



SOS FSHATRAT
E FEMIJEVE
KOSOVË

TERMS OF REFERENCE FOR NEEDS ASSESSMENT



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1 Context and rationale

1.1 About SOS Fshatrat e Fëmijëve Kosovë

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.

1.2 Description of programme location

SOS Fshatrat e Fëmijëve Kosovë has been active across the country since 1999, with programme units currently operating in Pristina, Graçanica, and Fushë Kosovë. These communities reflect both urban and peri-urban contexts, with diverse populations and families facing socio-economic challenges, low education levels, and risks of separation and child neglect. Within these locations, SOS provides comprehensive services through its Alternative Care Programme (Family Like Care, Foster Care, Youth Care, and Supervised Independent Living), Direct Family Empowerment Programme, as well as youth participation, professional capacity building, and strong advocacy efforts for child protection reform.

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 33 children in Family Like Care, 15 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 counselling, 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.

1.3 Rationale and overall objective of the needs assessment

This needs assessment will serve as a foundation for shaping the next National Strategy of the organisation by providing an objective analysis of the target group's needs and present stakeholders in each specific SOS programme. In addition to the programme as the main pillar, the upcoming strategic cycle recognizes the importance of three enabling areas — advocacy, sustainable funding, and human resources — as critical drivers for programme quality and scalability. The needs assessment will therefore also explore advocacy needs, human resource needs and sustainable funding needs.

For both new and ongoing programme interventions, a needs assessment should be carried out once per programme cycle in order to guide SOS Fshatrat e Fëmijëve Kosovë staff on whether the organisation is the best placed stakeholder to respond in a certain community, and to provide up-to-date information on context and most crucial needs of the target group. All pillars of the assessment will be conducted consecutively, and the final report will include a comprehensive analysis covering the target group, community assets and needs, and relevant stakeholders. The recommendations provided in the needs assessment report are essential to develop tailored services and interventions, and thus form the basis for developing a national strategy.

2 General information for bidders

This bid is open to all national and international bidders who are legally constituted and can provide the requested services. The bidder shall bear all costs of the bid; costs of a proposal cannot be included as a direct cost of the assignment. The proposal and all supplementary documents have to be submitted in English. Financial bid needs to be stated in euro.

2.1 Process of Submission of Bids

The bidders are welcome to submit their proposal for the needs assessment, electronically in PDF format and sent to **procurement1@soskosova.org**.

2.2 Documents to submit

- Name and contact details of the bidder - (Annex 4.1 Bid submission / Identification Form)
- Registration certificate / NUI
- Technical proposal; (Annex 4.4 Technical Proposal guideline)
- CVs of the research team member(s);
- At least one an example of a recent or relevant assessment or evaluation report (if available for public use)
- Three letter references of the bidder (at least two of them must be familiar with your work)
- Description of relevant previous experiences in such or similar assessments (Annex 4.2 - Previous experience form)
- Financial proposal must be signed and stamped / or with an official logo (Annex 4.3 Financial Proposal Form)
- Financial Proposal should be stated in EURO without VAT (Annex 4.3 Financial Proposal Form)
- 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.

2.3 Deadline for submission

The proposal has to be received by latest on: 11.11.2025 by the end of the day. Proposals received after the deadline will be not be considered.

2.4 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.

2.5 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.

2.6 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.

The criteria for selection are:

Criteria	Maximum points
At least 3 projects/works with focus on areas of child protection systems, families at risk, and social welfare structures.	15
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)	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
Total	100

All bidders must meet the essential criteria.

3 Terms of reference

The needs assessment will be conducted through a structured and integrated process, comprising three interconnected pillars: target group analysis, community assets and needs, and stakeholder analysis. These pillars will be implemented concurrently, allowing findings from each area to inform and complement one another in real time.

Collecting and analyzing data simultaneously across all three dimensions will allow the findings to inform and complement each other. This integrated approach will ensure a more comprehensive and coherent understanding of the needs, assets, and systemic gaps that will guide programme design and strategic priorities.

