



Request for proposal and ToR for External Evaluation

REQUEST FOR PROPOSAL

SOS Fshatrat e Fëmijëve Kosovë, location Fushë Kosova 2024

NAME OF THE PROJECT	FAMILY STRENGTHENING PROGRAM IN FUSHE KOSOVA LOCATION
TYPE OF SERVICE	COMPANY TO PROVIDE EXTERNAL EVALUATION
LOCATION	FUSHE KOSOVA
REPORTING TO	SOS FSHATRAVE TË FËMIJËVE KOSOVË
EXTECTED TIMELINE	JUNE- JULY

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1 Context and rationale

1.1 About SOS Fshtrat e Fëmijëve Kosovë

SOS Fshtrat e Fëmijëve Kosovë is part of a global federation of 134 National SOS Children's Villages Associations, working in more than 2000 programme locations worldwide. We work together with a single vision: every child belongs to a family and grows with love, respect and security.

Since 2001, SOS Fshtrat e Fëmijëve Kosovë has been active in the field of social protection through provision of high-quality direct care services for children and young people without parental care and provision of family strengthening services for families at risk of losing parental care. Within SOS Children's Villages, Kosovo, we work together towards our vision for a world where "every child belongs to a family, and grows with love, respect and security."

SOS Fshtrat e Fëmijëve Kosovë works in close partnership with government institutions, civil society organisation and service providers to influence changes in practise and policy in the field of social protection.

1.2 Description of programme location and context

The Family strengthening program has been operational in Fushë Kosovë since 2013, providing vital psycho-social services to its participants. Through a diverse array of interventions, including psycho-social activities, educational support, healthcare assistance, and advocacy initiatives, the program is dedicated to fortifying the well-being of the vulnerable families. Its primary objectives include empowering community networks equipped to safeguard children in need while promoting holistic health outcomes.

By strategically targeting the most marginalized families, the program endeavors to mitigate the risk of child abandonment and familial disintegration. Through its systematic approach, the program not only addresses immediate challenges but also fosters sustainable resilience within the community fabric. This professional initiative serves as a vital mechanism for fostering empowerment and sustainable support systems, thereby contributing to the overall welfare and stability of families within the region of Fushë Kosovë. Currently the family strengthening program supports 115 children, 82 adults/young adults. In total 197 participants in 31 families. Fushë Kosova location consists of Albanian, Roma, Ashkali and Egyptian nationality. There are 14 Albanian families, 16 Roma, Ashkali, and Egyptian (RAE) families, and one Bosniak family in family strengthening.

The target group of the family strengthening program in Fushë Kosova is:

- **Child and youth beneficiaries/ participants:** This target group includes children and youth who are at great risk of being deprived of the family environment. They have low educational, nutritional, health status and live in very difficult living conditions; children and youth who come from families with social problems and low income; children and youth who are subjected to violence inside the family; children and youth who have dropped out of school or have never been enrolled into school.
- **Adult beneficiaries:** This target group includes parents with many children; parents who have a low educational level and are unemployed; single mothers, families who have children with special needs; families of siblings or relatives taking care of children without parental care etc.
- **Partners:** NGOs, institutions that work in the field of child care, rights.

To conduct an external evaluation aimed at assessing the impact of the intervention on enhancing the capacity and improving the quality of social services in Family strengthening program in Fushë Kosova. Specifically, the evaluation will focus on the effectiveness of the intervention in preventing family

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separation and promoting the well-being of 31 families, 115 children, and 25 young adults who are at risk of losing parental care.

The principles of the family strengthening program for children and families are:

1. The best place for children to grow is within their biological family
2. Parents/care-givers are responsible for the development of their children
3. Communities are a direct source of support for children and their families
4. The goal of development is the realization of human rights. Girls and boys, as well as their care-givers, are entitled to all the rights, as expressed in international human rights treaties.

Specific objective

Child Level;

- All children participants will have access to the education system for the children
- All children participants will have stable and adequate shelter
- All children participants have necessary nutrition and receives health care in accordance with their needs
- The voice of the children is heard, by giving them the opportunity to participate in ways that they are able to fully express themselves
- All children develop their full potential through positive, social, emotional, physical and intellectual experiences.

