**Terms of Reference - Final evaluation**

**FS/BMZ PROJECT KIGALI**

**Introduction**

These Terms of Reference (TOR) serve as a request for proposals from individual or company consultants who are interested in conducting a final evaluation of Family Strengthening BMZ PROJECT KIGALI, Rwanda. Details regarding contents of proposals and submission procedures are explained herein.

SOS Children's Villages RWANDA is a non-governmental social development organization that has been active in the field of children's rights and committed to children's needs and concerns since 1979. It acts as officially registered organization which aims at supporting children without parental care and children of families in difficult circumstances. SOS Rwanda is an active member of the international umbrella organization SOS Children’s Villages International. SOS CV Rwanda has its projects and programs in four locations: Kigali, Byumba, Kayonza and Gikongoro. These projects and programs are mainly financed by SOS-Kinderdörfer weltweit, SOS Denmark and BMZ which is financing FSP Kigali and Kigali. SOS Rwanda cooperates on the project site with various governmental and non-governmental partners.

From July 2018, a project jointly funded by BMZ and HGDF has been implemented in Jabana and Rutunga Sectors, Gasabo District and supported 300 families with 1,379 children. In order to identify the impact of the Project on the project to beneficiaries and community members, SOS Children’s Villages Rwanda is seeking to recruit an external consultant to conduct a final evaluation of BMZ Project Kigali. The project has an overall objective of IMPROVEMENT OF FAMILIES ‘LIVELIHOOD THROUGH SOCIO-ECONOMIC SELF-RELIANCE IN GASABO DISTRICT (KIGALI).

1. **Background and rationale**

Rwanda has been shaken by the genocide against Tutsi of 1994, which led to a vast increase in the number of orphans and widows. Children and youth constitute 55 % of the population of Rwanda; Children have a harder time accessing education, they suffer psychological distress and they have poorer living conditions compared to other groups in the country.

When parents are unable to pay for the basic necessities for their children need (such as medical and school bills, food, clean water, or electricity), children are at much greater risk of leaving their families or being abandoned. To prevent child abandonment, SOS Children’s Villages has implemented Family Strengthening programs around the world to provide support to families who need it most. Oftentimes, these families are single parent households, have been affected by HIV/AIDS, or face serious financial disadvantages. Through these programs, SOS Children’s Villages aims to keep families together, while at the same time building safe environments for children to thrive in.

In this context, different interventions have been carried out in communities through various projects implemented under Family Strengthening Programme. In Rwanda, those projects are BMZ Kigali and Byumba, FS Kayonza and Gikongoro. Specifically, in Kigali, FSP has implemented its activities on three and half years (from July 2018 to December 2021) and was intended to serve 300 families with 1,379 children.

It is in this framework that, after three and a half years of implementation of the FSP Kigali, SOS children’s Villages Rwanda intends to assess the progress made towards achievements of the specific objectives of the Project, its outcomes and impact.

1. **Purpose, Objectives and Use**

The overall objective of this evaluation will be to determine the impact of the FSP Kigali implemented with BMZ support in the period from 1 July 2018 to 31 December 2021. This will be done through provision of information on whether the objectives of the project have been achieved, by collecting quantitative and qualitative information on the objectively verifiable indicators in the matrix indicator/log frame.

**The specific objectives of the evaluation are:**

* To assess the impact and effectiveness of the activities implemented in FSP/BMZ Kigali.
* To evaluate the efficiency of the project in relation to beneficiaries, cost and timeframe of the project.
* To assess the current figures of the Objectively Verifiable Indicators as found in the impact matrix
* To assess the sustainability of the project (institutional, social, financial, etc.)
* To make recommendations for improving future interventions.

**The desired results of the evaluation are:**

* To document the impact of the project with special emphasis on the impact the project has had on women and children.
* To provide commentary on the overall project design, the intervention logic and an analysis of the strategy and methodology used in [insert project name].
* To critically examine the impact matrix and verifiable indicators found in the original proposal and provide post-project figures along with a narrative explaining the reasons for under/over performance achievement.
* To draw conclusions, make recommendations and state lessons learnt for future strategy and improvements in implementation of the project.
* To provide commentary on the current political, social and cultural factors influencing the implementation of the project.
* To document the communities’ attitude towards the project