Each of the below listed pillars includes key questions that will guide the strategic direction of SOS Fshatrat e Fëmijëve Kosovë for the upcoming strategic cycle. The questions are designed not only to identify needs and assets but also to inform the organization's strategic priorities and positioning within the child, youth and family welfare sector. Although the pillars are closely interlinked and mutually reinforcing, the findings from each pillar shall be documented in a separate report that provides a



detailed analysis of its respective area (target group, community context, and stakeholders). These reports will then be integrated into a comprehensive narrative report, ensuring a coherent and evidence-based foundation for the development of the new national strategy.

3.1 Prepare needs assessment

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. **Submit and secure approval for the refined needs assessment 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.

3.2 Data collection and analysis

As mentioned above, the needs assessment will be conducted through a structured and integrated process, comprising three interconnected pillars: target group analysis, community assets and needs, and stakeholder analysis. Following actions need to be carried out:

- Collection of data as per the agreed methodology and tools.
- Analysis of the data, including critical reflection questions

The data collection process is to be proposed by the bidder and should include e.g.: desk research, observations, individual interviews, focus groups, interviews with stakeholders like representatives of the target group, community leaders and representatives of the central and local government. The process should ensure that the perspectives and experiences of children, youth, and caregivers are meaningfully included through age-appropriate and participatory approaches. Data should also be gathered from NGOs (including SOS) and other key stakeholders; various sources for desk research such as available internal and external reports; analysis of statistics and key facts on the location and the country. The technical proposal is expected to include a short section on proposed methodology. After signing of contract, an inception report is expected (see deliverables below) in order to agree on the detailed methodology.

3.2.1 Target group analysis

The purpose of this pillar is to collect primary and secondary data on the living arrangements, the relationship between children and their caregivers and risk factors of children in this community to estimate how many fall into our target group. In addition to quantifying and understanding existing vulnerabilities, this pillar will also explore the potential to broaden the target group, based on emerging social realities and unmet needs identified during the assessment. Recognizing that the composition and circumstances of vulnerable children and families vary by location and over time, this analysis aims to provide a clear, updated picture of both the current and potential scope of the target group and the levels of vulnerability present in each community.

Key questions:

- How many children, youth of the community fall into one of the following target group sub-types (step 1: collect data as per agreed methodology; step 2: analyse data):
 - Children and youth are living without a caregiver. There is an absence of quality care. The children's well-being and development is at serious risk.
 - Children and youth are living with a caregiver, but there are shortfalls in quality care. The children's well-being and development is at serious risk and/or there is a high risk of separation.
 - Children and youth are living with a caregiver, but there are shortfalls in quality care. The children's well-being and development is at put risk over time and/or there is an increasing risk of separation if left unattended.
Children and youth are living with an alternative caregiver, receiving consistent quality care, but there may be a more suitable care setting.
- What are their typical living arrangements, relationships to caregivers (if any) and critical risk factors they are dealing with? Proposed categories for analysis, both qualitative and quantitative information to be collected:
 - To what extent are basic needs met (education, health, psycho-social development)



- What is the average capacity of parents to care for their children (including information on domestic violence, discrimination)?
 - Average income of families in target group?
 - Typical housing and living conditions
 - Typical social life, and entrepreneurial or employability skills of youth and adults, how many youth not enrolled in employment, education or training; needs of adults in reaching self-reliance and leading quality life?
 - Major needs of children, youth and caregivers who need special support?
 - How do gender, disability, or minority status affect risk and access to care?
 - What existing community structures can be leveraged.
 - Reflect on how well social services are coordinated (Child protection, education, health)
-
- What policy changes (advocacy efforts) are needed to address gaps identified? Which stakeholders are key for influencing these changes? What financial or in-kind resources are currently available within families, communities, and local institutions to support the identified needs of children and caregivers?
 - To what extent can families and caregivers access existing financial assistance, social schemes, or donor-funded support mechanisms?
 - What is the current availability, composition, qualification level, and workload (including average caseloads and staff-to-beneficiary ratios) of professionals such as social workers, psychologists, and youth workers engaged in delivering child and family services within the assessed area?
 - What key competencies, knowledge, and skills are needed to enhance service quality, and to what extent are existing staff trained, licensed, and supported to meet these professional standards and ensure staff retention?

