

Terms of Reference

for mid-term programme evaluation

Programme title:	Strengthening child wellbeing system in Khorezm region
Position title:	External Programme Evaluator/s
Place of assignment:	Khorezm region, Uzbekistan
Duration of assignment:	June – August 15 th 2019

I. Background

These Terms of Reference (TOR) serve as a request for proposals from consultants who are interested in conducting a mid-term evaluation of SOS Children's Villages Programme in Khorezm Region, Uzbekistan.

SOS Children's Villages Uzbekistan is a non-governmental, non-political organization established in 1997 as a member of the SOS Children's Villages (CV) International Federation. Established in Austria in 1949, the SOS CV International Federation has expanded its programming over the last 65 years to 134 countries around the world. In many of these countries, SOS CV provides family-based care (FBC) for children who have lost parental care, as well as family strengthening programming (FSP) for vulnerable families at risk of separation. SOS Uzbekistan is working with altogether 168 employees in 3 locations – Tashkent city, Samarkand and Khorezm regions.

SOS Children's Villages Programme Khorezm (CVP Khorezm) is an integral part of the Association SOS Children's Villages Uzbekistan, which operates in Urgench city and 3 rural districts of Khorezm region since 2010. The programme in Khorezm region is funded by SOS Villages d'Enfants Monde Luxembourg (SOS LU) within a five-year Framework Agreement (2017-2021) with the Luxembourg Ministry of Foreign Affairs. SOS Children's Villages Programme in the Khorezm region focuses on de-institutionalization and development of the childcare system, safeguarding families which are at risk of separation and providing family-type alternatives for children who lost parental care. The programme cycle has started in 2017 and will end in 2020. It contributes to the following result within the Framework Agreement: "In Uzbekistan, in the Khorezm region, children who lost parental care or are at risk of losing of parental care benefit from an appropriate care that respects their rights and acts in their best interests."

II. Purpose of the external evaluation

An external evaluator (individual or evaluation team) is required to undertake the evaluation to ensure an independent, objective assessment of the Programme's achievements.

The specific objectives of the evaluation are:

- **Objective 1:** To evaluate the effectiveness, efficiency, relevance, perspective of impact of the programme as set in the programme log frame as well as assess how the programme has followed a rights'-based approach and gender sensitive programming;
- **Objective 2:** Assess whether the collaboration between SOS Children's Villages Uzbekistan and its state and civil society partners at community and regional level has added value to the intervention with a positive effect on beneficiaries. What has contributed to this value addition, and what has not?
- **Objective 3:** Identify and assess key lessons learned and challenges, assess perspective of sustainability and draw recommendations for the second phase of the programme implementation and future programming.
- **Objective 4:** Assess if the programme falls into the DAC 150 CRS 15160 "human rights" code.

The evaluation results will enable to enhance the quality of the second phase of the intervention (mid-2019-2020) and will help preparing future programming.

Key persons to be targeted during the evaluation:

- Children and young people participating in the programme;
- Families and children participating in the programme as beneficiaries of social services;
- Children, young people and families who left the programme;

- Families who are not participating but might be affected by the programme (e. g. from neighborhood);
- Programme team;
- Programme partners; community members, local partners and main stakeholders;
- Programme management at national level.

Key users of evaluations results:

- Programme level: programme management, programme team, and implementing partners.
- Management level: National Director (ND), National Program Development Director (NPDD), National Program Advisors (NPAs), etc.
- Regional level: SOS International Office Region (IOR).
- Donors: SOS Villages d'Enfants Monde Luxembourg (SOS LU) and Luxembourg Ministry of Foreign Affairs.

