

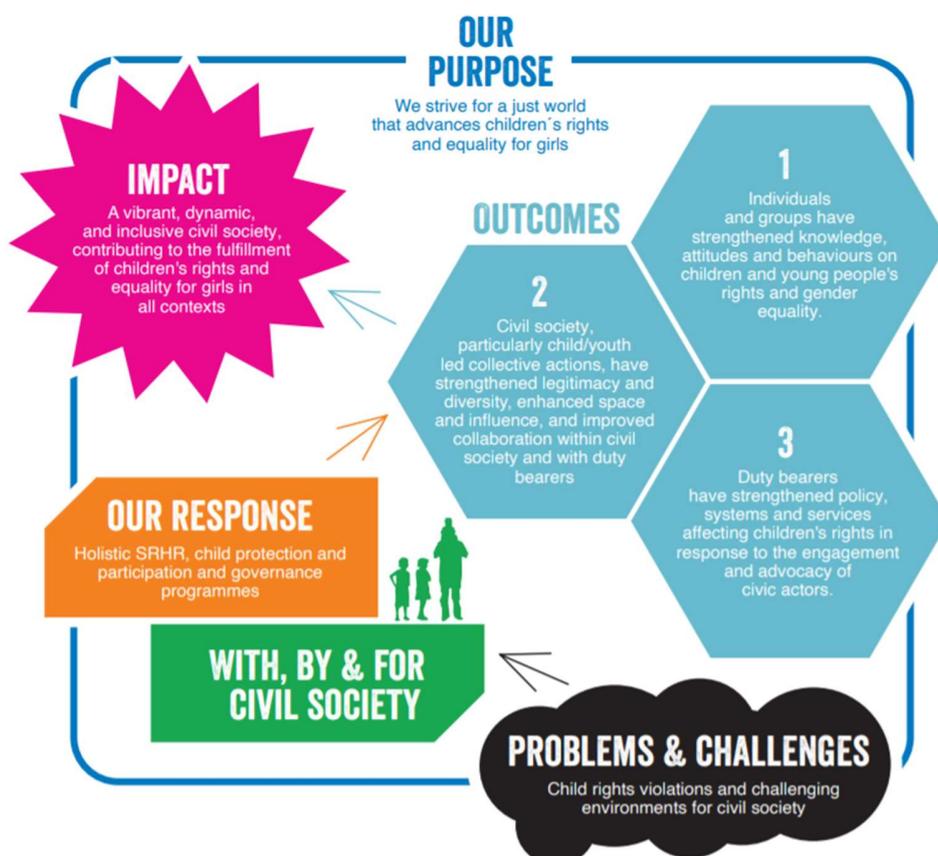
Terms of Reference Mid-Term Evaluation “Generation Change Program”

Background

Founded in 1937, Plan International is a development and humanitarian organisation that advances children's rights and equality for girls. Plan International is independent, and has no religious, political or governmental affiliations. We strive for a just world, working together with children, young people, communities and partners. We see clear links between fulfilling children's rights, achieving gender equality and ending child poverty. We work in over 75 countries across the world.

The Generation Change Programme aims to contribute to a vibrant, dynamic and inclusive civil society, adding to the fulfilment of children's and youth's rights and equality for girls. The programme – financed by the Swedish International Development Cooperation Agency (Sida) – started 1 July 2019 and will run until 30 June 2024. The programme is implemented in 21 countries and include over 140 local partners and networks.

Below is a description of the Generation Change! Programme and the expected Impact and Outcomes.





Aim of mid-term evaluation

Why are we conducting a mid-term evaluation?

The overall aim of the mid-term evaluation is to **have a participatory learning process for Plan staff and partners part of the Generation Change Programme**. The evaluators will be asked to assess how and to what extent Plan International Sweden, through partnering with and strengthening civil society, will be able to reach the expected impact and outcomes and what we can learn so far in the programme.