**Key stakeholders are:**

* + Direct and indirect beneficiaries
  + Project team
  + Project partners, community members, local partners and main stakeholders
  + Project management on national level

**Key persons:**

* + Project level: Project team and implementing partners
  + Management level: National Director (ND), National Programme Development Director (NPDD), National Family Strengthening Programme Advisor (NFSPA), etc.
  + Regional level: SOS international Office Region (IOR)
  + Global level: SOS international (IO), project donor and SOS-Kinderdörfer weltweit

**Key users of evaluations results:**

**Key users of evaluations results are:**

* + Project level: Project team and implementing partners
  + Management level: National Director (ND), National Programme Development Director (NPDD), National Family Strengthening Programme Advisor (NFSPA), etc.
  + Regional level: SOS international Office Region (IOR)
  + Global level: SOS international (IO), project donor and SOS-Kinderdörfer weltweit

1. **Scope of work**

* **Geographical reach and evaluation time span**

The final evaluation will cover the intervention zone of the FSP Kigali comprising two Sectors of Gasabo District namely Jabana and Rutunga. The evaluation is intended to be carried out within **Four weeks** from the date of signing the contract. The tentative date of commencement is 30 November 2021 while the date for submission of the final report is 24/12/2021.

* **Key evaluation questions**

The evaluation questions will revolve around the following OECD DAC criteria: Relevance, Coherence, Effectiveness and Efficiency, Impact, Sustainability, and Project Management and Coordination, as given in the ToR. Please find the details on the following link:

<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

On the basis of the above-mentioned evaluation criteria, the instruments /questionnaires for the field mission shall be prepared by the evaluator for stakeholders. The following are typical questions for evaluation:

|  |  |
| --- | --- |
| **Evaluation issue** | **Key guiding questions** |
| **Relevance**  The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor. | * To what extent was the project focused on the intended target group? * What were the specific criteria for the selection of beneficiaries? * To what extent did project participants meet the selection criteria? * To what extent did the project respond to the needs of the community? * To what extent did the project interventions respond to the needs and priorities of the project participants? * To what extent have the project adjustments made so far been relevant? |
| **Coherence**  The compatibility of the intervention with other interventions in a country, sector or institution. | * How well does the intervention fit? * What are the internal coherence and external coherence that influenced the intervetions? * To what extent do other interventions (particularly policies) support or undermine the intervention and vice versa? * What steps to take to address this? |
| **Effectiveness**  A measure of the extent to which an aid activity attains its objectives. | * To what extent have the project objectives been achieved? * To what extent have the project strategies, methodologies, tools and processes contributed to the achievement of the planned results? * To what extent were the project objectives and activities in compliance with the target group needs? * To what extent were the beneficiaries aware of the project and the services it provided? Did all the targeted beneficiaries receive services by the project? * To what extent were beneficiaries satisfied with the project interventions? * Does the support system built in the target communities effectively respond to the situation of the target group? * To what extent did the SOS Children’s Villages contribute to the capacity building of the public / private partners and main duty bearers to respond to the situation of the target group? * To what extent were the local authorities involved and provided support to the project? |
| **Efficiency**  An economic term, which signifies that the aid uses the least costly resources possible in order to achieve the desired results. | * Were activities cost-efficient? * Were objectives achieved on time? * Was the programme or project implemented in the most efficient way compared to alternatives? |
| **Impact**  The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. | * To what extent has the quality of support improved the lives of the beneficiaries? * What was the impact against the planned results of the project, in terms of changes brought about in the living circumstances of beneficiaries and communities? * What was the impact beyond the planned results of the project, in terms of changes brought about in the living circumstances of beneficiaries and communities? (positive and/or negative) |
| **Sustainability**  Concept concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. | * How many beneficiaries left the project since the beginning and became self-reliant? To what extent are the results which they have reached sustainable and are the results effective after the beneficiaries leave the project? * To what extent can activities, results and effects be expected to continue after the project financing (BMZ/HGFD) has ended? * Have the capacities of the implementation partner been developed? If so, in what areas and how? |
| **Project management and coordination**  Evaluation of the role of the project management and coordination in ensuring quality implementation. | * To what extent did the project have appropriate management and coordination structures and organisation of the process? Were these structures aimed at the quality of the project implementation? * Which other local implementing partners were involved in the process of management and coordination and how did this affect the quality of implementation? |

* **Methodology to be applied in the evaluation**

The External Evaluation should be based on a participatory approach involving and engaging a wide and diverse range of stakeholders. Stakeholders` participation is necessary for accountability, promoting ownership and sustainability, facilitating buy in, and further use of the evaluation recommendations. The participatory approach is very useful in engaging stakeholders and gaining their insights, experiences with the programs and the benefits accrued to them as a result of the programs. The evaluation implies inclusion of various 'rights holders' or care givers and children who benefit from the project, as well as the 'duty bearers' or those responsible and accountable for providing services, such as guardianship bodies. This is necessary to assess whether benefits and contributions are fairly distributed by the interventions being evaluated.

