



This project is funded by
the European Union



Save the Children

Terms of Reference for Evaluation

EU4Youth: Better Skills for Better Transition

February 2018- January 2020

PROJECT SUMMARY

Type of evaluation	external, final
Name of the project	EU4Youth: Better Skills for Better Transition
Project Start and End dates	01/02/2018 – 31/01/2020
Project duration	24 months
Project locations:	Armenia, Georgia and Ukraine
Thematic areas	Child Poverty
Sub themes	Adolescent Skills for Better Transition
Donor	European Union
Estimated beneficiaries	Youth, including youth with disabilities, Internally displaced youth, NEET and other vulnerable/ marginalized groups Over 15.000
Overall objective of the project	Contribute to developing entrepreneurial potential of disadvantaged youth, ensure their increased access to education and training opportunities for greater employability and advocate for coherent and cross-sectorial youth policies at local, regional and national levels

INTRODUCTION

On February 1st, 2018 Save the Children International launched “EU4Youth: Better Skills for Better Transition” project, which is implemented in 3 countries of Eastern Partnership – Armenia, Georgia and Ukraine. *This two-year program is financed by European Union’s EU4Youth Program.* The main beneficiaries of the project are 16-35 years old disadvantaged youth, including those with disabilities, NEET, IDPs and other vulnerable groups.

The overall objective of the project is to contribute to developing entrepreneurial potential of disadvantaged youth, ensure their increased access to education and training opportunities for greater employability and advocate for coherent and cross-sectorial youth policies at local, regional and national levels.

The project intends to continue Save the Children efforts on supporting equal rights for the disadvantaged children and young people among the society and is aimed at developing entrepreneurial potential of young men and women (especially those with fewer opportunities) through supporting their increased access to education and training opportunities for greater employability.

The aim of current evaluation is to measure objectively the achieved outcome and impact of the project on the target groups. The evaluation will be conducted in all three countries and intends to assess the relevance, effectiveness, efficiency, impact and sustainability of the project. The evaluation results will be also used for further advocacy and documentation of lessons learnt. The filed work of current evaluation is intended to be supervised and analysed by the same assessment team in all three countries.

This document provides Terms of Reference for the evaluation. Project background, intended methodology and timeframes for its implementation are provided in the sections that follow.

PROJECT BACKGROUND

Who are we?

Save the Children is world’s leading independent organization for children. Its vision is a world in which each child attains the right to survival, protection, development and participation. Its mission is to inspire breakthroughs in the way the world treats children, and to achieve immediate and lasting change in their lives. Save the Children is working to deliver change for children in around 120 countries.

Save the Children Country Offices (COs) have been working for better future of children and youth over 25 years in Armenia and Georgia and for some 5 years in Ukraine.

What is the project about?

A number of countries in Eastern Europe, including Armenia, Georgia and Ukraine have undergone intensive political, economic, and social transformations over the past decade, opening up to socioeconomic growth and new opportunities particularly for young people. The economic crisis in Eastern Europe and the conflict in Ukraine, for example, have negatively affected growth rates and youth economic participation in the region. The pace and nature of change has also left adolescents (ages 10-19) and youth (ages 15-24) highly vulnerable to poverty; unemployment, gender inequality, health issues, including those related to sexual and reproductive health; and lack of political and public representation¹. The rates of youth poverty in the target countries - Armenia, Georgia and

¹ “Adolescent Skills for Successful Transitions” Position Paper, Save the Children, 2016

Ukraine- are still alarmingly high with little progress made. Youth unemployment rate is 21%² in Ukraine while the rate among unemployed IDP youth is 42%³ (with 68% being women⁴). Armenia and Georgia have higher youth unemployment rates than the EU average – 37.2% and 30.8% respectively⁵. While some of these countries have put forward youth policy strategies, youth face multiple inter-related barriers that need to be addressed with holistic and multi-stakeholder approaches, especially when facing high rates of unemployment and low access to relevant skills training.