Family level

- Vulnerable caregivers will improve their parental capacity and will be able to meet development needs of their children
- Vulnerable families will be better socially integrated into the local communities
- Vulnerable families will improve their economic situation and will be economically self-sustained
- Vulnerable families will improve their vocational skills,

Programme level:

- Improvement of quality and accessibility of psychosocial services for vulnerable children and families
- Improve services for supporting children and parents through provision of quality education support services and psycho-social services
- Reduce the economic vulnerability of vulnerable groups (youngsters, women, caregivers from socially and economically disadvantaged families) through provision of diverse employment support services
- Raised awareness of governmental and non-governmental authorities in terms of diversified and effective interventions for vulnerable families

In the frame of Unit, the following services are provided for children and families:

- Ensuring that families have access to essential services for the child, to meet their development needs. This includes child counselling, psychotherapy, recreational and socio-cultural activities, children's clubs, trainings, material, educational support, individual pedagogical sessions, health and psycho-social support. These services reach the children directly.
- Supporting families to build their ability to protect and care for their children. This includes supporting care-givers to develop their parenting knowledge and skills; to secure a stable source of resources (e.g. income and food production) to provide for their children's development needs now and in the future; and to manage their resources efficiently. These services include parenting capacity building, psychological support, psychotherapy, parent support group, recreational and socio-cultural activities, trainings etc.
- Strengthening support systems for vulnerable children and their families within the community. In particular, support is given to community members (from the target group, relevant service-



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providers, or other concerned members of the community) to self-organise, so that they are able to develop and sustain their own responses to the needs of vulnerable children and their families. These services reach children through their communities.

- Economically empowering caregivers works with families to help them increase their income (resource generation) in order for children to actually benefit from more family resources. Supporting beneficiaries are multiple and include activities to enhance or access: Employment (e.g. organise or link to technical and skills training, apprenticeship and job placement); Self-employment/entrepreneurship (e.g. organise or link to technical and skills training, facilitate access to credit, facilitate cooperatives); Production for consumption (e.g. provide start-up support).

The Family Strengthening Programme works to ensure that all four level levels of services (as outlined above) are effectively addressed. Kosovo's ethnic composition is diverse; the Kosovo Albanian community, which makes up over 90 percent of the population (estimated less than 2 million in 2015) and Kosovo Serbs constituting about 5 percent of the population are the main ethnic groups. The population is relatively young, with estimated half of its population (around 900,000) being under 18, the estimated number of children from 0 to 5 year is 250,000. 1,739,825 inhabitants 92% are Kosovo Albanian, 5.3% Kosovo Serb and other ethnic groups 2.7%. On employment policy, Kosovo has continued drafting a new employment and labour market strategy 2023-2028, a new employment policy 2022-2024, and a concept document regulating the field of employment. According to Kosovo progress report, unemployment rates in 2022 were 12.6% (20.7% in 2021). The rates are higher among women, 16.5% (25% in 2021), than among men, 11% (19% in 2021). The indicators that still give rise to most concerns are the high inactivity rate, 61.4% (60.8% in 2021) and youth unemployment 21.4% (38% in 2021). Unemployment is even higher (over 90%) in the Roma and Ashkali communities. On social inclusion and protection, Kosovo's spending on social assistance scheme amounts to 6% of GDP. Around 18% of Kosovo's population lives below the poverty line (EUR 45 per month, with 5.1% percent of the population living below the extreme poverty line). According to Kosovo Agency of Statistics data for 2019, in Kosovo, 22.7% of children live in poverty and 7% of children live in extreme poverty. Around 9% of children are involved in work, of whom 5.6% working under hazardous conditions, an issue being particularly evident among the Roma and Ashkali communities.

1.3 Rationale and overall objective of the external evaluation

SOS Fshatrat e Fëmijëve Kosovë have plan to do periodic (3-5 years) independent external evaluations of implemented programmes.

An external evaluator company (evaluation team) is required to undertake the evaluation to ensure an independent, objective assessment of the program's results.

The main aim of the external evaluation is to assess the relevance, coherence, effectiveness, efficiency, impact and sustainability of the program. External evaluation should also analyse the progress achieved by the program in empowering families to strengthen their capacity to protect and care for their children, and strengthens safety nets for vulnerable children and their families within the community in the region of Fushe Kosova.

Instruction to bidders

The bidders are welcome to submit their proposal for external evaluation Family Strengthening Program for children and families in the location of Fushë Kosova. This bid is open to all national suppliers (companies) who are legally constituted and can provide the requested services. The proposal and all supplementary documents have to be submitted in English or Albanian. Financial bid needs to be stated in euro without VAT.