In general, the evaluation methodology is concentrated on the objective observation, description and explanation of changes that have happened in beneficiaries lives due to their participation in the project. The evaluation approach should be results-oriented to provide evidence of both quantitative and qualitative achievements as well as the outputs and outcomes obtained by the programmes (or not). Hence, both primary and secondary data should be used in the evaluation and be collected from a wide and diverse range of primary and secondary sources.

**Overall, the methodology of the evaluation will include the following:**

* Document review including analysis on key reference documents listed in Terms of Reference;
* Quantitative data collection (e.g., through surveys)
* Case study of randomly selected beneficiaries’ files (present and those who exited the project)
* 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
* Other methods relevant to evaluation objectives and scope

Throughout the evaluation process, the external consultant will work in collaboration with internal team and observe existing policies (e.g., child safeguarding) and the Ethical Code of Conduct governing SOS Children’s Village Rwanda.

1. **Process of evaluation**

The external evaluator will plan and design data collection methodology and process and agree on site visits within the project areas to meet project participants (children, families, state specialists, project team and project stakeholders), and collect information in accordance with the requirements stipulated in the evaluation design)

**Data collection process includes:**

* Reviewing the project documentation and other sources of information at project level
* Identifying the major stakeholders who are associated with the project to be interviewed
* Agreeing on the type of information to be collected
* Preparing checklists and other tools for data collection
* Developing methodological tools for data collection and consulting with project staff on project/national/continental level
* Filling in questionnaires and conducting interviews with co-workers, beneficiaries, representatives of partners, local authorities and the 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 findings, recommendations and lessons learned. The final report should follow the structure and content as outlined in the terms of references. That process step includes:

* Analysis of the data and elaboration of conclusions and recommendations
* Preparation of a draft report
* Presentation of the findings to the respective project staff on local/national and regional/continental level to ensure
* triangulation
* Finalisation of the report after having included the inputs from various stakeholders

**5. Outputs and Deliverables**

**The external evaluator should prepare the following key deliverables:**

* Evaluation design – contains the evaluation framework; detailed evaluation methodology; work plan and budget
* Evaluation tools
* Local language (Kinyarwanda will be used to communicate with beneficiaries and other stakeholders
* Draft evaluation report – Draft report will be prepared in line with the proposed structure bellow and should be submitted to the national project 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 etc.). Final evaluation report should be submitted to National director in English, in electronic and hard format.

**6. Expert profile of the Evaluation team**

Individual consultants or firms with competences in this domain who fulfil all requirements to carry out this study are eligible.

**The consultant must have:**

* proven competency in monitoring and evaluation, including impact assessment or project evaluation
* a social science backgrounds
* a good understanding of development work
* a good understanding of child rights and issues affecting vulnerable children
* good facilitation and interpersonal skills
* proven experience in participatory processes and data collection methods
* strong skills in coordinating teamwork
* strong analytical and conceptual skills
* excellent written communication skills
* ability to transfer complex concepts and ideas into practical and simple language
* ideally experience in organising research processes with/for SOS Children’s Villages
* ideally experience and credibility in providing evaluating services to BMZ financed projects

The evaluation team should consist of the number of persons which can be affordable in accordance with the approved evaluation budget. Roles and responsibilities in the team are distributed in accordance with the competence, level of expertise and requirements of the team members. In order to be more time effective, the revision of documents, meetings with the project team, beneficiaries, partners and stakeholders can be carried out simultaneously and divided among evaluation team members.

In case of individual hiring, the consultant shall present the evaluation team and its composition including CVs and relevant experiences; description of also the roles and tasks in the team, potentially also differentiated by the different phases of the evaluation.

