consultant/contractor should know. Specify whether requirement or desirable.

Please note that the hiring manager is required to review profiles of eligible candidates from the spouse and partner employment/dual career support roster maintained by ROSA. Recommended candidates will be vetted against the United Nations sanctions lists.

8. Norms and Standards

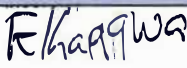
Consistent with the United Nations Evaluation Group (UNEG) Norms and Standards, The UNEG Ethical Guidelines and UNEG Code of Conduct, the UNICEF Procedure on Ethical Standards in Research, Evaluation and Data Collection and Analysis, the UNICEF guidance on gender integration in evaluation, the Sphere standards, the UNEG guidance on integrating human rights and gender equality and UN System-Wide Action Plan (UN-SWAP) on gender equality, the evaluation will ensure:

- **Respect for rights of individuals and institutions:** The evaluation team will accord informants the opportunity to participate voluntarily while maintaining their anonymity, and to make an independent decision to participate without pressure or fear of penalty (informed consent/assent). Also, interviewers will assure respondents that information would be confidential, and that reports would be written such that responses/contributions would not be traced back to them. Interview notes and any recordings will be accessible to the team members only.
- **Respect for cultural identities and sensitivities:** Variances in ethnicities, culture, religious beliefs, gender, disability, age will be respected. As a result, evaluation processes will be mindful of cultural settings, developmental status and evolving capacities/ages of children and other stakeholders, and the needs of the respondents and rights-holders that programmes are supposed to serve.
- **Professional responsibilities and obligations of evaluators:** The evaluation team will exercise independent judgement and operate in an impartial and unbiased manner. During data collection, any sensitive issues and concerns will be addressed through the appropriate mechanisms and referral pathways

Adherence to the “do no harm” principle will be required when interacting with all groups of informants. Special attention should also be paid in situations where the evaluators interact with children and young people. As per the UNICEF Evaluation Office standard procedure, the evaluation design will undergo ethical review during the inception phase. Ethical approval will be sought from the UNICEF Institutional Review Board or designated subsidiary prior to implementation.

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Clearance and Endorsement

	Name	Signature	Date
Submitted by (ROSA Evaluation Section Chief)	Esther Kaggwa		February 8, 2023
Cleared by (Human Resources) (HR will put in name of approver)	Ogechi Onuoha Human Resources Specialist		Ogechi Onuoha Digitally signed by Ogechi Onuoha Date: 2023.02.10 09:36:21 +05'45'
Reviewed/comments by Operations	Yuko Kusamichi Regional Chief of Operations		Digitally signed by Yuko Kusamichi Date: 2023.02.10 10:13:36 +05'45'
	Comments		
Endorsed by (DRD / RD)	Noala Skinner Deputy Regional Director		2023.02.10

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