3.2.2 Analysis of community assets and needs (PESTLE analysis)

The responses to the situation of children within our target group change over time. The situation of a child who has lost or risks losing parental care greatly depends on three topics:

1. How families and communities react
2. Governmental efforts in prevention
3. National care systems

Therefore, it is crucial to understand broader community context, including advocacy efforts, human resource capacities, and funding mechanisms that influence these responses. To achieve this, the assessment will apply PESTLE analysis (political, economic, social, technological, legal and environmental) framework. Conducting PESTLE analysis is essential because it allows systematic examination of the external factors shaping family and child welfare, including policy environment, available workforce competencies, financial resources, social and demographic trends and technological changes that enable or constrain effective service delivery. . This approach ensures that the needs assessment does not only identify community assets and service gaps but also provides strategic insights into the opportunities and barriers that may impact programme sustainability, advocacy priorities, and future planning within the upcoming national strategy.

Key questions:

Political:

- What are the relevant local and national policies, governance structures, and political priorities influencing care and protection of children?
- How active and effective are advocacy mechanisms or civil society engagement platforms?

Economic:

- What are the main funding streams and local resource mobilization opportunities?
- How does the local economy (employment, cost of living, poverty rates) affect families' ability to provide quality care?

Social:

- What community norms, attitudes, and networks influence child protection, inclusion, and family resilience?
- How do gender, disability, or minority factors shape vulnerability or access to support?

Technological:

- What digital or technological tools are available or needed to strengthen service delivery, data collection, or communication?
- Are there local innovations supporting outreach or case management?

Legal:

- What local laws, regulations, or enforcement practices shape alternative care, family support, or child protection systems?
- Are legal services or referral mechanisms accessible to vulnerable children and caregivers?

Environmental:

- Are there environmental or climate-related factors (e.g., displacement, housing insecurity) affecting family stability or children's well-being?
- What are the current funding streams, resource mobilization practices, and opportunities for local organisations that influence the sustainability of community-based child protection and family empowerment services?
- What HR systems or practices exist among key stakeholders (public institutions, NGOs, municipalities) to support professional development, supervision, and performance management?
- Critical reflection: summary of assets and needs; Preliminary PESTLE analysis sheet to be submitted

3.2.3 Analysis of stakeholders

The stakeholder analysis will assess the motivation, influence, and capacity of key actors to identify who is best positioned to respond to the identified needs. It will examine stakeholders' ability to mobilize resources, influence policy, and sustain engagement, providing a clear picture of the ecosystem of support and collaboration opportunities for SOS Fshatrat e Fëmijëve Kosovë. The analysis will also review funding and partnership potential for joint initiatives.

In addition, it will assess advocacy needs, focusing on SOS Children's Villages Kosovo's positioning, capacities, and policy influence opportunities, and will provide recommendations to strengthen advocacy strategies and structures at both programmatic and organizational levels.

Key questions:

- Who are the key stakeholders at national and community levels, and what are their respective levels of power, interest, and attitude toward child, youth and family welfare issues? (to be summarized in a stakeholder analysis sheet)
- What potential exists for partnership-based fundraising or co-financing initiatives?
- How well are roles and responsibilities defined and coordinated among different actors (e.g., CSWs, NGOs, schools, health institutions) in responding to child and family needs?
- -
- To what extent is SOS Fshatrat e Fëmijëve Kosovë best placed to address the identified needs compared to other stakeholders?
- What is the current strategic positioning of SOS Children's Villages Kosovo within the child protection and social welfare sector?
- What does the external stakeholder and policy environment look like, and how does it influence SOS's advocacy potential?
- What key opportunities exist for influencing public policy, promoting systemic reform, and strengthening inter-institutional collaboration?
- How can SOS Children's Villages Kosovo strengthen its advocacy approaches and institutional frameworks — at both programmatic and organizational levels — to enhance its role as a catalyst for social change and improved child welfare systems?
- Critically reflect whether SOS is the best placed stakeholder to address the identified needs

3.3 Share results:

Provide recommendations in needs assessment report (draft report first, final report), based on data analysis, critical reflection questions and the most important conclusions. Provide a draft report first.

