



ALDEAS  
INFANTILES SOS  
BOLIVIA

# TERMS OF REFERENCE

**FINAL EVALUATION OF THE PROJECT**  
**"Building strong families and communities to guarantee the**  
**rights of children at risk of losing the parental care**  
**in Santa Cruz, Bolivia"**

**SANTA CRUZ, 2021**

## Terms of reference

### Final Evaluation of the Project

"Building strong families and communities to guarantee the rights of children at risk of losing the parental care in Santa Cruz, Bolivia"

#### INTRODUCTION

SOS Children's Villages Bolivia, through its continuous work, establishes a comprehensive intervention strategy through direct child care services, capacity building in main caregivers and advocacy in social actors from the communities and the private and public sectors in order to set sustainable processes. The services are addressed to prevent the loss of the parental care (daily care and family support services) and services to restore the rights of children who have lost the parental care (SOS family, SOS families in the community, extended family, community families and family reintegration). SOS Children's Villages Bolivia focuses its actions in favour of children deprived of family care or at risk of losing it through the Family-based Care Program and, afterwards, through the Family Strengthening Program, which are present in eight of the nine capital cities of Bolivia, where the different services are implemented.

These Terms of Reference (TOR) are addressed to individual consultants and/or companies that are interested in conducting the Final Evaluation of the Project "**Building strong families and communities to guarantee the rights of children at risk of losing the parental care in Santa Cruz, Bolivia**", which is part of a World Program, is co-financed by the Forum Civ Foundation and the promoting and supporting association SOS Barnbyar Sverige.

The program is carried out in four countries through institutions that are part of this temporary association, among which are SOS Children's Villages (Togo), SOS Children's Villages (Cambodia), SOS Children's Villages (Mozambique) and SOS Children's Villages (Bolivia), with SOS Barnbyar Sverige taking the head, as active members of the world federation of SOS-Kinderdorf International. All the member associations (134 countries) work with the objective of supporting, **individually** and in the best possible way, children at risk of losing the family care, and providing with a family environment to those who have already lost it.

Forum Civ is a civil society platform, a non-political and non-religious development aid organisation that has about 160 member organisations from the Swedish civil society. They all work together to strengthen the human and civil rights, and to facilitate popular participation all around the world. Forum Civ mediates SIDA (Swedish International Development Cooperation Agency) grants for Swedish organizations cooperating with local partners around the world.

Thus, this project in Santa Cruz, Bolivia finishes in May 2021 and it is necessary to carry out the respective final evaluation within the established parameters to determine the advance and development of objectives and results at the site. Therefore, the service of specialized consultants is required. Details on the content of proposals as well as the presentation procedures are explained in this document.

## ANTECEDENTS

The situation of poverty in Bolivia has a direct effect on the living conditions of children (40% of the national population). It is estimated that 58% of Bolivian children live in poverty conditions and 22% live under of extreme poverty conditions. These disparities have an impact when complying with the Convention on the Rights of the Child and, therefore, the country's development possibilities.

Thus, SOS Barnbyar Sverige and SOS Children's Villages SOS Bolivia become strategic partners to strengthen the communities and families of children at high risk of losing the parental care, which are located in areas with high poverty rates in Santa Cruz city. This partnership results in a project that is part of a World Program which main objective is to increase the capacity of SOS Children's Villages Bolivia so more children can grow up in a safe and protective family environment with the support of their families, the participation of the community and the state decision-makers.

Despite the efforts made, the number of children who lose the family care is still increasing. This problem has reached such scale that, in 2009, the United Nations General Assembly approved the Guidelines for the Alternative Care of Children, which objective is to reduce and prevent the abandonment within the framework of the right to live as a family.

Likewise, and based on these guidelines, SOS Children's Villages Bolivia has developed its Program Policy that promotes a social development vision to promote and ensure the right to a family and the comprehensive development of children and young people at risk of losing the family care or those who have already lost it. Thus, the project called ***"Building strong families and communities to guarantee the rights of children at risk of losing the parental care in Santa Cruz, Bolivia"*** has been implemented within this framework. To achieve the planned objectives, it is proposed to strengthen the capabilities and skills of the **team of co-workers** from Santa Cruz in different topics (Project Management, Gender, Public Management, Child Protection and Sustainability, among others). This way, the capacity building of the technical and administrative team will contribute to improve the intervention work with families in general.