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1.4 Process of Submission of Bids

The bidders are welcome to submit their proposal for the external evaluation of FSP Fushë Kosova, electronically in PDF format and sent to procurement1@soskosova.org

During the evaluation process, technical bids will first be opened and evaluated. The financial part of those proposals, which have been selected, will be opened after the evaluation of the technical proposal.

Documents to submit

- Registration certificate of company
- The bid must be signed and stamped / or with an official logo
- Financial Proposal- for companies the financial bid 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 company as well as description of relevant previous experiences in such or similar assessments (The list of previous External Evaluations/ similar evaluation published);
- CVs of the company research team member(s);
- Three letter references (at least two of them must be familiar with your work)
- An example of a recent/relevant evaluation report (if available for public use)
- Company portfolio
- Brief contextual assessment

Before signing the contract:

- The selected bidder must present the Tax Certificate before signing the contract.

The financial offer must be valid for 60 days

1.5 Deadline for submission

The proposal has to be received by latest on 29.05.2024

1.6 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.

1.7 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.

1.8 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));
- reject any or all proposals submitted;
- accept any proposals in whole or in part;
- 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);

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1.9 Evaluation of proposals

After the opening, each proposal will be assessed first on its technical quality with evaluation methodology and compliance and subsequently 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 on the proposed services.

The criteria for selection are:

Criteria	Maximum points
<ul style="list-style-type: none"> The company should demonstrate a thorough understanding of the local context, including socio-economic factors, cultural norms, and legal frameworks relevant to child protection and family support services in the target area (e.g., Municipality of Fushë Kosova). The company should provide brief contextual assessment to demonstrate their understanding of the children's situation and families at risk in Fushe Kosova. Company portfolio: The company should have knowledge and experience in the field of social services. Academic qualifications of staff in social sciences such as Social Work, Psychology, Sociology, Social Pedagogy, Community Development or any related field is an advantage. Knowledge of Albanian and knowledge of English is advantage. At least 3 years of experience/ proven expertise in project evaluation, needs assessment, research, publications or any related expertise. Experience of company staff in such research processes (attach the staff CVs that will be working on). They will be evaluated based on qualification and experience). 	35
<ul style="list-style-type: none"> The proposed method (methodology) for conducting external evaluation is suitable and the timetable/ work plan is realistic and meet the purpose 	35
<ul style="list-style-type: none"> The price of Financial proposal 	30
Total	100

All bidders must meet the essential criteria.

2 Terms of Reference

2.1 Objectives of the evaluation

2.2 Overall objective

The primary aim of this external evaluation is to evaluate the progress achieved by the Family Strengthening Program for children and families in Fushë Kosova. The evaluation will focus on analysing the program's relevance, coherence, effectiveness, efficiency, impact, and sustainability. The findings and recommendations of the evaluation will be used as a basis for strategic planning on national level; for improvement of programme design and for future development of family strengthening approach and national level.

2.3 Specific objectives

- To assess the relevance and effectiveness of the results of the programme made in the lives of the participating children and their families (programme target group).
- To evaluate the efficiency of the programme in relation to beneficiaries, cost, and timeframe.

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- To analyse the sustainability of the programme (institutional, social, financial, etc.)
- To make recommendations for improving future development of program interventions.
- To document/assess the current figures of the Objectively Verifiable Indicators as found in log frame

2.4 Scope

The evaluation aims to assess the changes in the lives of the children and their families and their communities and overall progress of Family Strengthening for children and families in Fushë Kosova location.

The evaluation should identify the key lessons learned that can be applied to improve the relevance; coherence, efficiency; effectiveness; sustainability and impact of the programme interventions.

Evaluation approach

The external evaluation should use participatory methodologies to involve programme participants (families currently being in the programme as well as families that have already left the programme) and wherever possible children, youngsters should be involved in the design and implementation of the evaluation. Evaluation team must respect participants' rights of programme participants regarding voluntary participation in the evaluation, including their right to withdraw such participation at any stage if they so decide. As a minimum requirement, this evaluation exercise looks at the changes that have happened in participating family's lives due to their participation in the programme.

