

TERMS OF REFERENCES

REVIEW OF THE FRAMEWORK PROGRAMME

1980-03/2013

Strengthening effectiveness and sustainability of partner-programmes for the most vulnerable children, OVC, in Uganda, Ethiopia and Tanzania
SOS Children's Village

1. Introduction/Background

The framework programme "**Strengthening effectiveness and sustainability of partner-programmes for the most vulnerable children, OVC, in Uganda, Ethiopia and Tanzania**" - a three year development programme of SOS-Kinderdorf and its implementing partner organisations - shall be externally reviewed until mid of 2015.

The framework programme that is 78% co-financed by the Austrian Development Agency (ADA) is running from 01.01.2013 to 31.12.2015.

The **programme objectives** of the framework are (please compare Annex 1 Programme Logframe):

- Overall Objective: To contribute to the global strategic objective of SOS Children's Village 2016 to enable 600,000 children to grow in a caring family environment
- Specific Objective: To strengthen the effectiveness and sustainability of programme responses for most vulnerable children (OVC) in Ethiopia, Uganda and Tanzania.

Some major strategic focus areas were identified for the Framework Programme 2013-2015 in order to make programme responses for children at risk of losing parental care (or those who have lost parental care) more efficient and sustainable. These focus areas that need more strategic attention and support are:

Strategic partnership development and networking (formal and informal);
Advocacy in general (for those countries where it is legally possible);
Resource mobilization to achieve financial sustainability and local ownership;
Further capacity building of organizational gaps identified with community based partners.

Four programme interventions have been formalized to achieve the framework programme objectives mentioned above. Overarching programme elements were budgeted within programme intervention number 1.

Programme intervention 1: "Learning groups and strategy support"

Programme intervention 2: "Strengthening effectiveness and sustainability of OVC Programme responses in Ethiopia"

Programme intervention 3: "Strengthening effectiveness and sustainability of OVC programme responses in Uganda"

Programme intervention 4: "Pilot advocacy project: A Child's rights for quality care in Tanzania"

2. The Partners

a) Name of Organization in Austria

SOS-Kinderdorf Österreich, Stafflerstraße 10a, 6020 Innsbruck, Austria

SOS Children's Villages International, International Office, Herman Gemeiner Straße 51, 6010 Innsbruck

b) The Implementing Partners

SOS Children's Villages International, Regional Office for East and Southern Africa (ESAF) P.O.Box-2491, 1000 Addis Ababa, Ethiopia

SOS Children's Villages Ethiopia, Bole Sub City, Kebele 03/05, House No 2/229, Addis Abeba, Ethiopia

SOS Children's Village of Uganda Trust, P.O. Box 27510, Kampala, Uganda

SOS Children's Villages of Tanzania Trust, Plot No. 47, Uporoto Street, Kinondoni, Dar es Salaam, Tanzania

c) Austrian Development Agency (www.ada.gv.at)

The Austrian Development Agency (ADA) is the Operational Unit of the Austrian Development Cooperation (ADC). It is in charge of implementing all bilateral programmes and projects in ADC's partner countries and administers the budget earmarked for this. Another focus of ADA's operations is education and information in Austria to convey the issue of development cooperation to a broader public.

The Austrian Development Agency cooperates with non-governmental organisations (NGOs) and combines official development assistance with numerous civil-society initiatives. This way, government and civil society make a joint contribution to poverty reduction and improving the conditions of life in developing countries.

The framework programme for Austrian NGOs is one of the various co-financing instruments in the collaboration with NGOs. The programmes are based on the NGO's own initiatives and are directed at meeting the actual needs of the target groups in developing countries. Per definition, an ADA framework programme consists of coherent and interactive programme interventions with a common strategic and development objective (see Framework Programme Guidelines).

3. Purpose

The review is intended to contribute to:

- **Learning:** insights and knowledge gained through the review will contribute to planning and steering of the ongoing and eventually future programme
- **Exchange** of best practices between stakeholders
- **Improvement** of policies of the implementing organisations, processes and methods of ongoing and eventually the future programme
- **Accountability** towards the stakeholders
- **Recommendations** for Austrian NGO and local partner/s as well as the ADA concerning future framework programmes and cooperation

4. Objective of the Review

The main objective of the review is to revise results (output, outcome) and assess the relevance, effectiveness, efficiency and sustainability of the programme. The review should present results, conclusions, lessons learnt and recommendations with regard to the programme and the implementation of the programme approach.

