



SOS FSHATRAT  
E FËMIJËVE  
KOSOVË

# TERMS OF REFERENCE FOR MID-TERM EVALUATION

*SOS Fshatrat e Fëmijëve Kosovë, Prishtina location, Korrik 2025*

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## 1 Evaluation summary

<b>Programme name</b>	
<b>Programme cycle dates</b>	From: 2024 To: 2026
<b>Type of evaluation</b>	<input checked="" type="checkbox"/> Mid-term evaluation <input type="checkbox"/> End of program evaluation
<b>Evaluation purpose</b>	Evaluate the programme design (relevance and coherence), organization and delivery (performance), and results to date (success), and to provide recommendations
<b>Primary methodology</b>	Desk research; interviews / focus groups; participatory; gender-sensitive approach; mixed methods
<b>Evaluation start and end date</b>	Start: August 2025 End: September 2025
<b>Location</b>	Including field work

## 2 Background information: programme location and context

SOS Fshatrat e Fëmijëve Kosovë has been active since 1999, offering comprehensive care and support services for vulnerable children, youth, and families across the country. With over two decades of experience, it is recognized as a key actor in child and family welfare in Kosovo. Licensed for six national-level services, the organization focuses on quality alternative care services, preventive care and empowerment services for children, youth, families, and community in the country, to enrich the services to address the needs of the country. Through direct work and joint advocacy actions, in close cooperation with main relevant national and local stakeholders.

The target group of direct and indirect beneficiaries to be in the purpose of the interventions, is: children and youth without parental care, children and youth at risk of losing parental care, children and youth at risk to become victims of abuse, children and youth who are at risk of drop out situation or who never enrolled in the education system, families at risk of separation (families in difficult socio-economic situations, families with low education level, dysfunctional families, families without the necessary skills to provide care for the child development, families with members with disabilities, etc.), biological families, single parents, potential adopting families, potential foster families (as participants who will be part of PRIDE and foster care approach) and children and families with domestic violence situation.

### Key services:

**Alternative Care Programme:** SOS Children's Villages Kosovo provides care for children without parental care through its Alternative Care Programme, which includes Family Like Care, Foster Care, Youth Care, and the Supervised Independent Living Programme (SILP). Family Like Care operate within communities, offering a stable, family-like environment for children, while Youth Care and SILP prepare young people for independent living by providing access to education, vocational training, and life skills development. Within the Foster Care Programme, the organization supports the development of foster care services in Kosovo through capacity building and direct service provision. Using the internationally recognized PRIDE Model of Practice, SOS Children's Villages Kosovo trains professionals and prepares foster and adoptive families. This unit currently delivers services for 34 children in Family Like Care, 14 young people in SILP, and 3 foster families.

**Direct Family Empowerment (DFE)** Implemented since 2007, the DFE is designed to prevent family separation and ensure that children can grow in a stable family environment. Services are offered through direct family empowerment and community empowerment approaches. Support includes counseling, parenting education, psychological services, legal assistance, access to education and health care, and economic empowerment. Families receive help with budgeting, entrepreneurship, vocational training, and micro-business development. The programme operates in three locations—Pristina, Graçanica, and Fushë Kosovë. This unit currently delivers services for 170 families, 580 children and 46 youth.

**Youth Participation:** SOS Fshatrat e Fëmijëve Kosovë is committed to meaningful youth participation by ensuring young people have a voice in decisions affecting their lives. We engage youth in planning and evaluation processes, empowering them with skills and leadership opportunities to contribute to positive social change.

**Training and Capacity Building for Professionals:** SOS Fshatrat e Fëmijëve Kosovë invests in developing the capacities of professionals involved in child protection and alternative care. In addition to PRIDE training, it offers workshops, mentorship, and ongoing professional development for social workers, psychologists, educators, and other child welfare staff.

**Advocacy and Policy Engagement:** SOS Fshatrat e Fëmijëve Kosovë actively engages in legislative reform to strengthen the child protection system in Kosovo. It has contributed to the drafting of key national laws, including the Law on Child Protection, Law on Social and Family Services, the Civil Code (Family Chapter), and several administrative instructions and guidelines related to foster care, adoption, and alternative care. These actions are carried out in coordination with institutions and partners such as UNICEF, KOMF, and other civil society organizations.

