



Save the Children

TERMS OF REFERENCE

**FOR ASSESSMENT OF EASTERN EUROPE ADVOCACY AND
PARTNERSHIP MODEL**

1 BACKGROUND

Save the Children is the world's leading independent organization for children. Its vision is a world in which every child attains the right to survival, protection, development and participation. Its mission is to inspire breakthroughs in the way the world treats children, and to achieve immediate and lasting change in their lives.

2 RATIONALE

Like in many Middle Income Countries (MIC), the Eastern Europe (EE) Country Offices (COs) have been facing funding constraints in recent years. This led to inability of COs to meet children's needs through traditional way of working i.e. through traditional CO operating model. While the Eastern Europe COs (Albania, Armenia, Georgia, Kosovo and North-West Balkans) were known for the quality of their programmes, they struggled to respond to the issues facing the most vulnerable children not addressed by other actors. At the same time, the countries in EE were characterized by stronger civil society actors and State authorities committed to address children's issues. It was evident that the way of working and the role of SC in MIC context should be redefined to effectively respond to children's needs.

In late 2014, these factors pushed for redefining the strategic role of SC in MICs and the development of an operating model that would best support this role called the **Advocacy and Partnership Model (APM)**.

The following key principles have been adopted as part of the APM concept.

Principle 1: To become a **"partner of choice"** for the government and civil society organisations

Principle 2: To support **advocacy** in key thematic areas, taking it to a strategic level.

Principle 3: To become a primary **capacitator of state and non-state actors** in the areas of child rights programming.

Principle 4: To perform **less direct programme** implementation and more "soft skills transfer" through capacity building, advisory, consulting, technical support and research.

Principle 5: The model must be **viable and efficient**, but also inexpensive.

Principle 6: To be functional and **compliant with SCI Essential Standards**

Principle 7: To maintain high quality or impact of our programmes irrespective of size of the country teams working through the APM. SC will aim at **achieving benchmarks and longer-term impact** through advocacy, working consistently and engaging with its strategic partners, civil society organisations, the public, children and their families.

Effective 2016, the APM approach has been applied in all COs in Eastern Europe: Albania, Armenia, Georgia, Kosovo and North-West Balkans. The **APM Light Operating Model** has been applied in Georgia (since January 2016) and in Armenia (since mid- 2017), as those two COs represent very small teams.

The detailed APM description is provided in Annex 1: EE Advocacy and Partnership Model.

3 PURPOSE OF THE ASSESSMENT

The purpose of the assessment is to document and highlight the impact of APM on EE COs, children and communities we serve. The overall objective is **to assess to what degree EE Advocacy and Partnership Model is strengthening Eastern Europe COs capacity to achieve results at scale, deliver benchmark- quality programming to children and their families, strengthen duty-bearers' capacity to meet their obligations and support civil society to hold duty-bearers to account.**

The assessment will tackle three pillars:

1. COs programs and operations: this pillar will tackle efficiency of operations, competitiveness and quality of programmes and the level of COs' commitment to the 7 principles;
2. Strategic Partnership with CSOs and their perception of SC's role and value added under APM approach;
3. Donors' and governments' perception about SC's redefined role and value added.

4 SCOPE OF THE ASSESSMENT

4.1 COs Programs and Operations pillar

At the CO level the assessment is required to have independent judgment on

- What is the extend CO have applied and achieved the 7 principles?
- How useful have CO found the 7 APM principles to make strategic choices and guide planning and implementation of programmes including long-term advocacy goals and objectives?
- How have COs changed their approach to adopt the APM and is there a varied degree of change between countries?
- How have COs improved the quality of their programs in FSAC, IE and CRG addressing gaps drawing on internal and external perspectives?
- How much impact APM has on COs' portfolio, including type and main sources of funding?
- How COs perceive strategic partners' in terms of their role? What COs have done to ensure strengthening of strategic partners to perform that role?
- What is the extend COs are viewed by donors and governments as 'partner of choice', in initiatives requiring strong technical expertise in focus thematic areas (CP, IE and CRG) and related strategic advocacy?
- Has efficiency of COs operations improved and is there a varied degree of change between countries? Cost per beneficiary and NTC analysis.

4.2 Strategic Partnership with CSOs pillar

At the partner level the assessment will highlight

- What has been the impact of this approach on strategic partners from their perspective? How the strategic partners perceive relationships with SC? What difference in their relationships with SC has been observed after they became our strategic partners?
- How the capacity of strategic partners was strengthened to claim rights and hold duty-bearers to account?
- To what extent partners' capacity to ensure sustainability was improved?
- Are Strategic Partners involved in advocacy networks and what is their role?
- To what extent have children been supported to claim rights and voice concerns?