The evaluation approach should be also resulting oriented to provide evidence of both quantitative and qualitative achievements and the outputs and outcomes obtained by the programs (or not). Both primary and secondary data should be used in the evaluation, and collected from a wide and diverse range of primary and secondary sources. Secondary information should be collected from documents provided to the evaluator. Primary information should be collected from the stakeholders of the programs through on-site direct observations, semi structured interviews, and focus group discussions with program staff members as well as programme participants as well as key stakeholders.

The working plan together with proposed evaluation methodology provided by the company should describe in detail the methodology (methods and working tools) including key objectives, key questions, steps and procedures on how to conduct the assessment, sample selection method, data collection methods, timeline, etc.

The evaluation questions should be revolved around the following DAC criteria: **relevance, coherence, effectiveness, efficiency, impact and sustainability**. On the basis of the above evaluation criteria, instruments/questionnaires for the field tasks should be prepared for stakeholders.

Data collection process includes:

- Reviewing the program documentation and other sources of information at program level
- Identification of the major stakeholders who are associated with the program to be interviewed, such as the direct participants of the program (children, care-givers) implementation partners, key local government representatives, and other service providers
- Selection of representative sample of communities or groups to be interviewed based on agreed criteria
- Agreeing on the type of information to be collected
- Preparation of checklists and other tools for data collection

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- Develop methodological tools for data collection and consult with program staff on program /national/continental level
- To fill in questionnaires and conduct interviews with programme beneficiaries, co-workers, representatives of partners, local authorities and community, focus groups and analysis of data, SWOT Analysis
- The evaluation should use quantitative (e.g. surveys) and qualitative data collection methods such as semi-structured interviews (for example with focus groups, key informant, large groups, individual interviews, etc.) as necessary
- Methods of collecting the data such as interviews, focus groups or surveys should contain questions that are objective, understandable for the participant, unbiased and should not be opinionated or misleading.
- During the whole process of conducting the Evaluation, it is mandatory to respect the autonomy of individuals participating in the data collection phase of the evaluation by obtaining an understandable informed consent document.

Data analysis and elaboration of evaluation report.

External evaluator will analyse collected data and will prepare an evaluation report that describes the main evaluator's findings, recommendations and lessons learned. The final report should follow the structure and content as outlined in the terms of references. That stage includes:

- Analysis of the data and elaboration of conclusions and recommendations
- Preparation of a draft report
- Present the findings to the respective program staff on local/national and regional/continental level to ensure triangulation
- Finalise the report after inputs from various stakeholders

The main participants of the evaluation are:

- Direct program beneficiaries (marginalized families/parents/youngest and children, families that left the programme)
- Direct stakeholders (state and municipal bodies in child protection, education, welfare, other local authorities, community, etc.)
- Program staff (social workers, psychologist, pedagogue, program coordinator and other hired specialists)
- National level (Children's Village Program Director – location Prishtina, National Development Programme Development Director, National Programme Advisor)

Evaluation team of company must respect participating communities' culture, social norms, values and behavior; and maintain appropriate relationships with participants during evaluation. Evaluation team must respect confidentiality of information gathered from respondents. They should observe standards relevant to researches in child protection field and to uphold standards of behaviour that are acceptable to SOS Fshatrat e Fëmijëve Kosovë. The expert team of company must sign the Code of Conduct, Child Protection Policy, and all relevant statements that guarantee data protection and confidentiality prior to the commencement of the evaluation.

Key reference documents:

Programme Documentation:

- Concept Note
- Results Framework
- National Service Description for Family Strengthening
- Log Frame FBC and FSP P

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- PP FBC- FSP (Increased Quality of Services and additional Economic Empowerment services in existing FSPs, 2014)
- External evaluation Family Strengthening Programm Fushe Kosova 2013-2017
- Annual Self-evaluation results (2020, 2021, 2022)
- Annual reports (2020,2021, 2022 and 2023)
- Admission criteria
- National Concept of economic empowerment
- SOS Programme Database Reports

SOS internal documents:

- Kosovo National Strategy
- Kosovo Annual plans
- CV Programme Plan
- SOS Family Strengthening Manual
- SOS Care Promise Priorities
- SOS Child Protection Policy
- Guidelines on case managements procedures in the Frame of Family strengthening Projects 2012

External documents:
























- National Strategical Plan 2019-2023 Child Protection
- National legal requirements and guidelines regulating services
- United Nations Convention on the Rights of the Child
- The UN Sustainable Development Goals
- The UN Guidelines for the Alternative Care of Children,

Key areas for the external evaluation:

Within the family strengthening programme, children, families, and communities have been supported in various areas, which the external evaluation exercise should look at. The evaluation will focus on following key areas and illustrative set of guided questions. Therefore, the evaluation team needs to decide in cooperation with the national programme team, which of the below mentioned areas and in what extent apply to the particular programme and set of questions will be further elaborated during preparatory phase.