**Main desired results** (output level)

- Children and young people in alternative care grow up in a caring family environment
- Families of children at risk are self-reliant and contributing members of the society
- Young people are supported in strengthening their advocacy skills to actively engage in youth participation, leaving care process and self-reliance

### 3 Objectives of the mid-term evaluation

The midterm evaluation is a mandatory step for programme and should be commissioned 18 months before the end of program cycle. This evaluation serves as a critical checkpoint to assess the program progress and guide future actions. Its main objectives are threefold:

**Relevance and coherence:** First, it examines the program 's design, focusing on its relevance — whether the program 's goals and approach are still appropriate given the current context — and coherence, meaning how well the program 's various components align internally and with external frameworks, policies, or initiatives.

**Performance:** Second, it evaluates the program 's performance, specifically looking at the organization of resources, management structures, and the efficiency and effectiveness of the implementation of activities and delivery of outputs.

**Success:** Third, the evaluation measures the program 's success to date, analysing the extent to which intended results and outcomes have been achieved, identifying any unexpected results, and understanding the factors that have influenced performance, both positively and negatively.

Beyond assessment, the midterm evaluation also aims to provide **actionable recommendations**. These recommendations are intended to guide improvements during the remaining implementation period, inform the development of an effective exit strategy, or contribute to the design of a potential next phase or new program cycle.

By identifying strengths, weaknesses, opportunities, and risks at the midpoint, the evaluation supports evidence-based decision-making, enhances accountability, and maximizes the program 's impact.

## 3.1 Scope

The mid-term evaluation includes all services provided within the program and thus follows the scope described within the respective concept note. It makes reference to the internal analysis and assessments and desired results stated within concept note and results framework. The evaluation of performance (organization and delivery) and success (results) looks at the time span from program start until the evaluation is conducted.

## 3.2 Detailed evaluation questions

### 1. Evaluation of program design (relevance and coherence):

- a. **Relevance** of services provided in view of identified needs within the respective community. (as per internal analysis and assessment). To what extent does the program design respond to identified needs? Are there any gaps, and if so were they addressed with stakeholders? Are the desired results still realistic and achievable?
- b. **Internal and external coherence** of program design in view of (internal) alignment with SOS Care Promise, national strategy, programme service descriptions, and compliance with other organizational policies such as Child and youth Safeguarding. Externally, to what extent does the program concept note make reference to UN Convention of the Rights of the Child, sustainable development goals (SDGs) and other (e.g. national) policies or context of local service provision.

### 2. Evaluation of program organization and delivery (performance)

- a. **Efficiency and timely delivery:** To what extent were program activities delivered as planned (according to timeline and scope)? Was the annual budget consumed, and to what extent are resources used efficiently to support the achievement of results?
- b. **Sustainability:** Which sustainability measures were taken, how likely are they contributing to lasting positive change
- c. **General management and partnership:** To what extent was the program delivered in close cooperation with partners? How effective are the program's planning, monitoring, evaluation, reporting and learning mechanisms? How effectively are stakeholders engaged during implementation? Were there any challenges or new / changed risks encountered during implementation? If so, what were they and how were they addressed, were there any corrective actions taken?

### 3. Evaluation of program results to date (success):

- a. **Effectiveness:** To what extent have the program activities contributed to the desired outputs and outcomes? To what extent were planned targets and sub-targets met, and what were the reasons for over- or underachievement (if any)?
- b. **Impact:** to which extent does the program contribute towards the desired impact? To what extent does the program work towards positive changes within the community or social support system?
- c. Were there any **unintended positive or negative results** for participants or the wider community?

### 4. Recommendations

- a. Which recommendations can be provided based on findings for remaining time for implementation, exit strategy or next program cycle?

## 4 Methodology and approach

The evaluation methodology involves various methods such as analysis of key documents (desk research), participatory methods including interviews with participants and indirect beneficiaries, staff, partners and stakeholders within the community, as well as data analysis of accessible internal and external data sources.

