



# Terms of Reference

## Terms of Reference - External Evaluation

### Sustainable Waste Management for the reduction of Child Rights Violations at Bakoteh Dumpsite (BMZ Project Phase I)

Results of the evaluation will also substantiate findings of the recently conducted SOS CV The Gambia needs assessment of analyzing its target group in Bakoteh location, community needs and assets as well as stakeholders. The study will be complementary to the feasibility study of the second phase of the project by establishing the need for continuity for greater impact.

### 3. Scope of work

- ***Geographical reach and evaluation time span (including report development); interventions that require special analysis***

The endline evaluation is intended to cover the geographical areas surrounding the Bakoteh dumpsite including Manjai, Bakoteh and Dippa Kunda. The evaluation should cover the span of two years from project start in 2020 to 2022. The direct target group consists, firstly, of 200 families with 827 children; secondly, of 50 young people participating in practical vocational training; thirdly, of 100 representatives of local partners and decision-makers (city administration, landfill management, ministries, authorities, NGOs, community-based organisations) whose capacities are being built up. Of the 200 families, 100 come from the three municipalities bordering the landfill site, Bakoteh, Dippakunda and Manjai, and 100 of the so-called "rubbish collector" families come from these and surrounding municipalities.



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- ***Key evaluation questions, criteria, key guiding questions, source of information, indicators.***

The evaluation questions should be revolved around the following criteria: Relevance, Coherence, Effectiveness, Efficiency, Impact, Sustainability, Project Management and Coordination, as given in the ToR. On the basis of the above-mentioned evaluation criteria, instruments /questionnaires for the field mission should be prepared for stakeholders.

## Key guiding questions

### **Relevance**

The extent to which the BMZ project activity is suited to the priorities and policies of the target group, recipient and donor.

- To what extent was the project focused on the intended target group?
- What were the specific criteria for the selection of beneficiaries?
- To what extent did project participants meet the selection criteria?
- To what extent did the project respond to the needs of the three targeted communities?
- To what extent did the project interventions respond to the needs and priorities of the project participants?
- To what extent have the project adjustments made so far been relevant?

### **Coherence**

A measure of the extent to which the BMZ project goals meet the national development objectives of The Gambia and are consistent with SOS CV The Gambia project interventions.



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- Is the project internally coherent? (i.e. synergies and interlinkages between the programme and other interventions carried out by SOS, including consistency with internal standards and norms)
- Is the project externally coherent? (i.e. consistent with other actors' interventions in the same context, including complementary, harmonisation and co-ordination with others)

## **Effectiveness**

A measure of the extent to which the BMZ project activity attains its objectives.

- To what extent have the project objectives been achieved?
- To what extent have the project strategies, methodologies, tools and processes contributed to the achievement of the planned results?
- To what extent were the project objectives and activities in compliance with the target group needs?
- To what extent were the beneficiaries aware of the project and the services it provided? Did all the targeted beneficiaries receive services by the project?
- To what extent were beneficiaries satisfied with the project interventions?
- Does the support system built in the target communities effectively respond to the situation of the target group?
- To what extent did the SOS Children's Villages contribute to the capacity building of the public / private partners and main duty bearers to respond to the situation of the target group?
- To what extent were the local authorities involved and provided support to the project?

## **Efficiency**



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An economic term, which signifies that the project uses the least costly resources possible in order to achieve the desired results.

- Were activities cost-efficient?
- Were objectives achieved on time?
- Was the programme or project implemented in the most efficient way compared to alternatives?

## **Impact**

The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.

- To what extent has the quality of support improved the lives of the beneficiaries?
- What was the impact against the planned results of the project, in terms of changes brought about in the living circumstances of beneficiaries and communities?
- What was the impact beyond the planned results of the project, in terms of changes brought about in the living circumstances of beneficiaries and communities? (positive and/or negative)

## **Sustainability**

Concept concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn.

- How many beneficiaries left the project since the beginning and became self-reliant? To what extent are the results which they have reached sustainable and are the results effective after the beneficiaries leave the project?
- To what extent can activities, results and effects be expected to continue after the project financing (BMZ/HGFD) has ended?
- Have the capacities of the implementation partner been developed? If so, in what areas and how?