**The team leader of the evaluation team is responsible for:**

* Quality and timely fulfilment of the TOR with expected results of the evaluation
* Overall evaluation design of the process
* Elaborated evaluation plan indicating each step of the process
* Effective distribution of the responsibilities among evaluation team members
* Quality and timely implementation of the evaluation plan
* Effective and quality data collection
* Data compilation and analysis aimed at reaching the goal of the evaluation
* Preparation and submission of high quality and consistent evaluation report in due course

External evaluators should not be biased and have any reason for conflict of interests. The evaluation team must respect the participating communities’ culture, social norms, values and behaviour; and maintain appropriate relationships with participants of this evaluation. The consultant/firm will provide a statement of independence of evaluators

**7. Tentative time table**

The following section shows detailed description of milestones and deadlines from the first activity until the end of the contract:

**1st week:**

* Hold first meeting with the client and defining of the contracted volume of work
* Prepare the action plan for the evaluation process indicating the exact dates of visit to the location
* Finalise the list of the basic documents to be provided to the evaluation team. If translation is needed, define the documents for translation
* Analyse all available basic project documents (BMZ-proposal, reports, BMZ-guidelines, concepts, etc.)

**2nd week:**

* Develop set of tools (interviews, questionnaires, focus group scenarios etc.)
* 2nd meeting with the client and discussion of the methodology and tools to be used during evaluation
* Prepare and submit to NO schedule of site visits mentioning all required documents to be prepared in the location.
* Develop and finalise in cooperation with the location the visit plan for defined local stakeholders, SOS location workers, stakeholders in the location, beneficiaries in the location.

**3rd week:**

* Make visit to the project location
* Hold meetings with all relevant parties as per the visit plan
* Provide and analyse project documents in the location
* Analyse all data and prepare the draft report indicating the findings, recommendations, lessons learnt

**4th week:**

* 3d meeting with the client and discussion of the preliminary results of the evaluation
* Prepare the final draft report
* Receive feedback for the final draft report from NO and insert in the final draft
* Prepare and send final draft to NO

**8. Management of the evaluation:**

This part shows short description of the respective roles and functions of individuals involved in management of the evaluation and of actors participating in the course of the evaluation. The Management involvement in the process is defined by the scope of responsibilities in the organisation. During the evaluation, the responsibilities will be distributed as follows:

|  |  |  |
| --- | --- | --- |
| **#** | **Title/position** | **Responsibilities** |
| **National Office of SOS Children Villages Rwanda** | | |
| 1 | National Director (ND) | Final approval of evaluation processes and the final evaluation report |
| 2 | National Project Development Director (NPDD) | Definition of the overall scope of work for the evaluation  Accompaniment of the evaluation process  Provision of feedback |
| 3 | National Project Development Advisor (FSPA) | Monitoring of the whole working process  Direct exchange with the evaluator on methodology, action plan, draft report etc.  Preparation of meeting and visit plans |
| 4 | Project Coordinator | Organisation of meetings with all relevant people as per the visit plan  Provision of relevant documents and information (reports, statistics, etc.) |

**9. Quantity structure**

The table below shows the different activities and number of working days per evaluator:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Evaluation activities** | **DAYS OF THE MONTH** | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 1 | Hold first meeting with the client and define the contracted volume of work |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2 | Prepare the action plan for the evaluation process indicating the exact dates of visits to the location |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 | Finalise the list of the basic documents to be provided to the evaluation team. If translation is needed, define the documents for translation |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 | Analyse all available basic project documents (reports, guidelines, concepts etc.) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 | Develop set of tools (interviews, questionnaires, focus group scenarios etc.) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6 | 2nd meeting with the client and discussion of the methodology and tools to be used during evaluation |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7 | Prepare and submit to NO schedule of travel to sites/field mentioning all required documents to be prepared in the location, |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 8 | Develop and finalise in cooperation with the location the visit plan for defined local stakeholders, SOS location workers, stakeholders in the location, beneficiaries in the location. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 9 | Make visit to the project location |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 10 | Hold meetings with all relevant parties as per the visit plan |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 11 | Provide and analyse project documents in the location |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 12 | Analyse all data and prepare the draft report indicating the findings, recommendations, lessons learnt |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 13 | 3d meeting with the client and discussion of the preliminary results of the evaluation |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 14 | Make the final draft report |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 15 | Receive feedback for the final draft report from NO and insert in the final draft |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 16 | Prepare and send final draft to NO |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

* ***Time line***

The evaluation will be conducted within one month and the final report will be prepared over a period of 2 weeks after the evaluation. The report should be submitted not later than 24/12/2021 at 14hours local time.