In order to address this issue, Save the Children and local partners proposed an integrated approach through a partnership in Armenia, Georgia and Ukraine where the number of Not in Education, Employment, or Training (NEET) youth are higher, especially among disadvantaged groups of IDPs, refugee youth and youth with disabilities. The proposed action is also closely linked to the global Save the Children's common approach of Adolescent Skills for Successful Transitions to advance the inclusion and participation of youth as economic actors. This integrated approach builds on on-going country efforts to improve national education, employment and youth development strategies, which invariably identify human capital as a key asset, and includes comprehensive efforts to boost formal and non-formal education for greater quality workforce and youth employability.

The Project is designed to tackle youth employability issues from multiple angles. More specifically, the Project will address the gaps in formal and non-formal education as those pertain to a specific skill set. Thereby addressing current inconsistencies between demand and supply sides of the labour market in the target countries. It also offers to expand the space for informed and measured entrepreneurship for young men and women with special focus on those disadvantaged. With these platforms improved the Project intends to accelerate advocacy efforts of the parties involved to mainstream consideration of youth issues across all relevant line ministries. Special advocacy efforts are planned to ensure Gender-sensitive youth issues are reflected in the agendas of line ministries and/or employment services

The project is implemented in cooperation with the partner organizations in all three countries. OXYGen Foundation for Protection of Youth and Women Rights is partnering in Armenia, Children and Youth Development Fund (CYDF) in Georgia and Slavic Heart in Ukraine. The exact activities implemented by the partner organizations will be discussed in more details in other Sections of the current ToR.

The LogFrame of the project is attached as Annex I.

SCOPE OF EVALUATION

The objective of current Terms of Reference (ToR) is to deliver the Final Evaluation of the EU4Youth: Better Skills for Better Transition regional project implemented by SC Armenia, Georgia and Ukraine in cooperation with local partners.

The purpose of the final summative evaluation is on one hand determining the extent to which the project targets are met at output and outcome levels, identify unexpected or unplanned issues that may have hindered or facilitated the success of the project.

On the other hand, the main objective of the evaluation is to provide Save the Children and EU with detailed and in-depth information about the relevance, effectiveness and efficiency of the project, to document lessons learned and to provide practical recommendations for follow-up questions. This will require: analysis of the strategy and methodology used to deliver the project.

² World Bank 2016

³ National Employment Service data, 2016

⁴ ILO, Employment needs assessment and employability of internally displaced persons in Ukraine, 2016

⁵ http://www.etf.europa.eu/web.nsf/pages/NEET_ETF_partner_countries

The evaluation should be conducted in all three countries and a report with comprehensive analysis of the results for each country.

In Armenia and Georgia Labour Market Research have been implemented, which can also be used and referred to during the final evaluation.

As a main component of the final evaluation the measurement of the following indicators should be considered:

Results Chain	Indicators	Countries	Measurement
OO: Contribute to developing entrepreneurial potential of disadvantaged youth, ensure their increased access to education and training opportunities for greater employability and advocate for coherent and cross-sectorial youth policies at local, regional and national levels	* Gender-sensitive youth issues are reflected in the agendas of line ministries and/or employment services * % of business owners/employers who report that targeted adolescents/youth workers (m/w) are making a positive contribution to their business	*ARM & GEO *ALL	*Primary data *Primary data
SO: Entrepreneurial potential, education opportunities and social partnerships for young men and women, particularly the disadvantaged are supported and realized through non formal education, training and active networking and advocacy.	* % of targeted youth employed/self-employed (disaggregated by sex) * By the end of action, % of targeted stakeholders reflect commitment to ensure access to employment for targeted youth	*ALL *ALL	*Primary data *Primary data
Objective 1.1 Improved key development competencies of youth to boost their skills, knowledge, attitudes and behaviour as economic actors in the labour market	* # Youth and gender-sensitive labour market research conducted * # of students (m/w) enrolled in formal and non-formal education * # % of targeted youth reporting increased level of confidence at job market (disaggregated by sex and disability) * # of new formal and non-formal educational resources developed and put into practice * # of youth educators trained on transversal skills based on national frameworks	*ARM & GEO *ARM & GEO *ARM & GEO *ARM & GEO *ARM & GEO *ARM & GEO	*Secondary data *Secondary data *Secondary data *Secondary data *Secondary data
Objective 1.2 Increased employability of disadvantaged youth through sustainable employment creation and entrepreneurial opportunities	* # of young entrepreneurs supported * % of targeted young people demonstrating 70% of positive learning outcome * # of young entrepreneurs supported	*ARM *ALL *ALL *UKR *ALL *UKR *ALL	*Secondary data *Secondary data *Secondary data *Secondary data *Secondary data *Secondary data *Secondary data