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## **Project management and coordination**

Evaluation of the role of the project management and coordination in ensuring quality implementation.

- To what extent did the project have appropriate management and coordination structures and organisation of the process? Were these structures aimed at the quality of the project implementation?
- Which other local implementing partners were involved in the process of management and coordination and how did this affect the quality of implementation?

## **• Methodology to be applied in the evaluation**

The External Evaluation should be based on a participatory approach involving and engaging a wide and diverse range of stakeholders. Stakeholders' participation is necessary for accountability, promoting ownership and sustainability, facilitating buy in, and further use of the evaluation recommendations. According to this, the participatory approach is very useful in engaging stakeholders and gaining their insights, experiences with the programmes and the benefits accrued to them as a result of the programmes. The evaluation implies the inclusion of various 'rights holders' who benefit from the project, as well as the 'duty bearers' or those responsible and accountable for providing services. This is necessary to assess whether benefits and contributions are fairly distributed by the interventions being evaluated.

In general, the evaluation methodology is concentrated on the objective observation, description and explanation of changes that have happened in beneficiaries lives due to their participation in the project. The evaluation approach should be results-oriented to provide evidence of both quantitative and qualitative achievements as well as the outputs and



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outcomes obtained by the programmes (or not). Hence, both primary and secondary data should be used in the evaluation and be collected from a wide and diverse range of primary and secondary sources.

Overall, the methodology of the evaluation will include the following:

- Document review including analysis on key reference documents listed in Terms of Reference
- Quantitative data collection (e.g. through surveys)
- Case study of randomly selected files (present and those who exited the project)
- Interviews (structured and/or semi-structured; in person and/or by telephone) with key informants listed in Terms of Reference
- Focus groups with selected key informants
- Other methods relevant to evaluation objectives and scope

## 4. Process of evaluation

### **Description of the evaluation phases, the activities undertaken (chronologically) and relevant actors**

Consultant in collaboration with SOS CV Team will plan and design data collection methodology and process and agree on site visits within the project areas to meet project participants (children, families, state specialists, project team and project stakeholders), and collect information in accordance with the requirements stipulated in the evaluation design)



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Data collection process includes:

- Reviewing the project documentation and other sources of information at project level
- Identifying the major stakeholders who are associated with the project to be interviewed
- Agreeing on the type of information to be collected
- Preparing checklists and other tools for data collection
- Developing methodological tools for data collection and consulting with project staff on project/national/continental level
- Filling in questionnaires and conducting interviews with co-workers, beneficiaries, representatives of partners, local authorities and the community, focus groups and analysis of data (SWOT Analysis)

Data analysis and elaboration of evaluation report:

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

- Analysis of the data and elaboration of conclusions and recommendations
- Preparation of a draft report
- Presentation of the findings to the respective project staff on local/national and regional/continental level to ensure
- Triangulation
- Finalisation of the report after having included the inputs from various stakeholders



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## 5. Outputs and Deliverables

A list and detailed explanation of key deliverables to be provided by the contracted external consultant.

The external evaluator should prepare the following key deliverables:

- Technical Proposal – contains the evaluation framework; detailed evaluation methodology; work plan and budget
- Developed evaluation tools
- Draft evaluation report – Draft report will be prepared in line with the proposed structure below and should be submitted to the national Programme development unit, electronically via e-mail, in English,
- Final evaluation report - The findings of the external evaluation shall be presented in a written report following the proposed outline. Attachments – Templates of applied evaluation tools (questionnaires; main areas for focus groups etc.). Final evaluation report should be submitted to National director in English, in electronic format.