The mid-term evaluation should:

- Present an assessment of the **impact** (expected and unexpected) achieved through the implementation of the Generation Change Programme with a focus on the overarching outcomes and lessons learnt so far.
- Present an assessment of the **effectiveness**, to which extent the objectives are being achieved, of the Generation Change Programme and identify learnings, best practices, including opportunities and challenges.
- Present an assessment of the **relevance** and added value of Plan International for strengthening civil society to become legitimate drivers of change and able to hold duty bearers accountable for commitments made on children's rights and equality for girls
- Formulate a **set of recommendations and suggested adaptations** to improve the Generation Change Programme targeting Plan International Sweden, Plan International country, regional and global offices, and partner organisations / networks.

For whom are we conducting a mid-term evaluation and for what will it be used for?

The process is intended to be participatory and focus on what has been learnt and achieved so far in the Generation Change Programme, with a particular focus on partner organisations. The

process should also identify best practices, challenges and potential adaptations that needs to be done in order to reach the intended outcomes and impact.

The mid-term evaluation result will be shared with Plan International Sweden, Plan International country, regional and global offices, and partner organisations/networks. The mid-term evaluation is expected to present evidence, recommendations and learnings that will be used for potential adaptations and new elements of the ongoing Generation Change programme for the remaining years of the ongoing framework and potentially the next framework.

The mid-term evaluation will also be shared with Sida CIVSAM whom is the main donor for the Generation Change Programme. The mid-term evaluation is one part of the contractual reporting to Sida CIVSAM and it will also contribute to programme planning and adaptation, strategy development and how to best support the respective role of partners and networks in the partnership chain.

The findings of the evaluation are also important for improving programme quality, identifying collaborative approaches with civil society, and continue to develop our way of working together with children and youth. The Generation Change! Programme has a strong commitment to local ownership and locally-led development, whereas the process and end-results of this evaluation should follow the same principles. In this sense, the audience and those that in effect will be affected by the results of this mid-term evaluation are the children, youth and communities we work with and for.

Evaluation criteria

For this evaluation, Plan International Sweden relies on the general criteria adopted by the OECD/DAC which are acknowledged by the international development community. The criteria applicable for the evaluation are: Impact, Relevance, Effectiveness, Efficiency, Coherence, and Sustainability.

Plan International Sweden has identified the following main questions and dimensions to be addressed by the evaluation under each of the criteria listed in the previous section. The top priority evaluation criteria are **Impact, Relevance and Effectiveness**.

Impact: What difference does the intervention make?

- *How is the Generation Change Programme transformative in creating sustainable changes in systems and norms - including gender and social norms - and what can be strengthened moving forward?*
- *To what extent has the realization of the overarching goal of the framework led to impact on the lives of the intended beneficiaries (including the most disadvantaged and vulnerable) children and youth so far and what can be strengthened moving forward?*
- *To what extent are integrated programmes contributing, strengthening or weakening the desired impact of the Generation Change Programme and what can be strengthened moving forward?*
- *What impact has support to organizational development of CSO partners and networks generated in the Generation Change Programme?*

- *To what extent has the Building Better Partnership approach, at all levels, been applied and had an impact on local ownership of the programs and what can be strengthened moving forward?*
- *To what extent and how have the programs improved how they relate to civic space, including managing related risks, and contributed to enabling environment for civil society -especially children and youth-led collective actions?*
- *To what extent and how has the Boost Impact Programme contributed to achieving the outcomes of the Generation Change Programme and what can be strengthened moving forward?*

Relevance: Is the intervention doing the right things?

- *To what extent is the theory of change, civil society and gender analysis still relevant considering the effects the COVID-19 pandemic, shrinking space, climate change and violent conflicts in the different contexts?*
- *How does the program and partnership with Plan International support advancement of the local partners', particularly child/youth collective actions, own agendas and priorities?*
- *What are the changes in the external and internal environment during the implementation of the framework and how have these changes positively or negatively affected the programs?*
- *How and to what extent have the global Boosting Impact Program contributed to the progress in the country/regional programs, and how can this support be more relevant and effective?*
- *What recommendations can be made for the new programs Mali, Haiti and Lebanon to be successful in their approach considering particular challenges in the context?*

Effectiveness: Is the intervention achieving its objectives?