	*# of young people received micro-grants * # of young people benefiting from training and entrepreneurship * # of young people benefiting from internship opportunities * # of young people reached by awareness raising campaign * # of participants/followers of the youth network	*GEO	*Secondary data
Objective 1.3 National cross-cutting youth policies are effective, gender sensitive and inclusive through youth engagement in multi-stakeholder policy dialogue	* # of stakeholders engaged in Youth Policy Strategy monitoring * # of provinces and communities reflecting Youth Policy Strategy in their development plans * # of partners involved in non-formal education and employment mechanisms * # of awareness raising events on youth-related topics * # of Functional mechanism of cooperation between education and social partners (trade unions and employers' associations) at national level * # of policy recommendations advocated with the Govt	*ARM *ARM *ARM & GEO *ARM & GEO *GEO *GEO	*Secondary data *Secondary data *Secondary data *Secondary data *Secondary data *Secondary data

Please note that the indicators marked with primary data note are to be measured during the final evaluation. The data for other indicators marked as secondary is already collected during ongoing monitoring, however the Evaluating Company should include an overall assessment of each objective in the final evaluation tools as a verification of the secondary data collected throughout the project life.

KEY QUESTIONS

Given the aim and objective of the evaluation the following OECD DAC Criteria should be evaluated and the respective key questions should be addressed as a result of the assignment.

- **Relevance**

1. How relevant or significant was the intervention regarding local and national realities and priorities?
2. To what extent the activities and outputs of the programme to the overall goal?
3. To what extent the implemented activities were relevant to the needs of youth, especially those from the most vulnerable and marginalized groups?
4. Were the project beneficiaries selected according to initially proposed vulnerability and eligibility criteria?

- **Effectiveness**
 5. To what extent have the objectives and targets of the project been achieved?
 6. What are the intended and unintended, primary and secondary effects produced by the intervention?
 7. What are the major factors influencing the achievement or non-achievement of outcomes?
- **Efficiency/Project Implementation Process**
 8. Were the project activities carried out as planned in initial proposal?
 9. Were the project activities carried out in a timely manner and objectives achieved on time?
 10. Were there any obstacles during the project implementation and how those were addressed?
- **Impact**
 11. What has happened as a result of the programme or project?
 12. What real difference has the activity made to the beneficiaries?
- **Sustainability**
 13. Are the positive effects or impacts sustainable?
 14. Will the changes caused by the project continue beyond the life of the program and how?

Additional specific criteria should also be assessed using the following key questions:

- **Gender and disability considerations**
 15. How has the project considered gender aspect both in the project design and its implementation of activities?
 16. How has the project considered disability issues both in the project design and its implementation of activities?
 17. Were the needs of youth with disabilities met?
 18. What are the gender gaps that the project managed to tackle and what remaining aspects need to be considered further?
- **Child rights and child safe programming**
 19. Has the programmatic activity been designed, planned, implemented and monitored to ensure it is **safe for children and youth**?
 20. How has the project approached **accountability to beneficiaries** (children and youth), both girls and boys (i.e. consultations with children/youth, information sharing, child/youth friendly feedback and complaints mechanisms, etc.)?