5. Specific focus of the review:

The review team will be requested to assess:

- the programme approach and the transfer of knowledge between partners of the programme intervention. Is there an added value for the implementing partners (SOS Ethiopia, SOS Uganda, SOS Tanzania, SOS-Kinderdorf Österreich and SOS Children's Village International)?
- how the framework programme is embedded in the general portfolio SOS Austria and SOS Children's Village International.
- knowledge sharing and coordination with other relevant stakeholders in the partner countries and Austria.
- the organizational "programme" potential based on the organization's strengths, capacities and worldwide structure.
- the design and logic coherence of programme and programme intervention including the design of the logframe and how the intervention is embedded into the strategy of SOS Children's International.
- to what extent the programme objectives and results have been achieved

Specific Objective: To strengthen the effectiveness and sustainability of programme responses for the most vulnerable children (OVC) in Ethiopia, Uganda and Tanzania

- To what extent the targeted children remain in their families and have improved their situation with regard to food security, health, education and emotional needs until 2015?
- To what extent the community based partners in Uganda and Ethiopia are in a position, functionally and financially, to care for the majority of families who are unable to become self-reliant?
 - Have national partners been able to increase the local resources they receive from strategic partners and the government? Which kind of resources and to what extent? Have the partners increased their programme ownership by balancing their income sources?
- How have national partners in Ethiopia, Uganda and Tanzania strengthened their capacities and ownership through strategic learning groups, focussing on sharing best practices, joint learning and activities? Have capacity gaps, especially in the areas of communication, monitoring and evaluation, institutional partnership development and resource mobilization, been identified and been filled?
- How do functional networks of relevant stakeholders in the communities in Ethiopia and Uganda effectively address the situation of the targeted most vulnerable children?
- Have strategic partnerships and networks been built up and improved the effectiveness of the programme responses for the most vulnerable children and their families in the family strengthening programmes in Ethiopia and Uganda?
- Have the public and governmental recognition and responses in protecting and promoting the rights of vulnerable children and their families increased?

- Relevance, effectiveness, efficiency and sustainability of the programme

Relevance:

- How is the program addressing the needs of the targeted 4.000 most vulnerable children family strengthening programmes in Ethiopia and Uganda? How are the objectives and achievements of the program consistent with the needs and priorities of the stakeholders and beneficiaries?

Effectiveness:

- To what extent has the program achieved or is going to achieve the objectives and results defined in the logical frame?
- Which improvements in living and conditions of the targeted children can be observed?
- Which improvements in strengthening local capacities and organisational development can be observed?

Efficiency:

- How well have the program activities transformed the available resources into the intended results?
- Was the project efficiently managed and coordinated?
- To what extent has the program exploited synergies among partners and their respective competencies?

Sustainability:

- To what extent the local partners and community based partners will be able to continue to support most vulnerable children in the target community after the end of the framework programme (end of 2015)?
- To what extent are the local partners able to increase local resources after the end of the programme and are more independent from international funding and therefore will reduce their foreign aid dependency?
- To what extent will strategic partnerships and networks endeavour after the end of the programme?

- the strengths and weaknesses of the framework programme in terms of planning, implementing and monitoring (internal systems)
 - What are the strengths and weaknesses of the approach for achieving the overall goal?
 - Is the intervention logic coherent? To what extent are results the reached by the implemented activities, achieve the purpose and contribute to the overall objective as outlined in the logframe?
 - To what extent do the programmes have appropriate management and coordination structures?
 - To what extent have project management, monitoring and learning systems been implemented? How have they helped or hindered the achievement of the intended results?
 - Strengths and weaknesses of the monitoring systems in place.
- what has been achieved regarding advocacy work (local, national, international level)

- To what extent have national associations built up knowledge and skills on advocacy and strategic partnership building?
 - To what extent have SOS Tanzania and SOS Uganda been able to advocate for the rights of the most vulnerable children (with campaigns, strategic partnerships and networks, increasing public and governmental recognition)?
 - To what extent has the visibility of SOS Tanzania increased due to the implementation of the ADA Framework Programme?
 - To what extent have children and youth participated in advocacy?
 - To what extent have the SOS Tanzania and SOS Uganda been able to engage in and influence child-related legislation in their countries?
- Assess if and how the cooperation with SOS Norway and the NORAD funded framework contributes to improve family strengthening programmes
 - Scalability/Replicability: To what extent would the programme intervention be capable of being scaled up to benefit thousands of most vulnerable children in the implementing countries?