- *How has COVID influenced the effectiveness of the Generation Change programme?*
- *What are the contributions made by innovative program and advocacy solutions for the realisation of the overarching outcomes of the Generation Change Programme?*
- *What are some of the lessons learnt from global capacity strengthening initiatives and to what extent are they contributing to the results of the Generation Change Programme?*
- *To what extent is core support an effective mechanism to strengthen CSOs autonomy, ownership? How well has Plan managed core support? How is core support affecting the quality in partnerships?*
- *What are some of the best practices or innovations developed in the Generation Change program that could be scaled-up?*
- *How efficient is the programme in systematically addressing the cross-cutter perspectives of climate change and resilience, gender and inclusion and conflict sensitivity? What can be strengthened moving forward?*
- *How efficient is the programme in systematically advancing SRHR issues and capacities? What can be strengthened moving forward?*

Efficiency: How well are resources being used?

- *Reflect on the monitoring and learning process used in the Generation Change! Programme including use of standardized indicators from the Areas of Global Distinctiveness and knowledge management.*
- *Has the approach applied by Plan International strengthened civil society and generated outcomes for children and youth in a cost-efficient way?*

Coherence: How well does the intervention fit?

- *To what extent are partnership practices aligned with the ambitions spelled out in Building Better partnerships guidance?*
- *Has the Generation Change Programme encouraged increased synergies between different programmatic components (impact areas, program approach and cross-cutters) in terms of integrated programming and what can be strengthened moving forward?*
- *Has the Generation Change Programme been coherent in terms of the gender transformative approaches applied and what can be strengthened moving forward?*

Sustainability

- *To what extent is the Generation Change Programme contributing or enhancing sustainability of local civil society and what are some best practices to scale-up moving forward?*

The questions and dimensions listed in this section are subject for further specification in dialogue between Plan International Sweden and the successful candidate(s) during the inception phase.

Methodology

The methodology to be applied includes quantitative and qualitative elements in order to resonate the aim of the mid-term evaluation. It is expected that the final composition of methods and tools allows for a comprehensive assessment of the implementation approaches, strategies. The methods and tools applied for the evaluation have to ensure triangulation of findings.

A summary of the methodological requirements includes:

- **Participatory approach:** This mid-term evaluation will take on a participatory approach to ensure that children, young people and civil society partners will be at the center of the mid-term evaluation. The intention of the mid-term evaluation is to ensure that the process itself provides opportunities for partners in the programme to reflect on achievements, challenges, lessons learnt and how to strengthen efforts moving forward.

- **Quantitative:** A desk review of secondary data will be conducted to present an overview of the type of support, including project document and financial distribution. The quantitative data collected and analysed shall present the implementing partners' overall view on Plan International's (Plan International Sweden, and Plan International country and regional offices) approach to partnership, if the partner organisations/civil society organisations have been strengthened through this approach and, if so, how the approach contributes for civil society organisations to act as drivers of change.
- **Qualitative:** An analysis of available project documentation and evaluations will be conducted, and compared and contrasted with external documentation (e.g. evaluations and reports) available on the subject. The analysis should present the level of adaptability of the Generation Change Programme in various contexts as well as discussing the implication on the results. Further, qualitative methods are expected to include field visits, and location selection will be informed by current COVID restrictions. Primary data collected in the field is complemented with remote interviews with key informants.
- **Learning:** Learnings from the evaluation will be used for learning by exemplifying how to effectively work in partnerships with the aim to strengthening civil society to act as drivers of change for the rights of children. At certain stages of the evaluation process, learning opportunities shall be arranged for the staff of Plan International (including the regional and country offices visited) and partner organisations. The aim is to ensure generation of interesting and useful learnings to help Plan International develop the partnership approaches and inform possible adaptations or scale-ups.
- **Sampling:** With the aim of the evaluation in mind, a purposeful sampling is recommended to identify regions, countries and partner organisations subject for the in-depth assessment. Emphasis is on identifying country and regional contexts and cases, which can reveal interesting and useful learnings of the support provided by Plan International Sweden in the Generation Change Programme. In order to optimize the learnings and utilisation of the evaluation, the sampling approach applied has to take into consideration the priorities of internal strategies of Plan International. Qualitative methods encompass collection and analysis of primary data at the country and regional levels through key informant interviews, most significant change stories, focus group discussions, observations and other techniques.