## ToR for mid-term evaluation

Following documents to be considered for desk research:

Program level	Federation level	External reference documents
Internal analysis and assessment materials	<u>Programme change guidance paper</u>	<u>SDGs</u>
Concept note including all annexes	SOS Care Promise	<u>UN guidelines for alternative care</u>
Results framework including risk analysis and monitoring plan	Programme Service Regulation	<u>UNCRC</u>
Activity schedule		National Strategy Plan for Child Protection 2019-2023
Monitoring processes overview		National legal requirements and guidelines Regulating Services
Progress reports		
Annually Budget		
Statistical key figures and internal SDG indicator reports (as per compass reports)		
Lessons learned log		
National strategy		
Service Descriptions		
Available external evaluations		
Child & Youth Safeguarding Policy and Regulation		
PSHEA Policy		

The evaluation team is asked to come up with a suitable methodology by developing all required data collection instruments, sampling and data analysis methods as per requirement to answer all evaluation questions. As a minimum, interviews and/or focus groups need to be conducted with staff, child/youth/adult programme participants, partners and community duty bearers. The evaluation team is requested to design and propose a comprehensive and appropriate methodology tailored to effectively address all the evaluation questions. This includes the development of all necessary data collection instruments such as questionnaires, interview guides, and focus group discussion protocols. The team should carefully determine and justify the sampling strategy to ensure representation across all relevant stakeholder groups, including staff, children, youth, adult programme participants, partners, and community duty bearers. As a minimum, the evaluation should include interviews and/or focus groups with at least 15 – 20 staff members, 120 – 170 children participants, 10 – 20 young participants; 35 – 50 adult programme participants (family members), 7 - 10 partners, and 5-8 community duty bearers to capture diverse perspectives. The data analysis methods should be clearly outlined, detailing how both qualitative and quantitative data will be processed, interpreted, and triangulated to provide robust and reliable findings. This approach ensures that the evaluation captures in-depth insights from a sufficiently large and varied sample to inform meaningful conclusions.

## ToR for mid-term evaluation

The evaluation is expected to follow [Ethical evidence-generation \(sharepoint.com\)](https://sharepoint.com) and [Ethical Guidance for Research Involving Children \(childethics.com\)](https://childethics.com). A gender-sensitive approach to evaluation process is expected. The evaluation team and all involved researchers are expected to act in line with the [SOS Child Safeguarding Policy](#) and the Code of Conduct, and to take required pre-cautions for handling all data collected in a safe and respectful manner. Documents to be shared with the bidder A participative approach should be ensured at any stage. All relevant documents will be shared with the bidder upon signature of the contract.

### 4.1 Work plan

The evaluation will be carried out in 3 stages. All steps that lead to deliverables are marked in bold.

#### Stage 1: Prepare

Undertake all required preparations for the field evaluation: propose detailed methodology, conduct desk research, identify key informants, plan data collection process, organisation & logistics, and prepare field visit schedule. Optionally: Submit and secure approval for the refined evaluation design and methodology in an **inception report**: document (i) proposed methodological set-up, (ii) locally adapted and proposed data collection tools. Preparation of checklists, participant lists and other management/organisational information for data collection.

#### Stage 2: Conduct

- Facilitate learning during the data collection exercise
- Collection of data as per the agreed methodology and tools
- Analysis of the data

#### Stage 3: Submit findings

- Preparation of a **draft report** in English and Albanian
- **Presentation of the findings** to the programme staff / national office staff
- After having received feedback from the various stakeholders – **finalise the report** and submit it in English and Albanian.

The evaluation will be conducted **August – September 2025** and final report prepared by the end of September 2025 after the evaluation. The final report should be submitted latest by **10<sup>th</sup> of October 2025**.

Activities	Dates	Time frame	Location
Prepare evaluation and related data collection methods			
Conduct desk research (general)			
Conduct data collection (interviews etc.)			
Analyse data			
Prepare draft report			
Incorporate feedback and prepare final report and presentation			

## 4.2 Expected deliverables:

1. **Inception report** - refinement of evaluation study design and methodology
2. **Draft evaluation report** in English and Albanian
3. **Presentation of preliminary results** to SOS Fshatrat e Fëmijëve Kosovë
4. **Final report**

## 4.3 Report format

The evaluation will result in the concise programme evaluation report, in English and Albanian. All confidential information should be kept in a separate annex to protect participants. The final report should be provided electronically and in hard copy.