Evaluation issue	Key guiding questions	Sources of information
<p>Relevance</p> <p>Does the program address the situation of the specific target group?</p>	<ul style="list-style-type: none"> • To what extent is, the program focused on the intended target group - i.e. marginalized parents/caregivers, children and young people, state specialists? • What have been the specific criteria for the selection of the beneficiaries? • To what extent the parents (families) and children admitted to the program have met the selection criteria. • To what extend has the program addressed the needs of the communities and was capable of responding to the needs of the target group? • To what extent, the program interventions respond to the needs and priorities of the program participants. • To what extent programme design address locally defined needs and priorities? 	<p>Documents</p> <ul style="list-style-type: none"> 📖 Concept not Service 📖 Result framework 📖 Description for family strengthening program 📖 FSP Manual 📖 Annual SOS and SCCF reports 📖 Self-evaluation report 📖 Case management/ Family

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		<p>Development plans  Activities Plans</p> <p>People  Program participants, former program participants Program SCCF staff</p>
<p>Coherence: How well the intervention fit.</p>	<ul style="list-style-type: none"> To what extent the program intervention is with the international and national institution of policies standards? To what extent the program intervention is compatible with the other interventions in a country in the same area? To what extent the programme is not overlapping with other services in the location? What is still relevant or not relevant? To what extent is the program intervention in coordination with other local stockholders? 	<p>Documents  Concept not Service  Result framework  Description for family strengthening program  FSP Manual  SOS Care Promise  Legal framework  Minimum quality standards for social services  Activities Plans  Partnership agreements</p> <p>People  CSW  Partners (public bodies, other government bodies, CSO, other key implementation partner)  Program staff SCCF Location</p>
<p>Effectiveness: To what extent to the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.</p>	<ul style="list-style-type: none"> To what extent are the objectives of the program being attained? What is the percentage of the program fulfilment against the set indicators? To what extent the program strategies, methodologies, tools and processes contributed to the achievement of the planned results. <p>Building self-reliance in families where children are at risk of losing parental care</p> <ul style="list-style-type: none"> How many children and families have participated in the program? Are all of them in need of the program services? To what extent have children remained in their families instead of losing their care? To what extent has their quality of life improved? Dimensions for assessment are accommodation, nutrition, health, education, economic, protection & social integration/inclusion and psychosocial support. 	<p>Documents  Quarterly progress Reports  Concept not Service  Result framework  Description for family strengthening program  Annual SOS program plan with review  Annual SOS reports  Self-evaluation report  Family Development Planning Statistics  Partnership agreements</p>

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	<ul style="list-style-type: none"> • How many children and families successfully left the programme since the beginning and became self-reliant? To what extent the results, which they reached, are sustainable and is effective after they left the program? • To what extent have beneficiaries been satisfied with the programme interventions? • To what extent the target, groups are aware of the program and the services it provides. Do all families of the target group receive services by the program? • What are the reasons for other families to fail in achieving self-reliance by the end of the evaluated period? • What approaches and strategies defined in family development plans have been the most efficient and contributing in achieving self-reliance? • To what extent does the economic empowerment of working with families contribute to the families become self-reliant? <p>Building sustainable community-based responses</p> <ul style="list-style-type: none"> • To what extent the program objectives and activities are in compliance of the needs of the target group? • Does the support system being built in the targeted communities effectively respond to the situation of children at risk of losing parental care? • To what extent has SOS contributed to the development of capacity of the public/private partners and main duty bearers to respond to the situation of the target group? • To what extent the community demonstrates interest to the program outcomes? • To what extent local authorities are involved and provide support to the program? • Is replication or removal of certain approaches required to increase effectiveness? 	<p>People</p> <ul style="list-style-type: none"> † Children, families and state specialists who are participating or have participated in the program † Partners (key implementation partner, public bodies and private partners) † Program staff of Fushe Kosova Location <p>SOS FS data base</p>
<p>Efficiency: How resources/inputs (funds, expertise, time, etc.) are converted to results</p>	<ul style="list-style-type: none"> • Is the relation between input of resources and results achieved appropriate and justifiable (cost-benefit ratio)? What are the social benefits for children/families/communities compared with resources spent for activities? • What are the annual total running costs and the average running costs per child per month? And how do these costs compare with the similar initiatives in the country? • Have resources been used most economically? • Are there any alternatives for reaching the same result with less input? Are there feasible options for cost reduction and cost saving while realizing the same level of results and quality? • Could the outcomes and results have been achieved at lower cost through applying a different approach? 	<p>Documents</p> <ul style="list-style-type: none"> 📄 Annual SOS program plan with review 📄 Annual SOS reports 📄 Self-evaluation report 📄 Family Development Planning Statistics 📄 Partnership agreements <p>People</p> <ul style="list-style-type: none"> † Children, youngest and families who are participating or have participated in the program † Partners (public bodies, government, key