III. Scope work and methodology

Objective 1

Evaluation issue	Key guiding questions	Sources of information
Relevance Does the project address the situation of the specific target group?	<ul style="list-style-type: none"> • To what extent is the programme focused on the intended target group - i.e. vulnerable parents and caregivers; children most at risk of losing the care of their family, and those without parental care; local authorities? • What have been the specific criteria for the selection of the beneficiaries? • To what extent the parents (families) and children admitted to the programme have met the selection criteria? • To what extent has the programme addressed the needs of the communities and was capable of responding to the needs of the target group? • To what extent, the programme interventions respond to the needs and priorities of the programme participants? • Is the programme is relevant in line with national level priorities? How well did the programme integrate with and gain advantage from the Government policies, previous similar programs' knowledge, lessons and recommendations? 	Documents <ul style="list-style-type: none"> 📖 Grant proposal 📖 Programme progress reports 📖 Monitoring and evaluation reports 📖 Self-evaluation reports People <ul style="list-style-type: none"> ↑ Programme participants, former participants ↑ SOS programme staff SOS Database
Effectiveness: To what extent is the programme 'on track' towards achievement of the planned results, with an approach that integrates seeds for sustainability and self-reliance?	<u>General</u> <ul style="list-style-type: none"> • To what extent is the programme likely to achieve its planned outputs and outcomes • To what extent have programme strategies, methodologies, tools and processes contributed to the achievement of the planned results so far? <u>Building self-reliance in families where children are at risk of losing parental care</u> <ul style="list-style-type: none"> • To what extend the target groups are aware of the project and the services it provides? Do all families of the target group receive services? • To what extent have beneficiaries been satisfied with the programme interventions? • To what extend the amount, type and quality of the services correspond to the needs of the target group? • To what extent has the quality of care and protection and living conditions, of the child participants, improved in families of origin? • How many families successfully left the programme since 	Documents <ul style="list-style-type: none"> 📖 Programme Logframe 📖 Programme progress reports 📖 Annual self-evaluation reports 📖 Children and family cases 📖 Programme visit reports People <ul style="list-style-type: none"> ↑ Children and families who are participating or have participated in the programme ↑ Programme management ↑ Partners (local community councils, other service providers, local government, key

	<p>the beginning and became self-reliant?</p> <ul style="list-style-type: none"> • What are the reasons for other families that prevented them to achieve self-reliance by end of the programme? • To what extent does the approach of working with families contribute to the families become self-reliant? <p><u>Building families for children without parental care, where their survival and development needs can be properly met</u></p> <ul style="list-style-type: none"> • How many children without parental care have participated in the programme during the whole period of programme implementation? • To what extent has the quality of care and protection of the child in SOS families have been ensured? • To what extent does the approach of following a structured individual development planning process and essential services provided contribute to children's harmonious development? • To what extent the amount, type and quality of the services provided correspond to the needs of the children? • To what extent families (including foster families and kinship care) have increased their capacity to meet the survival and development needs of their children? 	<p>implementation partner (if any)</p> <p>† SOS programme staff</p>
<p>Efficiency: Are resources utilised in an optimal way, in working towards planned results?</p>	<ul style="list-style-type: none"> • Are adequate and sufficient resources invested in the Programme, in terms of human resources, infrastructure and equipment, adequate transport and funds? • What are the annual total running costs and the average running costs per child per month in family based care and families of origin? And how do these costs compare with the similar initiatives in other locations of the country where SOS UZB runs the programme? • Are there any alternatives for reaching the same result with less resources? Are there feasible options for cost reduction and cost saving while realizing the same level of results and quality? Could the outcomes and results have been achieved at lower cost through applying a different approach? • Have the costs for innovative approaches (including community-integrated families and social centres) been rational and efficient comparing with the effect occurred? 	<p>Documents</p> <ul style="list-style-type: none"> 📖 Programme progress reports 📖 Annual self-evaluation reports 📖 Financial reports <p>People</p> <ul style="list-style-type: none"> † Programme management † Partners (local community councils, other service providers, local government, key implementation partner (if any)) † SOS programme staff
<p>Perspective of Impact:</p>	<ul style="list-style-type: none"> • Assessment of impact on the beneficiaries that received services at the initial stage of the programme and already left the programme. • What are the programme's unintended effects so far and how did they influence the outcomes? 	<p>Documents</p> <ul style="list-style-type: none"> 📖 Indicators as per project Proposal 📖 Programme Logframe 📖 Programme progress reports 📖 Annual self-evaluation reports 📖 Child and family files 📖 Feedback questionnaires 📖 Programme visit reports <p>People</p> <ul style="list-style-type: none"> † Children and families who are participating or have participated in the