Also, we will work with the **families from District 10 and District 12** to ensure the exercise of the rights of children. The work with the **communities** will be the articulating axis regarding the promotion of the children's rights. The **municipal and departmental authorities** will be sensitized so that, together with the communities, they can advocate for

the children's rights. Finally, the participation of **children and young people** is an important aspect of the project because, by strengthening their capabilities, they become actors and decision-makers to stand up for their rights and influence issues that concern them.

The project is located in District 10 and District 12 of Santa Cruz city that include 16 communities. Its target group includes 144 community leaders, 383 families (families in crisis and highly vulnerable) and 1719 children from the families that are part of the intervention. Also, there are 32 co-workers as facilitators, who give the necessary support to the project's families, and who are also part of the project.

## OBJECTIVE OF THE CONSULTANCY

### General objective

*"Evaluate the implementation of the project called **"Building strong families and communities to guarantee the rights of children at risk of losing the parental care in Santa Cruz, Bolivia"** within the framework of its scope and budget limitations in order to establish the impact achieved and generate strategies or complementary alternatives for future projects".*

## METHODOLOGY

In general, the evaluation methodology should focus on the **participation** for the analysis of objectives, description and explanation of changes that have occurred in the different target groups of the project (families, children, young people, community, authorities and local technical team), and it should also be addressed, within the results framework, to make both quantitative and qualitative achievements visible. During the collection of primary information, the in-situ work should be considered through different techniques the bidder considers pertinent in order to show their experience in evaluation processes of social development projects.

## RESPONSIBILITIES, WORK PLAN AND EXPECTED DELIVERABLES

The evaluator will be responsible for the planning, coordination, and implementation of the evaluation of the overall local program. The evaluator will have a close dialogue with a global evaluator who will coordinate the data collection methodology and the evaluation process with each external evaluator in Togo, Bolivia and Mozambique to ensure that the evaluations can be built on each other. This means that the evaluator will develop and implement their own methodology according to local context but also include the minimum requirement from the global evaluator. This also means that the time frame is important to enable close collaboration and that the evaluator should set of time for close dialogue.

The evaluation will be carried out in 3 stages:

### Stage 1: Prepare

- Undertake all required preparations for the field evaluation: propose detailed methodology, conduct desk research, identify key informants, plan data collection process, organization & 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. The approval should include minimum standards set from the global evaluator.
- Preparation of checklists, participant lists and other management/organizational information for data collection.

### **Stage 2: Conduct**

- This phase will be done parallel with the implementation of global external evaluation process and planned efficiently by the evaluator according to the time schedule
- Literature review and another necessary research.
- Facilitate learning during the data collection exercise.
- Collection of data as per agreed methodology and tools
- Analysis of the data.

### **Stage 3: Submit findings**

- Preparation of a draft report in English
- Presentation of the findings to the program staff / national office staff / international team (face-to-face).
- After having received feedback from the various stakeholders – finalize the report and submit it in English.

### **Deliverables**

1. Inception report: Refinement of evaluation study design and methodology in an inception report which should include:
  - I. Evaluation design and methodology
  - II. Data collection plan (including
  - III. Communication plan, also included communication with each local partner
  - IV. Minimum standards for data collection for external evaluators in Mozambique, Togo and Bolivia.
2. Data collection as per agreed methodology and tools in Cambodia, each local evaluator and when necessary complement data in Bolivia, Togo and Mozambique
3. First draft of the final report in English, see report criteria in section below
4. Ppt presentation of findings
5. Presentation of preliminary results to SOS Children's Villages Sweden and International
6. Final report, see criteria below.

### **Report criteria's**

The evaluation will result in the concise evaluation report, in English with a maximum length of 30 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. The report format below must be adhered to:

#### **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) and should include all three parts (a, b and c)
- 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 program

## **QUALIFICATION OF THE RESEARCHER / RESEARCH TEAM**

The individual proposer, accidental association or consulting company must meet the following requirements:

#### **TRAINING AND KNOWLEDGE REQUIRED**

- a. Bachelor's degree with national provision in Social Sciences and / or related careers (exclusive),
- b. Academic training at postgraduate level (diploma and / or master's degree) related to social research and / or project management (exclusive),
- c. Extensive knowledge in the management of social projects (exclusive),
- d. Knowledge of results-based management (desirable),
- e. Extensive knowledge of human rights and the rights of children and adolescents (exclusive),
- f. Knowledge of the approach to human rights of children and adolescents (desirable),
- g. Knowledge of the Girl, Boy and Adolescent Code - Law 548 (exclusive),
- h. Knowledge of public management and public policies (desirable).