## 6. Expert profile of the Evaluation team

***In case of hiring a consulting agency / organization or an institute: type of hiring and description of expected professional, organizational and other capacities***

***Outline of the requirement profile***





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*Description of the evaluation team and its composition incl. CVs and relevant experiences; in case of individual hiring also the roles and tasks in the team, potentially also differentiated by the different phases of the evaluation*

*Statement of independence of evaluators*

The consultant(s) must have:

- Proven competency in monitoring and evaluation, including impact assessment or project evaluation
- A social science background supported by experts in civil engineering, environmental science, etc.
- A good understanding of development work
- A good understanding of child rights and issues affecting vulnerable children
- Good facilitation and interpersonal skills
- Proven experience in participatory processes and data collection methods
- Strong skills in coordinating teamwork
- Strong analytical and conceptual skills
- Excellent written communication skills
- Ability to transfer complex concepts and ideas into practical and simple language
- Ideally experience in organizing research processes with/for SOS Children's Villages
- Ideally experience in providing evaluating services to BMZ financed projects

The evaluation team should consist of the number of persons which can be affordable in accordance with the approved evaluation budget. Roles and responsibilities in the team are distributed in accordance with the competence, level of expertise and requirements of the team members. In order to be more time effective, the revision of documents, meetings with the project team, beneficiaries, partners and stakeholders can be carried out simultaneously and divided among evaluation team members.



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The leader of the evaluation team is responsible for:

- Quality and timely fulfilment of the TOR with expected results of the evaluation
- Overall evaluation design of the process
- Elaborated evaluation plan indicating each step of the process
- Effective distribution of the responsibilities among evaluation team members
- Quality and timely implementation of the evaluation plan
- Effective and quality data collection
- Data compilation and analysis aimed at reaching the goal of the evaluation
- Preparation and submission of high quality and consistent evaluation report in due course

External evaluators should not be biased and have any reason for conflict of interests. The evaluation team must respect the participating communities' culture, social norms, values and behavior; and maintain appropriate relationships with participants of this evaluation.

## 7. Tentative time table

Detailed description of milestones and deadlines from the first activity until the end of the contract, if applicable also including intermediate results

1st week:

- Hold first meeting with the client and defining of the contracted volume of work
- Prepare the action plan for the evaluation process indicating the exact dates of visit to the location



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- Finalize the list of the basic documents to be provided to the evaluation team. If translation is needed, define the documents for translation
- Analyze all available basic project documents (BMZ-proposal, reports, BMZ-guidelines, concepts, etc.)

## 2nd week:

- Develop set of tools (interviews, questionnaires, focus group scenarios etc.)
- 2nd meeting with the client and discussion of the methodology and tools to be used during evaluation
- Prepare and submit to NO schedule of site visits mentioning all required documents to be prepared in the location.
- Develop and finalize in cooperation with the location the visit plan for defined local stakeholders, SOS location workers, stakeholders in the location, beneficiaries in the location.

## 3rd week:

- Make visit to the project location
- Hold meetings with all relevant parties as per the visit plan
- Provide and analyze project documents in the location
- Analyze all data and prepare the draft report indicating the findings, recommendations, lessons learnt

## 4th week:

- 3d meeting with the client and discussion of the preliminary results of the evaluation
- Prepare the final draft report
- Receive feedback for the final draft report from NO and insert in the final draft
- Prepare and send final draft to NO



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## 8. Management of the evaluation:

### *Short description of the respective roles and functions of individuals involved in management of the evaluation and of actors participating in the course of the evaluation*

Management involvement in the process is defined by the scope of responsibilities in the organization. During the evaluation, the responsibilities will be distributed as follows:

#	Title/position	Responsibilities
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National Office of SOS Children Villages in The Gambia

1	<b>National Director (ND)</b>	
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Final approval of evaluation processes and the final evaluation report

2	<b>National Project Development Manager (PDM)</b>	
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Definition of the overall scope of work for the evaluation

Accompaniment of the evaluation process

Provision of feedback

3	<b>National Monitoring and Evaluation Coordinator</b>	
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Monitoring of the whole working process

Direct exchange with the evaluator on methodology, action plan, draft report etc.

Preparation of meeting and visit plans



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## 4 Children's Village Manager /Project Coordinator

Organization of meetings with all relevant people as per the visit plan

Provision of relevant documents and information (reports, statistics, etc.)