EVALUATION METHODOLOGY

The main requirement against the methodology of current evaluation is that it should be representative, which means that consultations with all stakeholders should be undertaken considering such criteria as gender, age, disability and other vulnerability.

Data Collection Approach

The applicant is expected to come up with the best data collection approaches for undertaking this evaluation. The research should ensure analysis of secondary and primary data, with a triangulation of the data collection methods and approaches. Data collection may include, but not be limited to the following methods:

Secondary data analysis

A desk review of project documents including, but not limited to:

- a. Project documents
- b. Labour Market Research Report (relevant for Armenia and Georgia only)
- c. Program Management and MEAL Master Document
- d. Bi-annual and interim progress reports
- e. Other relevant evaluation, monitoring and feedback reports

Primary data analysis

- **Key informant interviews** with main stakeholders
 - Partner organization staff
 - Relevant line ministries
 - Trainers and other experts involved in project implementation (including target TVET staff for Armenia)
 - Employers
 - Other EU4Youth Programs (in Armenia and Georgia only)
- **Focus group discussions** with project beneficiaries (youth)
 - Age
 - Gender
 - Location
 - Category of project benefit
 - People with fewer opportunities
- Any other relevant methods suggested and justified by the Evaluating Company.

EVALUATION MANAGEMENT

Based on the best offer received Save the Children will contract an Evaluating Company to undertake the current evaluation.

Main responsibilities

The Evaluating Company will be responsible for

- Overall management of the evaluation process, including:
 - Task 1: Development of data collection tools,
 - Task 2: Development of Scope of Work for local data collectors* (to be approved by Save the Children),
 - Task 3: Participation in Save the Children Child Safeguarding training/induction**
 - Task 4: Implementation of data collection in Ukraine with involvement of local data collectors,
 - Task 5: Analysis of data collected in Ukraine,
 - Task 6: Preparation of report for Ukrainian component (due in March 2019),
 - Task 6: Implementation of data collection in Georgia and Armenia with involvement of the same local data collectors,
 - Task 7: Analysis of the gathered data for Georgia and Armenia,
 - Task 8: Preparation of final analytical report for all three countries (due in January 2020),
 - Task 9: Preparation of PPT and conduct presentation of the evaluation findings during the project closing event.

*It is highly recommended to have a professional and experienced data collection teams in the target countries. In exceptional case if the Evaluating Company does not have local data collectors in one of the mentioned countries, the respective Country Office will provide the necessary support in recruitment.

**Please note that the research team and data collectors will pass an induction on Child Safeguarding Policy which is mandatory when contacting and communicating with children.

Main dates and deadlines

The field work for current evaluation is planned to be conducted in two phases:

- **December 2018 – January 2019 in Ukraine,**
- **October-November 2019 in Georgia and Armenia respectively.**

Draft report for the data collected in Ukraine is due **February 15th 2019**. Final report for Ukraine is due **March 15th 2019**.

The first draft report with analysis of gathered data for all three countries is due **December 15th 2019**. Second draft report is due **January 15th 2020**.

Budget and payment

Please provide two different budgets: first one for Tasks 1-6 inclusively (hereafter Budget #1), second one for Tasks 7-9 inclusively (hereafter Budget #2).

The payment will be done respectively in four stages:

1. *First payment - 60% of Budget #1, in 10 working days after signing the contract,*
2. *Second payment - 40% of Budget #1, in 10 working days after approval of the final version of the Ukrainian field work report,*
3. *Third payment – 50% of Budget #2, in 10 working days after the start date of the filed work in Armenia and Georgia,*
4. *Fourth payment – 50% of Budget #2, for analysis and overall evaluation of the gathered data for all three countries, in 10 working days after submission of final version of the report.*

The Evaluating Company should ensure smooth implementation and supervision of the whole process and be in constant contact with the local data collectors and provide frequent updates to Save the Children. It is expected that the focal point from Evaluating Company should have a few day travel to each location for on-site supervision of the field work process.