The report format below must be strictly adhered to:

- Cover page
  - Title of evaluation report
  - Country, program, date of evaluation
  - Name of consultant
- Executive summary
  - Background
  - Evaluated program
  - Evaluation objectives and methodology (incl. limitations and challenges)
  - Main conclusions, recommendations, and lessons learned
- Main body
  - Objective 1: Evaluation of program design
  - Objective 2: Evaluation of program organization and delivery
  - Objective 3: Evaluation of program results
  - Recommendations and lessons learned
  - Methodological annex, e.g. list of persons interviewed and sites visited
  - Map of areas covered by the program

## 5 Instruction to bidders

The bidders are welcome to submit their proposal for mid-term evaluation of SOS Fshatrat e Fëmijëve Kosovë. This bid is open to all national bidders who are legally constituted and can provide the requested services. The proposal and all supplementary documents have to be submitted in Albanian/ English.

### 5.1 Process of Submission of Bids

The bidders are welcome to submit their proposal for the mid-term evaluation, electronically in PDF format and sent to [procurement1@soskosova.org](mailto:procurement1@soskosova.org)

## 5.2 Documents to submit

- Registration certificate
- Financial proposal must be signed and stamped / or with an official logo
- Financial Proposal should be stated in EURO without VAT
- Bid submission: Technical proposal with evaluation methodology with the framework of working tools/ instruments of collecting the data which will be used;
- Name and contact details of the bidder
- CVs of the research team member(s);
- Three letter references (at least two of them must be familiar with your work)
- Three examples of recent/relevant evaluation report
- Description of relevant previous experiences in such or similar assessments (The list of previous mid-term evaluation / similar evaluation published);

The financial offer must be valid for 60 days

Before signing the contract:

- the bidder should bring the confirmation of tax department that there is no debt pending.

## 5.3 Deadline for submission

The proposal has to be received by latest on: **04.08.2025** by the end of the day. Proposals received after the deadline will not be considered.

## 5.4 Modification and withdrawal of bids

Proposals may be withdrawn on written request prior to the closing date of this invitation. Any corrections or changes must be received prior to the closing date. Changes must be clearly stated in comparison with the original proposal. Failure to do so will be at bidder's own risk and disadvantage.

## 5.5 Signing of the contract

SOS Fshatrat e Fëmijëve Kosovë will inform the successful bidder electronically and will send the contract form within 3 weeks after closure of the bid submission deadline. The successful bidder shall sign and date the contract and return it to SOS Fshatrat e Fëmijëve Kosovë within seven calendar days of receipt of the contract. After the contract is signed by two parties, the successful bidder shall deliver the services in accordance with the delivery schedule outlined in the bid.

## 5.6 Duration of the contract and terms of payment

Payment will be made only upon SOS Fshatrat e Fëmijëve Kosovë acceptance of the work performed in accordance with the above described deliverables. Payment will be affected by bank transfer in the currency of billing and is due 30 days after receipt of invoice and acceptance of work.

Funding and Payment: The consultant will be paid by SOS Fshatrat e Fëmijëve Kosovë as follows:

- 25% on the submission and approval of inception report

- 25% on the submission and approval of the draft report when presenting the results to different stakeholders including programme participants
- 50% on completion and approval of final report

The contract is effective from the moment it is signed until completion of the contracted services, satisfactory to the requirements and acceptable by SOS Fshatrat e Fëmijëve Kosovë.

### 5.7 Notice of delay

Shall the successful bidder encounter delay in the performance of the contract which may be excusable under unavoidable circumstances; the contractor shall notify SOS Fshatrat e Fëmijëve Kosovë in writing about the causes of any such delays, as soon as the former learns that such circumstances have arisen.

After receipt of the Contractor's notice of delay, SOS Fshatrat e Fëmijëve Kosovë shall analyse the facts and extent of delay, and may grant a reasonable extension of time for the performance of services provided that the delay is duly substantiated. Any delay beyond this period may be grounds for contract termination.

### 5.8 Copyright and other proprietary rights

1.The Contracting Authority has the title over intellectual property and other property rights, without restriction to copyright in relation to the report, processes, ideas, documents and other materials that the Service Provider has developed for The Contracting Authority under the contract.

2. All materials: plans, reports, evaluations, recommendations, documents and all other data drafted by the Service Provider or accepted by the Service Provider will be the property of SOS Fshatrat e Fëmijëve Kosovë and will be treated as confidential and will be submitted only to The Contracting Authority at the end of the work according to the contract, except as otherwise required by applicable law.

3.The copyright of the products will belong to The Contracting Authority and the Service Provider will not be authorized to use or reproduce them anywhere else. The Service Provider is obliged to submit all the raw data collected during the evaluation to the Contracting Authority.