**10. Evaluation report structure**

* Maximum length excluding appendices: 30 pages

The evaluation report should be structured in the following way:

TABLE OF CONTENTS

* Table of contents
* Figures and tables
* Acronyms

**SUMMARY**

* Background and project context
* Findings and conclusions
* Recommendations and lessons learned

1. **INTRODUCTION**
   1. SCOPE OF EVALUATION

* Brief project description
* Brief project description

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

- Suitability and limits of the methodical approach

3. CONDITIONS FOR EVALUATION

- Local context, problem statement, project’s initial potential and potential changes throughout the project period, through e.g. political / social / environmental developments

- Presence and actions of other stakeholders

- Risk factors for achieving project objectives

4. PERFORMANCE OF GERMAN AND IMPLEMENTING PARTNER

- Staff qualification

- Changes at German and implementing partner organisation

5. DEVELOPMENTAL EFFECTIVENESS

5.1. RELEVANCE

* Consistency of project objectives with the needs of the target group and the objectives of the donor (BMZ), the German partner (HGFD) and the implementing partner (SOS Children’s Villages Rwanda)
* Adequate developmental approach and conceptualisation

5.2. EFFECTIVENESS

- Quality of project planning

- Quality of system of indicators and objectives

- Quality of project implementation

- Motivation, ownership and legitimacy of implementing partner

- Quality of project management

- Achievement of project objectives

- Other effects on output and outcome level (incl. negative, if any)

5.3. EFFICIENCY

* + Cost effectiveness of the project

5.4. IMPACT

- Achievement of overall objective

- Model character, establishment of structures and broad impact

- Other effects of overall, developmental impact (incl. negative, if any)

5.5. SUSTAINABILITY

- Durability of positive impact (after project completion); also considering potential changes in the project context

- Risks for and potential of sustainable impact on the level of the organisation and the target group

6. CROSS-CUTTING ISSUES

- Cross-cutting topics of development cooperation (e.g. gender equality, human rights, inclusion, environmental sustainability)

- Contribution to organisational goals

7. CONCLUSIONS AND RECOMMENDATIONS

7.1 CONCLUSIONS

7.2 RECOMMENDATIONS

7.3 LESSONS LEARNED

ANNEXES

- Terms of Reference

- Composition and independence (non bias) of evaluation team

- Evaluation matrix

- Evaluation plan and time diagram

- List of stakeholders consulted

- Bibliography/reference

- Questionnaires/other data collection instruments

- Debriefing Protocol

- System of objectives and indicators

- Others if necessary

**11. Selection criteria**

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

* **Method:** The proposed method for evaluating the impact of the project is suitable.
* Timetable/work plan: The timetable/work plan are realistic and meet the needs of the project
* **Cost:** The cost of the proposal given the availability of data, analysis, method, and other aspects of the proposal are reasonable and feasible.
* **Experience:** The level of training and experience of the consultants in undertaking impact evaluations and recommendations from organisations for which the consultant(s) have worked previously.

**Documents to submit:**

* Bid submission / identification form
* Previous experience format
* Price schedule form (to be sealed in a closed envelope or a separate PDF file)
* Technical proposal
* CVs of the research team member(s) including current geographical location(s)
* Three references (at least two of them must be familiar with your work)
* An example of a recent/relevant evaluation report (if available for public use)
* Copy of taxpayer Identification Number (TIN) and copy of Value-Added Tax (VAT) certificate
* Valid tax Clearence Certificate (TCC) and RSSB certificate showing compliance with social contributions.

**12. Mode of payment**

The payment will be done in four (4) instalments as follows:

* 1st phase: The consultant shall receive 20% of the total agreed amount at the time of signing this contract.
* 2nd phase: The consultant will receive 30% After presentation of the inception report and after having received and inserted feedback from relevant stakeholders.
* 3rd phase: The consultant shall receive 40% of the total agreed amount after the submission of the draft report, and after having received feedback from relevant stakeholders. This phase includes presentation of the draft report.
* 4th phase: The consultant shall receive the remaining 10% of the total payment after incorporating all of the feedbacks received from various stakeholders and the submission of the final report.