#### **PROFESSIONAL EXPERIENCE REQUIRED**

- a. Extensive professional experience of 5 years in evaluation, follow-up and monitoring of projects (exclusive),
- b. Proven experience of at least 2 years in projects aimed at the social development of vulnerable populations, childhood, strengthening the family and / or the prevention of abandonment (exclusive),
- c. Proven experience in systematizing development projects (desirable),
- d. Proven experience in participatory processes and application of data collection and analysis methods (exclusive),
- e. Written communication skills and research reporting experience (exclusive).

### COMPETENCES REQUIRED

The researcher / team of researchers must have:

- a. Proven competency (record of previous experiences) in global program evaluations, including summative evaluations
- b. A good understanding of development work
- c. A good understanding of institutional development cooperation
- d. A good understanding of child rights and issues affecting vulnerable children and their families
- e. Good facilitation, organizational and interpersonal skills
- f. Proven experience in participatory processes and data collection methods (including age-appropriate data collection methods)
- g. Strong analytical and conceptual skills
- h. Excellent written communication skills in English

### TIMETABLE

The evaluation will be conducted according to timeline below and final report prepared over a period of 13 days after the data collection. The final report should be submitted by 2 August 2021.

Description of tasks	Responsible	Start	End
<b>Local evaluation</b>			
Develop data collection method together with global evaluator	Country Evaluator	2021-05-01	2021-05-20
Country evaluation data collection	Country Evaluator	2021-05-21	2021-07-11
Deadline Country evaluation data collection - dialog with global evaluator	Country Evaluator	2021-07-12	
Country evaluation report	Country Evaluator	2021-07-20	2021-08-01
Deadline country evaluation report	Country Evaluator	2021-08-02	
<b>Global external evaluation</b>			

Prepare evaluation and submit suggested data collection methods and interview partners to the contracting body (inception report), prepare desk research and start dialog with local evaluators in three countries	Global evaluator	2021-04-26	2021-05-20
Conduct data collection, analyse data and follow up in each country	Global evaluator	2021-05-21	2021-08-09
Deadline data collection and analyse	Global evaluator	2021-08-10	
Prepare global evaluation report	Global evaluator	2021-08-10	2021-08-24

## INSTRUCTIONS TO BIDDERS

### Process of Submission and approval of Bids

The titles of submitted documents should clearly state “Technical proposal evaluation of The Global capacity building program in Bolivia, Togo, Mozambique, and Cambodia by the company/consultant title” and “Financial Proposal for The Global capacity building program in Bolivia, Togo, Mozambique, and Cambodia evaluation by the company/consultant title”. Please make sure that the technical and financial proposals are handed in separately.

The proposal must be received by latest on 14th April 2021, by the end of the day. Proposals received after the deadline will be not be considered. SOS CV Sweden will if found necessary request an interview with the consultant announced to lead the evaluation at the bidder.

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.

### Documents to submit:

- Bid submission / identification form
- Previous experience
- Price schedule form
- Technical proposal explaining how you will approach the assignment, suggested methodologies and approach as well as suggested timeline
- CVs of the research team member(s) including current geographical location(s)
- Three references
- An example of a recent/relevant evaluation report (if available for public use)

### Rights of SOS Children’s Villages:

- Contact any or all references supplied by the bidder(s);
- Request additional supporting or supplementary data (from the bidder(s));
- Arrange interviews with 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);
- Contract any number of candidates as required to achieve the overall evaluation objectives

## EVALUATION OF PROPOSALS

After the opening, each proposal will be assessed first on its technical quality 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 based on its responsiveness to the Terms of Reference (TOR). Bidders may additionally be requested to provide additional information (virtual presentation or phone interview) to SOS Children's Villages on the proposed services. The criteria for selection are:

- Method: The proposed method for evaluating the program is suitable
- Timetable/work plan: The timetable/work plan is realistic and meet the needs of the program
- Cost: The cost of the proposal is reasonable and feasible, given the other aspects of the proposal
- Experience: The training and experience of the consultants in evaluations and recommendations from organizations for which the consultant(s) has previously worked

## SOS CHILDREN'S VILLAGES' CHILD PROTECTION POLICY AND CODE OF CONDUCT

SOS Children's Villages International 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 program participants and/or any sensitive data is planned.