		<p>Programme</p> <p>↑ Other stakeholders</p> <p>↑ Programme management</p> <p>↑ Partners (local community councils, other service providers, local government, key implementation partner (if any))</p> <p>↑ SOS programme staff</p>
Planning, monitoring and evaluation	<ul style="list-style-type: none"> • To what extent are annual planning processes followed? • To what extent are monitoring and evaluation systems put into practice? • To what extent do the findings of monitoring and evaluation contribute to improvement of programme practice? • Is the implementation of monitoring and evaluation systems geared towards ensuring sustainability? 	<p>Documents</p> <p>📖 Programme log frame</p> <p>📖 Annual self-evaluation reports</p> <p>📖 Programme progress reports</p> <p>📖 Programme visit reports</p> <p>People</p> <p>↑ Programme management</p> <p>↑ Partners (local community councils, other service providers, local government, key implementation partner (if any))</p> <p>↑ SOS programme staff</p>
Rights-based approaches	<ul style="list-style-type: none"> • Do the local authorities, family and communities understand their role and responsibilities in terms of fulfilment of child rights? • Have they initiated any responses to ensuring basic rights of children to quality care and protection? • To what extent have best interests of child participants been taken into account during decision making process? • To what extent have children participated in decision making process? 	<p>People</p> <p>↑ Children and families who are participating or have participated in the programme</p> <p>↑ Partners (local community councils, other service providers, local government, key implementation partner (if any))</p> <p>↑ SOS programme staff</p>
Gender-sensitive programming	<ul style="list-style-type: none"> • Have the programmes addressed any gender-related issues that place children at risk of losing the care of their family and children without parental care? • Has gender been considered in the development of relevant community-based structures? • Have gender-sensitive approaches been taken to planning, monitoring and evaluation? • Is the programme responsive to gender needs, social and cultural values, conditions and practices? 	<p>Documents</p> <p>📖 Programme progress reports</p> <p>📖 Annual self-evaluation reports</p> <p>People</p> <p>↑ Families who are participating or have participated in the programme</p> <p>↑ Partners (local community councils, other service providers, local government, key implementation partner)</p>

		(if any) ↑ SOS programme staff
--	--	-----------------------------------

Objective 2

- What joint activities have been undertaken by SOS Children's Villages Uzbekistan and its partners, both at a community and regional levels since the start of the programme?
- Which of those joined activities have been the most effective according to SOS Children's Villages and its programme partners?
- How did the different actors learn from those experiences?
- To what extent are the activities of the programme complementing the work of other stakeholders?

Objective 3

- What are the key lessons learned for objective 1 and 2? What are the key challenges? What are the recommendations?
- **Perspective of sustainability:**
 - Are the changes caused by the programme likely to continue beyond the life of the programme in 2020?
 - What mechanisms have SOS Children's Villages and its partners put in place to sustain the key programme outputs and outcomes?
 - What motivations /mechanisms exist for partners to continue playing these roles?
 - How are the community-integrated families and the social centers in Urgench and Shavat likely to continue operating after the programme ends in 2020?
 - How has the programme worked so far with local partners to increase their capacity in a sustainable way? What could be improved?
 - What are the risks facing sustainability of programme Outputs and Outcomes?
 - Has the capacity of SOS CV Uzbekistan been developed? If so, in what areas and how?

Objective 4

Assess if the programme falls into the DAC 150 CRS 15160 "human rights" code that covers the following topics:

- Measures to support specialised official human rights institutions and mechanisms at universal, regional, national and local levels in their statutory roles to promote and protect civil and political, economic, social and cultural rights as defined in international conventions and covenants; translation of international human rights commitments into national legislation; reporting and follow-up; human rights dialogue.
- Human rights defenders and human rights NGOs; human rights advocacy, activism, mobilisation; awareness raising and public human rights education.
- Human rights programming targeting specific groups, e.g. children, persons with disabilities, migrants, ethnic, religious, linguistic and sexual minorities, indigenous people and those suffering from caste discrimination, victims of trafficking, victims of torture.

IV. Evaluation approach, process and methodology:

Evaluation Approach:

- As a minimum requirement, this evaluation exercise looks at the changes that have happened in children's and family's lives due to their participation in the programme. At this stage, it is not a requirement to work with a control group and we are aware of the fact, that therefore the external factors that impact on family's lives are only marginally considered.
- Pre-existing information sources should be used for the external evaluation.