The successful candidate(s) is tasked to present a detailed methodological approach in an inception report which is submitted to Plan International Sweden for discussion. It is instrumental that the methodological approach allows for the inclusion of the diverse set of actors and support provided, including capturing the voices of girls and boys as the ultimate beneficiaries. To promote the views of child and youth led platforms and networks in the data collection process, child and youth friendly methods and tools need to be adapted to respond to

the requirements of different groups of children and young people at the community level. Ethical consideration in consulting with children and young people is strictly observed and the successful candidate(s) will be asked to sign and adhere to Plan International's Safeguarding Policy.

Limitations of the mid-term evaluation

While Plan International Sweden acquires support from Sida through multiple budget lines, this evaluation focuses on the financial resources allocated by Sida Civsam. These resources are guided by the Swedish strategy for support through Swedish civil society organisations. The time period subject for the evaluation is spring 2022. While all the evaluation criteria by OECD/DAC are subject for the evaluation, priority is given to Impact, Relevance and Effectiveness. Selection of country programs for in-country visits will have to be guided by current COVID restrictions.

Timeline

The mid-term evaluation will commence in January/February 2022 and will be finalized in June 2022, covering about 90 –100 working days for the consultancy team contracted. Below is a tentative time plan for the mid-term evaluation:

- January: Procurement and signing of contract. In March, the Terms of Reference for the evaluation is shared within Plan International and with partner organisations.
- February and March: Submission of inception report. Desk review and presentation of an overview of the support provided, and results achieved, as part of the Sida CIVSAM framework.
- April: In-country programme visits and learning opportunities.
- May: Complementary interviews, report writing and dissemination.
- May: First initial findings shared for feedback from Plan International Sweden
- June: The final mid-term evaluation report is submitted in June and is preceded by a review and validation process.

This Terms of Reference is subject to further operationalization in an inception report which is drafted and presented by the successful candidate(s). In the inception report, the evaluation questions are refined and supported by a detailed methodology and tools including sampling approach and work plan.

Selection criteria for consultant/s

We are looking for a team of consultants who can demonstrate the following:

- Strong technical knowledge and practical experience of working to advance gender equality, as well as experience of working with children and young people;
- Excellent experience of conducting evaluations of similar focus and scope in development contexts;

- Extensive experience of developing and applying methodological approaches including quantitative and qualitative elements;
- Strong experience in participatory evaluation methods, particularly for all actors of civil society.
- Excellent understanding of civil society strengthening in general and for children and young people's rights in particular;
- Excellent understanding of the thematic priorities under the Generation Change Programme, including child protection, sexual and reproductive health and rights (SRHR), participation & governance, and gender equality;
- Ability and knowledge on how to conduct participatory evaluation and learning processes with children, young people and local civil society.
- Excellent communication and report writing skills;
- Ability to gather data and conduct in-country visits in our programme countries;
- Fluency in English is essential. Fluency in French, Spanish and/or Arabic is highly desirable.
- We are looking for a team of consultants that are highly collaborative, flexible and knowledgeable in the area of civil society strengthening.
- Familiarity with Plan International is an advantage.
- A global team is preferred as COVID travel restrictions have limitations.

How to apply

Please send an application detailing how your experience meets the requirements highlighted above, as well as costs and availability. The application should be maximum 5 pages (excluding CV). The application should include:

- A brief presentation of the evaluation team and set-up;
- A quote for consulting fee in EURO (travel costs to be detailed at a later stage and would also be covered by Plan International Sweden as well as other costs related to the in-country visits);
- A statement of availability throughout the duration of the evaluation.

Please contact Agnes Björn (agnes.bjorn@plansverige.org) if you have any questions.

Final proposals should be submitted by 9 December to natasha.bursac@plansverige.org and sno.procurement@plansverige.org