In addition to the above mentioned, the following key areas for ethical consideration need to be considered: <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).

## CONTRACTUAL RELATIONSHIP

- The selected professional will develop their administrative and operational activities under the modality of Consultant by product, within the framework of the project

*"Building solid families and communities to guarantee the rights of children at risk of losing the parental care in Santa Cruz, Bolivia", funded by Forum Syd and SOS Barnbyar Sverige.*

- The selected professional will work according to the dynamics and demand of the SOS Children's Villages programmes during the duration of the contract, and the working hours for the delivery of the required products on time and meeting the deadlines is not a limiting factor.
- The professional must coordinate the activities closely with the staff assigned by SOS Children's Villages Bolivia.
- The selected professional must keep the information received, requested and/or required confidential.

## FORM OF PAYMENT

A contract will be signed following the administrative procedures established by the institutional regulations. The form of payment will be as follows:

- 30% of the total payment at the beginning of the service and once the Work Plan is approved.
- 70% of the total payment upon delivery and approval of the project's final evaluation report.

## EXECUTION TIMETABLE

The contract will have a duration of **64** business days (see timetable), as from the signing of the contract, and the consultant must adhere to the established time.

## TECHNICAL AND ECONOMIC PROPOSAL

The process of reviewing and assessing the bidders and technical and economic proposals will be in charge of an evaluation committee. This committee will follow the established process for these cases and will reach a decision by consensus. To do so, it is necessary that the proposals are presented in the following order:

### **Curriculum Vitae of the leader and the supporting team**

1. A cover letter no longer than one page, explaining about their interest and accepting the consultancy conditions (**only the leader of the team/company**),

2. Resume (with a maximum of 3 pages) proving their specific experience related to the call; general experience and training, as well as knowledge (**leader and supporting team, separately**)<sup>1</sup>,
3. The company selected must have NIT (Tax Identification Number) and the respective registers; it should also attach administrative and identification documents of the company and the legal representative.

### Technical proposal

4. Identification of the bidder (maximum one page),
5. Technical framework of the proposal (maximum one page),
6. Proposal of the work to be carried out (based on the consultancy's objectives and the detailed structure of these TOR) (maximum one page).
7. Proposal of methodology and tools (maximum one page),
8. Considerations and requirements to develop the service (maximum ½ page),
9. Detailed schedule of activities with an estimation of the required time (maximum one page).

Please, as far as possible, do not repeat the substance of the content of the TOR.

### Economic proposal

10. Include details on the expenses to be made. The proposal must include taxes and AFPs in accordance to the law (maximum one page).

If any of the documents requested is missing, the proposal will be automatically invalid.

## SUBMISSION OF PROPOSALS

The bidders enabled for this service are companies, associations, joint ventures and/or one-man enterprises that are legally established in Bolivia with updated documentation.

The proposals will be presented only in **digital format** in the expected order, other type of presentation will not be accepted.

Applications must be based on these **Terms of Reference** and sent to SOS Children's Villages (Bolivia) until Monday, April 15, 2021 to the email: [gth@aldeasinfantiles.org.bo](mailto:gth@aldeasinfantiles.org.bo) indicating in the subject: **Consulting service FINAL EVALUATION OF THE PROJECT "BUILDING STRONG FAMILIES AND COMMUNITIES TO GUARANTEE THE RIGHTS OF CHILDREN AT RISK OF LOSING THE PARENTAL CARE IN SANTA CRUZ, BOLIVIA"**

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<sup>1</sup> Consider that if the proposal proceeds to the interview stage, we will request for scanned copies of the documents that support your resume regarding training and specific experience. Otherwise, you will be dismissed of the process.



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*Note: The terms of reference are illustrative and of orientation, they are not a limiting factor for the presentation of the proposal. Therefore, the bidder, if it so wishes and in order to demonstrate their ability regarding the presentation of the service, may expand the contents and scope.*