4.3 Donors and Government pillar

At the donor and government level the assessment will highlight

- Does donors and governments perceive SC as a strongest technical lead in IE, FSAC and CRG?
- Are they aware of SC advocacy initiatives and the impact expected or achieved?
- What SC could do more of or less of in the key thematic areas? Is there another thematic area where SC could play a role of a strong technical partners?
- Would the government/donor be interested in contracting SC for technical type of work (capacity building, tools development, guidance, strategies etc)

5 SCOPE OF THE EVALUATION AND METHODOLOGY

The assessment will cover the period of January 1, 2016 – May 31, 2018. The assessment should encompass self-assessment of COs and assessment of stakeholders in 5 Eastern Europe countries – Albania, Armenia, Georgia, Kosovo and Bosnia-Herzegovina

The Consultant will develop Inception Report including the approach and methodology, evaluation questions, interview guides, self-assessment tools, etc. to respond to these terms of reference, in consultation with a SC Assessment Committee. The methodology for the first pillar is expected to be in the form of self-assessment by COs. The Consultant is expected to develop tools for self-assessment and guide the COs on self-assessment. The Consultant is expected to develop instruments for interviews for pillars 2 and 3 to collect qualitative data, as well as conduct desk study. The pillars 2 and 3 will also validate COs self-assessments information with partners, children, wider SC.

The key methods will include, but not limited to:

- Review of existing documents such as Country Annual Reports, info from AMS on donor funding, financial reports.
- Interviews with key project staff, partner staff, children, wider SC, government and donors.

For the First pillar the role of the Consultant is to develop framework, coordinate all the works related to self-assessment of 5 Eastern Europe SCI COs, review, analyze and consolidate inputs.

The consultant is expected to subcontract local researchers Field Facilitators (FF) in each of 5 countries to perform pillar 2 interviews and support consultant with transplantation during the pillar 3 interviews.

For the pillar 2 the FFs will conduct 3 interviews plus 1 FGD with children (up to 10) per country. The Consultant will review and analyze the data.

For the pillar 3 the Consultant will conduct face to face interviews with 3 government officials at CO's choice, 2 local donors, 2 SCI or member staff.

The Consultant has to work in accordance with SCI's Child Safeguarding Principles.

6 ORGANISATION, ROLES AND RESPONSIBILITIES

This is an external assessment commissioned by SCI. The Consultant will be responsible for the deliverables outlined below. The Consultant will also be responsible for developing an assessment methodology, planning and conducting a consultative review, managing the data collection, undertaking a thorough analysis of the data collected in order to write the report and present the findings and recommendations.

SC Assessment Committee, led by the Head of the Assessment Committee will be responsible for facilitating the review process by providing relevant documents, facilitating introductions with SC COs and partners staff, covering assessment costs. The Assessment Committee will conduct the final sign-off of the deliverables.

7 DELIVERABLES

- The **Inception Report** for the assessment to be approved by the SC Assessment Committee including methodology, detailed work plan assessment/self-assessment tools and interview guides, and detailed budget.
- **Draft and Final Assessment report(s)** (max 25 pages) with an Executive Summary and Recommendations should be provided to the SC Assessment Committee for review and feedback
- The consultant should develop a **PPT presentation** based on the final report (up to 12 slides) outlining main findings and recommendations

8 TIMELINE

The evaluation is estimated to take 42 working days, where the work of consultant will be 25 days and each CO FF LOE will be 4 days. Activities are outlined as per the expected timeline below:

Task	Consultant LOE	FF LOE (per 1)	CO LOE	Assessment Committee LOE
Receive proposals from Consultants				15 th of April
Shortlisting of Applicants				2
Selection of Consultant, first meeting, compliance check and contracting				3
Submitted Inception Report with assessment scope, plan and methodology (assessment scope, plan, methodology and questionnaires)	3			
Review and feedback on Inception Report				3
Inception Report finalized	1			
Provide guidance/tools to in-country FF and COs for Pillars 1 and 2 (5*1 hour Skype calls with FF+CO)	1	0.5	0.5	
Data collection pillar 1 (COs perform self-assessment, and Consultant reviews the outcomes)	2		2	
Data collection pillar 2 (3 interviews plus 1 FG per country conducted by FFs, reviewed/data analysis by Consultant)	2	2		
Data collection pillar 3 (Consultant conducts 5 F2F interviews with 3 gov reps., 2 donors, and perform 2 Skype calls with members or SCI staff) - 2 days per country	10	1.5		
Develop draft report including PPT presentation (e-mail and Skype presentation)	4			
Comments and validation an the findings	1			2
Finalize report by incorporating comments and present final report and PPT presentation to the Assessment Committee	1			
Final sign-off of the deliverables				1

9 QUALIFICATIONS OF THE CONSULTANT

- Practical and theoretical experience and knowledge of similar research
- Experience of qualitative and quantitative research, including assessment tools development
- A university degree in international development, political science or related social sciences (at a minimum of masters')
- Knowledge and experience of working in Eastern Europe is a plus
- Experience in designing and directing the implementation of research or mid-term and final evaluation projects
- Previous experience of engaging civil society organizations, national partners and key Government staff in the development and implementation of assessments/evaluations
- High proficiency in written and spoken English is required
- A demonstrated high level of professionalism and an ability to work independently and in high-pressure situations under tight deadlines
- Strong interpersonal and communication skills including experience of working within multicultural teams.
- Strong analytical skills

10 TO APPLY

Interested parties are expected to submit:

- a letter of interest with details of relevant competence to undertake this task, past experience in relation to this task, a brief general description of the approach you would use to undertake this task
- a CV
- a draft budget
- a work plan
- a copy of work completed for a previous similar evaluation.

Full application pack as stated above should be submitted through applicant official email address to: scimacp.procurement@savethechildren.org by **15th of April end of the day CET**. Should you require further information or clarification on the TOR, please contact in writing at the following address: gayane.panosyan@savethechildren.org.