- The evaluation should use a participatory approach to involve programme participants (children and families currently being on the programme as well as children and families that have already left the programme) and as well as the 'duty bearers' or those responsible and accountable for providing services, such as guardianship bodies. Evaluation team must respect participants' rights regarding voluntary participation in the evaluation, including their right to withdraw such participation at any stage if they so decide.
- Evaluation team must respect participating communities' culture, social norms, values and behaviour; and maintain appropriate relationships with participants to this evaluation.
- The evaluation process must ensure triangulation: findings and results must be cross-checked between the external evaluator, the programme and national level staff members.
- The evaluation process must ensure that results are reported back to the participants.
- As this external evaluation is an opportunity for learning for the programme staff, it is critical that the programme staff participates throughout the evaluation process: evaluation design and planning; information collection; development of findings; evaluation reporting and results dissemination.
- Evaluation team must respect confidentiality of information gathered from respondents. The evaluators should observe standards relevant to researches in child protection field and to uphold standards of behaviour that are acceptable to respective SOS National Association. External consultants should sign the Code of Conduct before starting the evaluation.

Plan and design data collection methodology and process and agree on site visits to the programme location to meet programme participants (children, families, state specialists, project team and project stakeholders, and collect information in accordance with the requirements stipulated in the evaluation design)

The methodology of evaluation will include the following:

- Document review including analysis on key reference documents listed in Terms of Reference.
- Case study of randomly selected beneficiary's files (present and those who exited the programme).
- Interviews (structured and/or semi-structured; in person and/or by telephone) with key informants listed in Terms of Reference.
- Focus groups with selected key informants – children, care-givers, partners, community members.
- Other methods relevant to evaluation objectives and scope.

Data collection process includes:

- Reviewing the documentation and other sources of information at programme level.
- Identification of the major stakeholders who are associated with the programme to be interviewed, such as the direct participants (children, care-givers) implementation partners, key local government representatives, and other service providers.
- Selection of representative sample of communities or groups to be interviewed on the basis of agreed criteria.
- Agreeing on the type of information to be collected.
- Preparation of checklists and methodological tools for data collection.
- To fill in questionnaires and conduct interviews with co-workers, beneficiaries, representatives of partners, local authorities and community, focus groups and analysis of data, SWOT Analysis.

Data analysis and elaboration of evaluation report. External evaluator will analyse collected data and will prepare an evaluation report that describes the main evaluator's findings, recommendations and lessons learned. The final report should follow the structure and content as outlined in the terms of references. That stage includes:

- Analysis of the data and elaboration of conclusions and recommendations.
- Preparation of a draft report.
- Present the findings to the respective programme staff on local/national and regional/continental level to ensure triangulation.
- Finalise the report after inputs from various stakeholders.

The evaluation should use quantitative (e.g. surveys) and qualitative data collection methods such as semi-structured interviews (for example with focus groups, key informant, large groups, individual interviews, etc.) as necessary.

The main participants of the evaluation are:



- Direct beneficiaries - children and families participating in programme; children, young people and families who left the programme.
- Programme staff (social workers, psychologist, programme coordinators and other specialists).
- Programme staff on the National level (NPA, DMEA, and FM).
- Direct stakeholders (state and municipal bodies in child protection, education, welfare etc., etc.).

V. Expected deliverables:

External evaluator should prepare the following key deliverables:

- Evaluation design – contains the evaluation framework; detailed evaluation methodology; work plan and budget.
- Developed evaluation tools.
- Draft evaluation report – Draft report will be prepared in line with the proposed structure below and should be submitted to national programme management, electronically via e-mail, in English.
- Final evaluation report - The findings of the external evaluation shall be presented in a written report following the proposed outline.
- Attachments – Templates of applied evaluation tools (questionnaires; main areas for focus groups and etc.). Final evaluation report should be submitted to National Programme Department in English language, in electronic format.

Evaluation Report Format:

- The evaluation report has to be written in English and shall not exceed 50 pages (excluding annexes).
- The evaluation report has to include an executive summary and summary presentation.
- The evaluation report shall follow the structure below.

VI. Evaluation report structure

TABLE OF CONTENTS

ACRONYMS

SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

- Background and programme context
- Findings and conclusions
- Recommendations and lessons learned

1. INTRODUCTION

1.1. SCOPE OF EVALUATION

- Brief Programme description (location, history + current status, duration, beneficiaries/participants, budget)
- Brief description of the specificity of the Programme (what makes it different compared to others)
- Description of the programme's overall objectives, activities and expected results after programme implementation
- Brief description of the relationship with Ministries, local authorities, partnerships with other stakeholders
- Brief description of the applied planning, monitoring and evaluation processes for programme implementation
- Overview of the programme's management structure
- Overview of the human resource allocations/staffing patterns of the programme and its implementation partners