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		<p>implementation partner)</p> <ul style="list-style-type: none"> † Other stakeholders † Program staff <p>Fushe Kosova Location</p>
<p>Impact The systematic analysis of the changes in the lives of children, families, communities and other stakeholders brought by the Program</p>	<ul style="list-style-type: none"> • What has been the impact in line with the planned results of the program, in terms of changes brought about in the situation of children, families and communities? • What has been the impact beyond the planned results of the program, in terms of changes brought about in the situation of children, families and communities? (positive and/or negative) 	<p>Documents</p> <ul style="list-style-type: none"> 📖 Plan of the location 📖 CVPP plan 📖 Self-evaluation report 📖 Family cases <p>People</p> <ul style="list-style-type: none"> † Children and families who are participating or have participated in the program † Partners (public bodies, government, key implementation partner) † Other stakeholders † Program Fushe Kosova staff <p>Data of SOS FS data base</p>
<p>Sustainability</p>	<ul style="list-style-type: none"> • Is the programme supported by local/national institutions? Do these institutions demonstrate commitment and capacity to continue programme activities or replicate it? • To what extent can activities, results and effects be expected to continue after SOS involvement has ended? Do partners have financial capacity to maintain programme? • Is there progress towards SOS withdrawing from its direct involvement and handing over the full responsibility to run the programme to an implementation partner? 	<p>People</p> <ul style="list-style-type: none"> † Children, youth and parents (families) and state partners who are participating or have participated in the program † Partners (public bodies, government, key implementation partner) † Volunteers participated in the program † Program Fushe Kosova staff

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<p>Program management and coordination Does the program management and coordination ensure the quality implementation of the program</p>	<ul style="list-style-type: none"> • To what extent does the program have appropriate management and coordination structures and organization of the process? Are these structures aimed at quality of the program implementation? • Who else from the local partners are involved in the process of management and coordination and how it affects the quality implementation? 	<p>Documents</p> <ul style="list-style-type: none"> 📖 Progress reports 📖 Partnership agreements <p>People</p> <ul style="list-style-type: none"> † Program management † Partners (public bodies, government, key implementation partner) † Program Fushe Kosova staff
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2.5 Work plan and expected deliverables

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, review the proposed methodology in close cooperation with SOS Fshatrat e Fëmijëve Kosovë, conduct desk research (analysing all documents related to assignment), identify key informants, plan data collection process, organisation & logistics, and prepare field visit schedule. 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 and field visit schedule.

Stage 2: Conduct

The company holds preliminary discussions with key project team from SOS Children Village Kosovo.

- Facilitate learning during the data collection exercise.
- The fieldwork with key beneficiaries, stakeholders and partners.
- Collection of data as per the agreed methodology and tools.
- Analysis of the data.

Stage 3: Submit findings

The company submits the first draft report(s) in Albanian/ English language and in accordance with the report format given below.

- Presentation of the findings to the project team / national office staff (face-to-face).
- After having received feedback – finalize the report and submit it in Albanian or English

Deliverables:

- Refinement of evaluation study design and methodology in an inception report
- First draft of the final report in Albanian or English.
- Presentation of preliminary results to SOS Fshatrat e Fëmijëve Kosovë (face-to-face)
- Final report

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2.6 Report criteria

The evaluation will result in the concise Family Strengthening Program evaluation report, with a maximum length of 50 pages including an Executive Summary. 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 follow the following format:

- Cover page
 - Title of evaluation report
 - Country, programme, date of evaluation
 - Name of consultant
- Executive summary (*maximum 2 pages; cross-reference pages or paragraphs in the main body*)
 - Evaluated action
 - Purpose and methodology (incl. limitations and challenges)
 - Main conclusions, recommendations, and lessons learned
- Main body
 - The structure of the main body is determined by the desired results (See 2.3)
 - Methodology and evaluation approach
 - Findings regarding relevance, coherence, effectiveness, efficiency, impact and sustainability.
 - Conclusion and recommendation - for each key conclusion, there should be a corresponding recommendation that is realistic, pragmatic, and operational
- Annexes
 - Terms of Reference
 - List of persons interviewed and sites visited
 - Map of areas covered by the programme
 - Other

2.7 Qualification of the researcher / research team

The researcher / team of researchers must have:

- a) proven competency/ experience (record of Previous experiences) in similar evaluations;
- b) proven experience in participatory processes and data collection methods (including age appropriate data collection methods)
- c) University degree in Social Work, Psychology, Social Pedagogy, Law, Human Rights, Children Rights or equivalent professional experience.
- d) a good experience and competence in project analysis and evaluation in the field of human rights, child rights, social welfare, and child protection.
- e) must have experience in developing and implementing required research methodologies.
- f) a good understanding of child rights and issues affecting vulnerable children and their families
- g) good facilitation, organizational and interpersonal skills
- h) strong analytical and conceptual skills
- i) excellent written communication skills
- j) must have good personal and interpersonal teamwork skills.
- k) must guarantee timely delivery of expected results and tasks.
- l) must be familiar with ethical standards on issues related to children and are required to sign and adhere to the Child Protection Policy.
- m) the author should not use copyrighted material.

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2.8 Timetable

The evaluation will be conducted from June until July. The final report should be submitted by 05 august 2024.

In order to ensure a smooth execution of this assessment, the local company is expected to follow the tasks listed below:

Activities	Time frame	Location
Prepare evaluation and submit suggested data collection methods and interview stakeholders to the contracting body (inception report)	5 days	
Conduct desk research (general)	2 days	
Conduct data collection (interviews, focus groups etc.)	10 days	
Analyze data	5 days	
Prepare draft report and presenting the results to different stakeholders including programme participants	3 days	
Incorporate feedback and prepare final report and presentation	2 days	

2.9 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. Financial proposals should include proposed stage payments. 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

Duration of contract: the contract is effective from the moment it was signed until the acceptance of work by the international project team.

2.10 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 within one (1) week from the beginning of the delay.

After receipt of the Contractor's notice of delay, SOS Fshatrat e Fëmijëve Kosovë shall analyse the facts and extent of delay, and extend time for performance when in its judgment the facts justify such an extension.

2.11 Copyright and other proprietary 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 Contractor 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 Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for SOS Fshatrat e Fëmijëve Kosovë.

All materials: plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of SOS Fshatrat e Fëmijëve

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Kosovë and shall be treated as confidential, and shall be delivered only to SOS Fshatrat e Fëmijëve Kosovë authorized officials on completion of work under the Contract.

The copyright of the products will belong to SOS Fshatrat e Fëmijëve Kosovë and company will not be authorized to use or reproduce them anywhere else. The external consultant is obliged to submit all the raw data collected during the evaluation in SOS Fshatrat e Fëmijëve Kosovë.

2.12 Termination

Upon signing the contract, in case of unsatisfactory performance, SOS Children's Villages Kosova will negotiate with the selected company so that the work/materials can be changed. If the work done fails to meet expectations, the contract will be terminated with a written notice of seven days. In the meantime, SOS will start a new selection process.

SOS Fshatrat e Fëmijëve Kosovë reserves the right to terminate the contract without any financial obligations in case if the contractor is not meeting its obligations without any prior notice:

- agreed time schedule
- withdrawal or replacement of key personal without obtaining written consent from SOS Fshatrat e Fëmijëve Kosovë
- the deliverables do not comply with requirements of ToR

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3 Annex

3.1 SOS Fshatrat e Fëmijëve Kosovë child protection policy and code of conduct

SOS Children's Villages Kosovo has a child protection policy and code of conduct that all consultants will be expected to comply with and will be required to sign a statement of commitment to the policy. This will happen upon signing of contract, together with an orientation of consultants on internal child safeguarding processes and data protection regulations.

Before the actual start of data collection, a police check is to be provided, in case any direct contact with programme participants and/or any sensitive data is planned.

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).