What	Who is responsible	By when	Who is involved
Contract signed with the selected Company	Regional Manager	November 22 nd , 2018	CO Project and MEAL staff
Documentation review, desk research	Evaluating Company	November 30 th , 2018	
Development of SoW for local data collectors	Evaluating Company	November 30 th , 2018	CO Project and MEAL staff
Inception report	Evaluating Company	November 30 th , 2018	
Development of tools for data collection	Evaluating Company	December 7 th , 2018	CO project and MEAL staff for revision and approval

Adaptation of the tools to Ukrainian project context	Evaluating Company	December 12 th , 2018	CO project and MEAL staff for revision and approval
Recruitment/appointment of local data collectors in Ukraine	Evaluating Company	December 14 th , 2018	CO HR/MEAL staff if needed
Logistical arrangements in Ukraine	Local data collectors	December 19 th , 2018	CO project staff
Data collection in Ukraine	Local data collectors	December 21 2018- January 15 2019	Evaluating Company/CO HR/MEAL/partner organization
Draft report on evaluation in Ukraine	Evaluating Company	February 15 th , 2019	Evaluating Company
Draft review and comments	CO project staff/MEAL staff	March 1 st , 2019	ALL COs project staff/MEAL staff
Final evaluation report on Ukraine	Evaluating Company	March 15 th , 2019	Evaluating Company
Adaptation of tools to Georgian and Armenian project context	Evaluating Company	September 16 th , 2019	CO project and MEAL staff for revision and approval
Recruitment/appointment of local data collectors in Georgia	Evaluating Company	September 23 rd , 2019	CO HR/MEAL staff if needed
Logistical arrangements in Georgia	Local data collectors	IV week of September 2019	CO project staff
Data collection in Georgia	Local data collectors	I-II week of October 2019	Evaluating Company
Recruitment/appointment of local data collectors in Armenia	Evaluating Company	III week of October 2019	CO HR/MEAL staff if needed
Logistical arrangements in Armenia	Local data collectors	IV week of October 2019	Evaluating Company
Data collection in Armenia	Local data collectors	I-II week of November 2019	Evaluating Company
Data management and analysis	Evaluating Company	November – December 2019	Evaluating Company
First draft report of evaluation	Evaluating Company	December 15 th , 2019	
Review of first draft report	CO MEAL staff	December 28 th , 2020	Regional Manager, CO team leaders and experts, CO project staff

Final evaluation report	Evaluating Company	January 15 th , 2020	Regional Manager, CO team leaders and experts, CO project and MEAL staff
Evaluation final report posted on OneNet and reviewed	CO MEAL staff	February 20 th , 2020	MEAL staff

EXPECTED OUTCOMES

Deliverables

The current evaluation is expected to have the following deliverables:

1. Inception report

The inception report should inform SCI more detailed methodology, data collection methods, sampling and the guiding principles of the evaluation (tool development process, stakeholder outreach approach, detailed timeframe, etc.). The inception report should be more detailed and specific than the description provided at the application submission stage. The Evaluating Company can have a face-to-face and on-line meeting with Regional Manager and CO project staffs for development of more comprehensive Inception Report. The report should be in English.

2. **Data collection tools**, which should be both in English and translated into local languages.

3. **Electronic version of all collected data**, both the original and translated versions used during the analysis.

4. **Evaluation Final Report**

The final report should be in English and may consist of the following sections (each Country Office then will decide on translation of the report into the local language⁶).

- *Table of Contents*
- *List of Acronyms*
- *List of Tables (if any)*
- *Executive Summary*
- *Background*
- *Scope of Evaluation*
- *Methodology*
- *Main Findings*
- *Conclusions and Recommendations*
- *Lessons Learnt*
- *Annexes*
 - o *Project logframe*
 - o *Evaluation ToR*
 - o *Objectives and key questions*
 - o *Methodology*
 - o *Study schedule*
 - o *List of people involved*

⁶ In case the CO decides to translate the report, the Evaluating Company will be asked to validate the translated data.