### 5.9 Termination

1.This Agreement will terminate automatically when the full payment for the provision of services is made to the Service Provider.

2. In case of unsatisfactory performance, SOS FFK will negotiate with the Service provider so that the work/material can be changed. If the work fails to meet the expectations, the Contract will be terminated with a notice letter seven (7) days in advance.

## ToR for mid-term evaluation

3. Contracting Authority shall be entitled to terminate this Agreement at any time, with immediate effect if it reasonably believes that there has been a fundamental or serious breach of this Agreement (including a fundamental or serious failure to satisfy or comply with the Offer and Terms of Reference) and which are not cured within 7 days by the Service Provider or cannot be cured due to their consequences.

4. Upon termination of this Contract by Contracting Authority prior to the expiration date of the Contract under paragraphs 2 of this article, the Service Provider shall not raise any claims for compensation, except for the compensation of any outstanding fees up to the Termination Date and in proportion with the days worked, for the works which are already approved by the Contracting Authority. In the event of termination under the circumstances described in paragraph 3 of this Article, the Contractor shall not receive any compensation in relation to this Agreement.

5. The termination prior to expiration date shall not release the Service Provider from compensation of any damages caused to Contracting Authority as a consequence of termination due to Contractor's fault.

6. Until the contracted service is completed the Contracting Authority may withdraw from the contract whenever such party wishes; however in this event the Contracting Authority must pay the agreed payment to the contractor, minus the costs not incurred by the contractor that would have been incurred had the contract not been rescinded, and also that which was earned elsewhere and that which the contractor had no intention of earning.

7. The Parties may terminate this Agreement at any time by mutual written agreement.

### **5.10 Rights of SOS Fshatrat e Fëmijëve Kosovë**

- contact any or all references supplied by the bidder(s);
- request additional supporting or supplementary data (from the bidder(s));
- negotiate with the service provider(s) who has/have attained the best rating/ranking, i.e. the one(s) providing the overall best value proposal(s);
- contract any number of candidates as required to achieve the overall evaluation objectives

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### **5.11 Evaluation of proposals**

After the opening, each proposal will be assessed on its technical quality with evaluation methodology and compliance and on its price. The proposal with the best overall value, composed of technical merit and price, will be considered for approval. The technical proposal is evaluated on the basis of its responsiveness to the Terms of Reference (TOR). Bidders may additionally be requested to provide additional information during evaluation to SOS Fshatrat e Fëmijëve Kosovë on the proposed services.

## ToR for mid-term evaluation

The criteria for selection are:

Criteria	Maximum points
<ul style="list-style-type: none"> <li>At least 3 projects/works with focus on areas of child protection systems, families at risk, and social welfare structures.</li> </ul>	15
<ul style="list-style-type: none"> <li>The bidder (CVs of the research team) must have experience in social services, with academic qualifications of personnel involved in social sciences (e.g., Social Work, Psychology, Sociology, Social Pedagogy, Community Development) as an advantage.</li> </ul>	15
Technical Proposal with methodology and work plan: The proposed approach must be realistic, feasible, and aligned with best practices, addressing the evaluation purpose effectively.	30
Financial proposal	40
<b>Total</b>	<b>100</b>

All bidders must meet the essential criteria.

## Annex

### 5.12 SOS Fshatrat e Fëmijëve Kosovë policies

SOS Children's Villages Kosovo has established policies for child and youth safeguarding and a code of conduct, which the expert is expected to adhere to. The expert will also be required to sign a declaration of commitment to the Policies of SOS Children's Villages, which include: the Child and Youth Safeguarding Policy, the Policy for Prevention and Protection against Sexual Harassment, Exploitation and Abuse, Anti-Corruption Regulation, Code of Conduct, and the Declaration on Data Protection.

This commitment will be formalized at the time of contract signing, during which the consultant will be briefed on the organization's internal procedures related to safeguarding.

In addition to the above mentioned, the following key areas for ethical consideration need to be taken into account:  
<http://childethics.com/ethical%20guidance/>

Graham, A., Powell, M., Taylor, N., Anderson, D. & Fitzgerald, R. (2013). Ethical Research Involving Children. Florence: UNICEF Office of Research - Innocenti.

The successful bidder is requested to obtain written consent from all participants of the evaluation process and/or their official guardians/representatives (when applicable).