6. Review approach, methods and process

a) Methodology

The review will be based on the review of available documents and interviews with partners. It is up to the consultant, to suggest the preferred methodology and action plan as part of the bid.

Some suggestions are:

- Review of the available documentation and reports (compare Annex 1)
- Interviews with key programme-staff such as
 - Desk officer of SOS-Kinderdorf Österreich: Kathrin Pauschenwein
 - SOS Children's Villages, International Office: Barbara Stricker

 - SOS Childrens Villages Regional Offices in Addis Abeba and Nairobi:
Regional Programme Development Advisor: Eyob Berhanu
Regional Quality Management Coordinator: Lulu Abera
Head of Institutional Partnership Development IOR ESAF: Rachael Onyango,
Programmes Quality Management Coordinator: Chris Jalle,
Regional Director of Programmes: Karl Muller:

 - SOS Children's Villages Norway

 - Programme partners of SOS Children's Village in Uganda, Tanzania and Ethiopia
SOS Children's Villages Uganda:
National Director: Olive Lumonya
National Family Strengthening Coordinator, Veronica Nansasi
National Programme Development Advisor: Lillian M. Ssengooba
Family Strengthening Coordinators in Entebbe and Kakiri

 - SOS Childrens Villages Tanzania:
National Director: Anatoli Rugaimukamu
National Advocacy Advisor: John Batista

National Programme Development Advisor
Family Strengthening Coordinators at different locations

SOS Childrens Villages Ethiopia:
National Director: Sahlemariam Abebe
National Family Strengthening Coordinator: Desalegn Mekonnen
Family Strengthening Coordinators in Bahir Dar, Hawassa and Mekele

- Interviews, workshops, case studies or focus group discussions with relevant key stakeholders in Uganda, Tanzania, Ethiopia such as:
 - Community Based Organisations
 - Other Partners: Representatives of Local, Regional and Central Governments, Youth Leaders, NGOs
 - Beneficiaries: children and their care givers
- Interview with the NGO-desk and the relevant coordination office of the Austrian Development Agency in Uganda and Ethiopia

Data should be collected and interpreted if possible in a sex-disaggregated manner. OECD DAC Evaluation Quality Standards are to be applied and the compliance of the latter needs to be comprehensible in the review.

b) Bid Format

The bid has to be submitted until 23:59 (CET) on April 26th 2015 including a company / consultants profile, experience and references. The bid has to be in EURO, showing all taxes (Mwst/VAT) and travel or other expenses. It has to include a suggestion of the methodology, time and action plan and if necessary, suggestions and recommendations to the Terms of References.

c) Time-frame

Action	Responsible	Timing
Submission of bids (electronically)	Julia Doppler: Julia.Doppler@sos-kinderdorf.at	until April 26 th 2015, 23:59 (CET)
Contract signed and documents handed over	Contract signed between SOS-Kinderdorf Österreich and consultant / company	until May 4 th 2015
Briefing Framework Programme Review (documents, first interviews)	Consultant	until May 8 th 2015
Submission of an inception report	Consultant	until May 22 nd 2015
Visits and further interviews	Consultant	until June 3 rd 2015
Presentation and discussion of draft report	Consultant	until June 19 th 2015
Submission of final review (hard copy and electronic copy) to ADA and SOS-	Consultant	until July 17 th 2015

Kinderdorf Österreich		
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d) Budget / Payment

The consultant shall elaborate a working plan with the number of estimated working days to fulfil the contract of services and daily fee. Upon preliminary selection of one bid the price will be negotiated between the consultant and SOS-Kinderdorf Österreich.

e) Support services

SOS Children's Village and the Austrian Development Agency will provide support (information/interviews; providing relevant documents, feedback to draft of the draft review, participation at presentation of draft findings). The interviews will be arranged and supported after agreeing on the action & time plan.