The report includes the following:

- a. Comprehensive identification and analysis of the target group, community assets, and stakeholder ecosystem, including dimensions of advocacy, funding, and human resources that influence programme delivery and sustainability.
- b. Findings and recommendations, summarizing key results from each pillar in separate sections, integrated within the overall narrative report
- c. Evidence-based rationale for SOS Fshatrat e Fëmijëve Kosovë's strategic direction, including justification for continuing, expanding, or adapting interventions in specific locations or thematic areas
- d. Strategic recommendations for SOS Fshatrat e Fëmijëve Kosovë, outlining priority actions for programme design, advocacy agenda, resource mobilization, and workforce development within the upcoming 5-year National Strategy.

The following steps are expected:

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

3.4 Expected deliverables:

1. Documentation of activities (e.g. interviews) carried out
2. Refinement of needs assessment design and methodology in an inception report
3. First draft of the final report in English (Annex 4.5 - Structure for needs assessment report)
4. Presentation of preliminary results to SOS Fshatrat e Fëmijëve Kosovë
5. Final report (Annex 4.5 - Structure for needs assessment report)

3.5 Timetable

Activities	Days
Prepare Inception report for three pillars (Target group analysis, Analysis of community assets and needs; Analysis of stakeholders)	7 days
Conduct data collection (e.g.: desk research, observations, individual interviews, focus groups, interviews etc)	27 days
Analyse data and prepare draft report	10 days
Incorporate feedback and prepare final report and presentation	6 days

The needs assessment will be conducted November 2025 – January 2025 and final report prepared by 19th of January 2026. The final report should be submitted latest by 19th of January 2026.

3.6 Qualification of the researcher / research team

The researcher / team of researchers must have:

- a) proven competency (record of previous experiences) in project/programme evaluations, including formative programme evaluations / needs assessments
- b) a good understanding of development work in Kosovo
- c) a good understanding of child rights and issues affecting vulnerable children and their families
- d) good facilitation, organisational and interpersonal skills
- e) proven experience in participatory processes and data collection methods (including age appropriate data collection methods)
- f) strong analytical and conceptual skills
- g) excellent written communication skills



3.7 Logistical arrangements

When at the programme location, the bidder will be responsible for planning and covering all travel, accommodation, and local transport expenses; SOS staff will support the organisation of interviews, including contacting SOS participants, preparing announcements, facilitating local arrangements, and, if required, liaising with community duty bearers and national authorities if required.

3.8 Duration of the contract and terms of payment

Duration of Contract: the Contract, to be signed with the successful bidder (hereafter: The Contract), is effective from the moment it is signed until the acceptance of work by the SOS Fshatrat e Fëmijëve Kosovë

Payment will be made only upon SOS Fshatrat e Fëmijëve Kosovë acceptance of the work performed in accordance with the above described deliverables. Financial proposals should include proposed stage payments. Payment will be effected 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 successful bidder will be paid by SOS Fshatrat e Fëmijëve Kosovë as follows:

- 25% on the submission and approval of inception report
- 25% on completion of the draft report
- 50% on completion of final report

The final report includes all conducted pillars.

3.9 Copyright and other propriety rights

SOS Fshatrat e Fëmijëve Kosovë shall be entitled to all intellectual property and other proprietary rights including, but not limited to, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the successful bidder has developed for SOS Fshatrat e Fëmijëve Kosovë under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract. The successful bidder acknowledges and agrees that such products, documents and other materials constitute works made for hire for SOS Fshatrat e Fëmijëve Kosovë.