Ownership of Data

All the data collected during the evaluation will be handed over to and become property of the Save the Children. Evaluating Company must therefore treat findings in a confidential manner and require advance written approval from the Save the Children for sharing any information with third parties, in whichever form.

SCI keeps the right to publish the final report in part or entirety, without need of further consent from the consultant. The final report will be shared with the main stakeholders and beneficiaries of the project in all three countries, as well as be used as further advocacy. The report will also be posted on Save the Children OneNet and stored on Resource Centre.

Since this is a final evaluation, development of an Evaluation Response Plan is optional, however still can be done by the team for further application of best practices.

REQUIRED QUALIFICATIONS AND EXPERIENCE

The consulting team, including the lead researcher, should have the combination of the following set of qualification:

- Relevant master's degree in Development studies, International Development, Social Studies or any other relevant university degree
- Experience of qualitative and quantitative research, including assessment tools development
- Experience in project/programme evaluation (at least 3 evaluations, ideally in relevant field within last 5 years)
- At least 5 years of experience in working with international organizations and donors
- Knowledge and experience of working in Eastern Europe is a plus
- High proficiency in written and spoken English is required, Russian is a plus
- A demonstrated high level of professionalism and an ability to work independently and in high-pressure situations under tight deadlines
- Strong interpersonal and communication skills including experience of working within multicultural teams.
- Strong analytical skills

The Evaluating Company has to work in accordance with SCI's Child Safeguarding Principles and Ethical Standards, as well as signs and abides to the Save the Children's Code of Conduct.

HOW TO APPLY

Interested parties are expected to submit:

- a letter of interest with details of relevant competence to undertake this task, past experience in relation to this task a brief general description of the approach you would use to undertake this task
- technical proposal, including
 - description of the approach and evaluation methodology,
 - detailed budgets completed in the attached template.
 - detailed work-plan
- completed bidder response form
- CVs of each team member
- a copy of work completed for a previous similar assessment/evaluation.
- 2 Reference letters or contact information (in the bidder response form)
- Legal Entity Registration Certificate

- company profile
- consent form (attached to the ToR)

Full application pack as stated above should be submitted through applicant official email address to: sciyouth.procurement@savethechildren.org by **November 20th, 2018**.

Should you require further information or clarification on the TOR, please contact in writing at the following address: zaruhi.aznauryan@savethechildren.org by **November 16th 2018**.

SELECTION CRITERIA

Submissions will be evaluated in consideration of the Evaluation Criteria as stated below: The offer will be evaluated by using the Best value for money approach (combined scoring method). Technical proposal will be evaluated on 60% whereas the financial one will be evaluated on 40%. Below is the breakdown of technical proposal on 100% which will be brought to 60%:

Criteria	Weight	Max. Point
Technical		
At least master's degree in Development studies, International Development, Social Studies or any other relevant university degree	10 %	10
Experience of qualitative research, including assessment tools development	25%	25
Overall Concept Note Approach	35%	35
Experience in project/programme evaluation (at least 3 evaluations, ideally in relevant field within last 5 years)	25%	25
At least 5 years of experience in working with international organizations and donors	5%	5
Working experience in Eastern European countries is an asset	Yes/No	

Particular requirement: No person performing any task for or on behalf of Save the Children must in any way be involved or associated with the abuse or exploitation of children as described in the Save the Children's Child Safeguarding Policy.

Please read the policies attached as an Annex 2 to this ToR.

Please print and sign the Consent Form (Annex 3), and attach to the application.

ANNEXES

Annex 1: Project Logframe

Annex 2: Save the Children's Policies

Annex 3: Consent Form for the Policies

Annex 4: Bidder response

Annex 5: budget template

Annex 6: Conditions of tendering

TOR prepared by: Zaruhi Aznauryan, MEAL Coordinator, Armenia CO

Reviewed by: Netherlands, Georgia and Ukraine project and MEAL staffs

Sign off by: Arsen Simonyan, Regional Manager EU4Youth: Better Skills for Better Transition Project

Date of sign off: 10.10.2018