1.2. BACKGROUND AND RATIONALE

- Reason and justification for evaluation
- Aim and purpose of evaluation
- Key guiding questions

1.3. EVALUATION MISSION

- Time span and process of evaluation

- Profile, composition and independence (non bias) of evaluation team
- Participation of partners and target group in evaluation
- External factors influencing the evaluation process and respective consequences

2. METHODOLOGY

2.1 EVALUATION APPROACH AND METHODOLOGY

- Methodology and instruments
- Measures ensuring the protection of the stakeholders involved

2.2 CRITICAL ASSESSMENT

- Measures ensuring the protection of the stakeholders involved

3. CONDITIONS FOR EVALUATION

- Local context, problem statement, initial potentials of the programme and important changes throughout implementation period
- Presence and actions of other stakeholders
- Risk factors for achieving programme's objectives

4. EVALUATION RESULTS

OBJECTIVE 1

- Relevance
- Effectiveness
- Efficiency
- Perspective of impact
- Programme planning, monitoring and evaluation
- Cross-cutting issues (gender and rights' based approach)

OBJECTIVE 2

OBJECTIVE 3

OBJECTIVE 4

6. CONCLUSIONS

ANNEXES

- Terms of Reference
- Composition and independence (non bias) of evaluation team
- Evaluation matrix
- Evaluation plan and time schedule
- List of stakeholders consulted
- Bibliography/reference
- Questionnaires/other data collection instruments
- Debriefing Protocol
- System of objectives and indicators
- Others if necessary

VII. Tentative time table

This evaluation is proposed to take place between May – mid-July 2019 and the final evaluation report should be completed by August 15th, 2019.

VIII. Management of the evaluation:

Management involvement in the process is defined by the scope of responsibilities in the organisation. During the evaluation the responsibilities will be distributed as follow:

#	Title/position	Responsibilities	Comments
---	----------------	------------------	----------

1	SOS LU	<ul style="list-style-type: none"> • Approve the TOR for evaluation • Sign the contract with the evaluators • Approval the final draft of the evaluation report • Approval the payment, based on the contract terms 	
2	National Programme Advisor (SOS UZ)	<ul style="list-style-type: none"> • Prepare the TOR • Approve the evaluation action plan • Approve the volume of work for the evaluators • Organise meetings with the evaluators and NO workers • Discuss the action plans and evaluation process with the evaluators • Forward the list of the national and continental documents, guidelines etc. to the evaluators • Discuss methodology and set of tools with the evaluators and with the ND/NPDD • Finalise with the evaluators and with the locations visit list and ensure the organization of the meetings in the location as per the approved visit plan • Provide feedback to the 1st and the final draft evaluation reports • Monitor the whole process of evaluation 	
3	Director of CV Programme (SOS UZ)	<ul style="list-style-type: none"> • Organises meetings with all relevant people as per the visit plan (SOS + external) • Provides all relevant project documents and information (reports, statistics, etc.) 	

IX. Selection criteria

The criteria that will be used for selection are as follows:

- **Method:** The proposed methodology to conduct the evaluation
- **Timetable/work plan:** The timetable/work plan is realistic and meets the needs of the programme.
- **Cost:** The cost of the proposal given the availability of data, analysis, method, and other aspects of the proposal are reasonable and feasible.
- **Qualifications and experience:**
 - At least Master's degree in Public Policy, International Development, Development, Economics/Planning, Public Administration, and Management and in any other or a related field.
 - At least 10 years of experience in working with international organizations and donors.
 - Demonstrated experience working as a consultant on programme evaluations.
 - Demonstrated experience with quantitative and qualitative research, data base management and statistical data analysis.
 - Working experience in Central Asia.
 - Excellent written and verbal communication skills in English. Russian speaking language is a requirement.
 - Proven record of communicating with beneficiaries, state and community stakeholders.
 - Ability to assess and further develop a conceptual evaluation tool.
 - Recommendations from other organizations.

X. How to apply

Candidates who meet qualifications are invited to submit their proposal with CV and cover letter outlining their previous experience in programme evaluation. Proposals should include details on data use, indicators of impact,



SOS
VILLAGES D'ENFANTS
MONDE

Sous le Haut Patronage de S.A.R. la Grande-Duchesse

method, and strategy for institutional analysis, work plan, and costs. Documents should be sent via email headed "External Programme Evaluator/s" to info@sos-kd.uz by **26th of May 2019**.