All materials: interviews, reports, recommendations, and all other data compiled by or received by the Contractor under the Contract shall be the property of SOS Fshatrat e Fëmijëve and shall be treated as confidential, and shall be delivered only to SOS Fshatrat e Fëmijëve authorized officials on completion of work under the Contract. The external consultant is obliged to hand over all raw data collected during the assessment to SOS Fshatrat e Fëmijëve.

3.10 Termination

SOS Fshatrat e Fëmijëve Kosovë reserves the right to terminate the Contract if the conditions set forth in this ToR and in the contract are not met.

3.11 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



4 Annex

4.1 SOS Fshatrat e Fëmijëve Kosovë policies

SOS Fshatrat e Fëmijëve Kosovë has established policies for child and youth safeguarding and a code of conduct, which the successful bidder is expected to adhere to. The successful bidder will also be required to sign a declaration of commitment to the Policies of SOS Fshatrat e Fëmijëve Kosovë 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 successful bidder 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).



4.1 Bid submission / identification form

This bid form must be completed, signed and stamped and returned to SOS Fshatrat e Fëmijëve Kosovë. Bids have to reflect the instructions described in the Request for Proposal and Terms of Reference.

Any requests for information regarding this Request for Proposal shall be send to **procurement1@soskosova.org**.

The Undersigned, having read the complete Request for Proposals including all attachments, hereby offers to supply the services specified in the schedule at the financial proposal form price indicated in the Financial Proposal Form, in accordance with the Terms of Reference included in this document.

Offering service for: SOS Fshatrat e Fëmijëve Kosovë

Bidder Name _____

2. Address, Country: _____

3. Telephone: _____ Fax _____ Website _____

4. Date of establishment (for bidders): _____

5. Name of Legal Representative (if applicable): _____

6. Contact Person: _____ Email: _____

7. Type of bidder: _____

8. Number of Staff: _____

Validity of Offer: valid until: _____

Date: _____

Signature and stamp: _____



4.2 Previous experience form

Description (services and products provided to the clients relevant)	Client	Contact person/phone, e- mail address	Date of assignment (from/to)



4.3 Financial proposal form

Financial Proposal should be stated in EURO without VAT.

Please specify the total amount: _____

This proposal should be signed and stamped

(Name of Organisation)

Name of representative

Address:

Telephone/Fax/Email:



4.4 Technical proposal (guideline)

Name of the bidder	
Name of contact person for this proposal	
Address:	
Phone	
E-mail:	

The technical bid should be concisely presented and structured in the following order to include, but not necessarily be limited to the following information listed below.

1. Quality and Relevance of Technical Proposal

- Describe all actions related to defining data collection methodology and conducting the needs assessment
- Realistic work plan with time lines in accordance with ToR
- Detailed quality assurance process for data collection and analysis

2. Qualification and expertise of the bidder /team of consultants/consultant submitting proposal

- Reputation of bidder and staff and individual consultant/s (competence and reliability) in carrying out evaluations
- Relevance of:
 - Specialized knowledge
 - Proven expertise in carrying out formative evaluations
- CVs for key staff



4.5 Structure for needs assessment report

The final needs assessment report should be based on the proposed outline:

COVER PAGE (1 page)

[The cover page of the report must include the name of the programme, country, date, implementing agency of the evaluation, name of the authors.]

EXECUTIVE SUMMARY (1 page, main findings)

1. INTRODUCTION (1 page)

- 1.1 Overview on location and short description of national child rights situation
- 1.2 Description of key questions and objectives

2. METHODOLOGY (2 pages)

- 2.1 Description of the overall assessment process, research team, and methodology
- 2.2 Data collection methodology

3. NEEDS ASSESSMENT RESULTS

2.1 Target group analysis

[Include the target group analysis table and narrative summary that answers the critical reflection question]

2.2 Community assets and needs analysis

[Include the PESTLE analysis table and narrative summary that answers the critical reflection question]

2.3 Stakeholder analysis

[Include the stakeholder analysis table and narrative summary that recommends who may be best-placed]

3. NARRATIVE SUMMARY AND RECOMMENDATIONS (3-5 pages)

[Analyse the main findings and give recommendations on whether SOS should implement a programme in this location]