7. The review Team

The review team will consist of at least 2 members and should have the following qualifications:

- Proven professional expertise in monitoring and evaluation of development projects
- Experience in monitoring and evaluation of governance-related projects
- University degree in one or more of the following fields: Social sciences, Development Studies or a relevant, directly related discipline
- High professional standard in English (spoken and written)
- Proven experience in participatory evaluation and data collection methods
- Skilled in questionnaire development, interview techniques and managing focus group discussions
- Strong analytical, conceptual, communication and facilitation skills
- Relevant regional experience in East Africa

8. The Review Report Format

The consultants will submit **an inception report** following the inception phase, a **final draft review report**, and the **final review report**. The report has to be done in English with a maximum length of max 30 pages without annexes.

The format for the final review report can be found under annex 2

Annex 1: Available documents

Framework Programme Documents

- Framework Programme Application / Contract
- Yearly Reports
- Self-evaluations
- Workshop documentation
- Learning group documentation

Internal documents & manuals

- Previous programme review, Management response (from previous review)
- SOS Children´s Villages International Strategic Plan 2009 – 2016
- Working towards sustainability- Continental Policy Support Document

Country specific documents

- Child Rights Situation Analysis of Uganda, Ethiopia and Tanzania
- Strategic Plans of SOS Children´s Village Uganda, Tanzania and Ethiopia

Documents of the Austrian Development Agency

- NGO Framework Programme Guidelines
- ADA Evaluation Guidelines

Annex 2:**Format for a review report**

The report has to be done in English with a maximum length of max 30 pages without annexes.

The Review Report should have a similar format as below:

Title page

Name of the programme, name of the review company/consultant, name of the author, date of the review

Table of content, list of abbreviations**Executive summary**

The review report starts with an executive summary of three to five pages. The summary contains a brief overview of the objective, scope and, methods of the review and refers to the most important findings, conclusions, lessons learnt and recommendations. If the review report was prepared in German, an additional English translation could be considered in order to share findings with partners and other stakeholders. The executive summary must be written as an independent document so that it can be forwarded to third parties in accordance with the contract partner.

Background of the Framework Agreement

In this chapter, the fundamental information on the framework agreement needs to be summarized, i.e. short framework programme description and context to the Austrian Development Cooperation, intervention logic (respectively (the latter must be added to the annex) and if available a theory of change.

Introduction

... contains a brief description of the purpose, objectives and scope of the review and briefly explains whether there have been any restrictions during the review.

Methods

This section should outline the quantitative and qualitative methods applied to review the programme approach. Techniques used during collection and processing of data and information (e.g. data triangulation) Possible restrictions (e.g. the non-availability of key informants) by using the methods

as well as possible resulting effects on the review should be mentioned.

Review findings

In this chapter, the review findings are presented in detail. The review report is structured according to the OECD/DAC criteria of relevance, effectiveness, efficiency, sustainability and impact as they are listed in the ToR. The review questions and the corresponding results also need to be attributed to the OECD/DAC criteria. Results referring to the cross-cutting issues can either be considered under the OECD/DAC criteria or the review questions, or can be described separately. Statements and conclusions must be comprehensible and be supported by data. Wherever it seems relevant, data must be presented and interpreted in a sex-disaggregated manner. Hypotheses must be verified and falsified.

Conclusions

... contain a summary of the results of all review questions and, furthermore, include all information issues (e.g. assessment of the intervention logic) which were mentioned under the scope of the review. The conclusions are based on the results and the analysis, and are comprehensible on this basis. In case information is only presented partially, the reasons should be stated in the review report.

Lessons learnt

Lessons learnt result from the conclusions and can be subdivided e.g. in strategic, policy, sector, management, implementation relevant lessons learnt and others.

Recommendations

In this chapter, recommendations are listed on the basis of the individual review questions. It is important that the recommendations are feasible. It must also be clearly identifiable to who the recommendations are addressed to and should include recommendations to ADA. It is recommended to present the recommendations in a matrix.

Annexes

Logframe, terms of reference and schedule of the review, list of key informants, list of documents used, questionnaires or other instruments used in the review; Reports prepared for the field study; Information regarding the evaluators.