## 9. Quantity structure

- Table showing the different activities and amount of working days per evaluator

#	Evaluation activities	DAYS																							
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1	Hold first meeting with the client and define the contracted volume of work																								

# Terms of Reference

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# Terms of Reference

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# Terms of Reference

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## 10. Evaluation report structure

Maximum length excluding appendices: 30 pages

The evaluation report should be structured in the following way:

### TABLE OF CONTENTS

- Table of contents
- Figures and tables
- Acronyms

### SUMMARY

- Background and project context
- Findings and conclusions
- Recommendations and lessons learned

### 1. INTRODUCTION



# Terms of Reference

## 1.1. SCOPE OF EVALUATION

- Brief project description

## 1.2. BACKGROUND AND RATIONALE

- Reason and justification for evaluation
- Aim and purpose of evaluation
- Key guiding questions

## 1.3. EVALUATION MISSION

- Time span and process of evaluation
- Profile, composition and independence (non bias) of evaluation team
- Participation of partners and target group in evaluation
- External factors influencing the evaluation process and respective consequences

## 2. METHODOLOGY

### 2.1 EVALUATION APPROACH AND METHODOLOGY

- Methodology and instruments
- Measures ensuring the protection of the stakeholders involved

### 2.2 CRITICAL ASSESSMENT

- Suitability and limits of the methodical approach

## 3. CONDITIONS FOR EVALUATION



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- Local context, problem statement, project's initial potential and potential changes throughout the project period, through e.g. political / social / environmental developments
- Presence and actions of other stakeholders
- Risk factors for achieving project objectives

## 4. PERFORMANCE OF GERMAN AND IMPLEMENTING PARTNER

- Staff qualification
- Changes at German and implementing partner organisation

## 5. DEVELOPMENTAL EFFECTIVENESS

### 5.1. RELEVANCE

- Consistency of project objectives with the needs of the target group and the objectives of the donor (BMZ), the German partner (HGFD) and the implementing partner (SOS Children's Villages in The Gambia)
- Adequate developmental approach and conceptualisation

### 5.2. EFFECTIVENESS

- Quality of project planning
- Quality of system of indicators and objectives
- Quality of project implementation
- Motivation, ownership and legitimacy of implementing partner
- Quality of project management
- Achievement of project objectives
- Other effects on output and outcome level (incl. negative, if any)



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## 5.3. EFFICIENCY

- Cost effectiveness of the project

## 5.4. IMPACT

- Achievement of overall objective
- Model character, establishment of structures and broad impact
- Other effects of overall, developmental impact (incl. negative, if any)

## 5.5. SUSTAINABILITY

- Durability of positive impact (after project completion); also considering potential changes in the project context
- Risks for and potential of sustainable impact on the level of the organisation and the target group

## 6. CROSS-CUTTING ISSUES

- Cross-cutting topics of development cooperation (e.g. gender equality, human rights, inclusion, environmental sustainability)
- Contribution to organisational goals

## 7. CONCLUSIONS AND RECOMMENDATIONS

### 7.1 CONCLUSIONS

### 7.2 RECOMMENDATIONS

### 7.3 LESSONS LEARNED



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## ANNEXES

- Terms of Reference
- Composition and independence (non bias) of evaluation team
- Evaluation matrix
- Evaluation plan and time diagram
- List of stakeholders consulted
- Bibliography/reference
- Questionnaires/other data collection instruments
- Debriefing Protocol
- System of objectives and indicators
- Others if necessary

## 11. Selection criteria

The criteria that will be used for selection are as follows:

- Method: The proposed method for evaluating the impact of the project is suitable.
- Timetable/work plan: The timetable/work plan are realistic and meet the needs of the project
- Cost: The cost of the proposal given the availability of data, analysis, method, and other aspects of the proposal are reasonable and feasible.
- Experience: The level of training and experience of the consultants in undertaking impact evaluations and recommendations from organisations for which the consultant(s) have worked previously.



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## Documents to submit

- Bid submission / identification form
- Previous experience format
- Price schedule form (to be sealed in a closed envelope or a separate PDF file)
- Technical proposal
- CVs of the research team member(s) including current geographical location(s)
- Three 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)

## 12. Mode of payment

- 1st phase: The consultant shall receive 25% of the total agreed amount at the time of signing this contract.
- 2nd phase: The consultant shall receive 25% of the total agreed amount after the submission of the draft report, and after having received feedback from relevant stakeholders. This phase includes presentation of the draft report.
- 3rd phase: The consultant shall receive the remaining 50% of the total payment after incorporating all of the feedbacks received from various stakeholders and the submission of the final report.