



**TERMS OF REFERENCE FOR MID-TERM REVIEW  
SIDA CSO PROJECT**

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## LIST OF ACRONYMS/ ABBREVIATIONS

CO	Country Office
CP	Child Protection
CRBP	Child Rights Business Principle
CRG	Child Rights Governance
CSO	Civil Society Organisations
CSPR	Civil Society for Poverty Reduction
CTPD	Centre for Trade Policy and Development
JCTR	Jesuit Centre for Theological Reflection
MNCRD	Media Network on Child Rights and Development
MTR	Mid- Term Review
SCI	Save the Children International
SCS	Save the Children Sweden
SIDA	Swedish International Development Cooperation Agency
UNICEF	United Nations International Children`s Emergency Fund
USAID	United States Agency for International Development
ZCEA	Zambia Civic Education Agency

## BACKGROUND

Save the Children Zambia, has been in existence in Zambia since 1989, fighting for the rights of children in the health and nutrition sector, education sector, social protection and governance sectors. The country office has invested a lot of resources both technical and financial support in helping children who are vulnerable and marginalized country wide through its programmes in Health and Nutrition, Education, Child Protection, Child Rights Governance, Humanitarian and Child Poverty. Over the past years Save the Children has built strong partnerships with Government through the Ministry of Education, Ministry of Health, and Ministry of Community Development and Social Welfare. Among international organisations, Save the Children Zambia has a good working relationship with partners like UNICEF, European Union, USAID, Care International, Plan International, Swedish Embassy and other important organisations and institutions. Besides that, SC Zambia networks with different Civil Society Organisations in the area of child rights across the five themes mentioned above.

Save the Children International Zambia Country office is implementing the Sida CSO appropriation whose span is 2017 to 2021, which relates to the Swedish government's strategy for civil society organizations (CSO), whose underlying motive and rationale is that of a vibrant and pluralistic civil society in developing countries. The strategy, which promotes use of rights-based approaches, sees a vibrant and pluralistic civil society, as a prerequisite for democratization, poverty reduction and equitable and sustainable global development. The strategy also endeavors to align with the Global CSO Programme results framework and related Country Office (CO)/Regional Programme(RP) frameworks, and be responsive to the particular operating contexts, focusing on CP/CRG objectives and outcomes at three levels:

1. Changes in legislation, policies and practices
2. Capacities of civil society and the community to support children's right, and
3. Changes in children's participation and active citizenship.

As indicated above, the mid-term review of the overall project in Zambia is to be conducted in the form of an internal learning and sharing process. The mid-term review will focus on the three project objectives which are being implemented through the partners.

The three objectives fall under three project themes namely; **Child Rights Governance** (first objective), **Investment in children** (second objective) and **Child Protection** (third objective). Below are the three objectives:

- i. The Government of Zambia delivers quality health, education and protection for all children in Zambia.

- ii. The Government of Zambia allocates adequate resources and spends effectively in education, health and child protection interventions /services.
- iii. Civil society actors including children influence government at national and local levels to put in place structures and systems to prevent and respond to child protection issues in Zambia.

Under Child Rights Governance theme, the project has the has two objectives.

The first objective is being implemented by four partners namely;

- Panos institute Southern Africa in Kaoma, Kasama, Kabwe, Petauke, Mukushi.
- Zambia Civic Education Association (ZCEA) through Child Rights Business Principle (CRBP) project in Kitwe, Chisamba, Kapri- Mposhi and Kitwe.
- National Child Rights Forum through Advocacy for Child Justice (ACJ) at national level.
- Media Network on Child Rights and Development (MNCRD) in Lusaka Kitwe, Katete, Mongu, Choma.

The second objective is being implemented by four partners namely;

- Zambia Civic Education Association (ZCEA) through Child Budget Network (CBN) in Lusaka, Rufunsa and Choma.
- Centre for Trade Policy and Development (CTPD) at national level.
- Jesuit Centre for Theological Reflection (JCTR) in Lufwanyama and Kitwe.
- Civil Society for Poverty Reduction (CSPR) in Chipata and Mansa.

Under the Child protection theme, the project has one objective which is being implemented by two partners namely:

- L. Caritas Zambia in Mkushi, Ngabwe, Kalabo, Nkeyema, Sinazongwe and Siavonga.
- Lifeline/Childline Zambia in Katete, Kapiri-Mposhi, Lufwanyama and Choma.

## OBJECTIVES OF THE MID- TERM REVIEW

The MTR has been commissioned by SC International together with the implementing partners. The main objective is to review, analyze and document evidence, lessons learnt and specific recommendations to inform project strategies and interventions for increased project outcomes in the remaining implementation period. The MTR will specifically focus on documenting:

- Progress on delivery of planned outputs and their respective outcomes and objectives, while highlighting the significance and relevance (positive, negative, intended and unintended), enabling factors and challenges encountered in strengthening civil society and in furthering child rights agenda (in relation to CO specific results frameworks and global programme strategic goals and outcomes).

- Best practices and sustainable approaches (identify examples)
- Key learnings and action-oriented recommendations to enhance project outcomes in the final two years (2020 and 2021) and beyond
- Overall program management (SC Sweden, SCI) and adjustments needed
- Integrated thematic programming – opportunities or challenges (example!)
- Extent and quality of integrating cross-cutting themes; gender, environment and climate change, conflict sensitivity, and child participation (Identify examples!)
- Partnership (principles' implementation, capacity development, number of partners, phase out, new partner assessments, opportunities for core support)
- Key qualitative and quantitative accomplishments against the budgets and work plans.
- SCS, SCI's capacity in relation to quality program implementation and identification of key gaps.
- Synergies across programs, partners and stakeholders.
- The changes in the socio-political and economic context of Zambia and its implications on the Sida CSO programme

The review will therefore adopt both a retrospective as well as forward-looking approach and will feed into the future project design and implementation as well as future strategic planning of projects and initiatives supported by Save the Children.

#### **The mid-term review will particularly assess:**

- relevance** of the project with regard to SCI's mission and with regard to the beneficiary communities' needs and requirements within the national and local development context and identify how the Sida CSO project helped to strengthen the partners' capacity to hold the government accountable;
- Efficiency and effectiveness** in terms of the use of resources and the projects' results;
- Sustainability** in view of how the projects are embedded in the overall development and reform context of the respective partner organisations and their complementarity with initiatives undertaken by other development agencies and partners (institutional, political and financial sustainability);
- Visibility**, particularly in view of communication, branding and dissemination of project key information and how the visibility of the donor and Save the Children has been addressed.

The mid-term review will start in early September, 2019 immediately after the completion of MTR preparatory entry workshop and selection of consultant(s) by partners.

## **SCOPE OF THE REVIEW**

The scope of the review has been determined based on different factors like the objectives of the review, need to provide assurance to stakeholders, nature of the project operations, and

availability of financial resources. The mid-term review will cover the assessment of the key activities implemented from April 2017 to July 2019 of the nine partners listed above. The geographic scope is determined by the projects being implemented in the partner project sites and the thematic focus is Child Protection and Child Rights Governance (Good governance and monitoring child rights with children and the Investment in Children sub theme). The review will be guided by the indicative questions presented below and generate corresponding findings and recommendations aiming at improving project implementation and guiding the future strategic planning of Save the Children and its partners. The following indicative MTR questions will be further refined during the inception phase of the mid-term review:

**1. Relevance:**

- To what extent are the projects, activities and outputs aligned with Save the Children and its partners' institutional mandate as captured in their respective Strategic Plans?
- To what extent are project activities and outputs aligned with the needs and demands of key stakeholders, children and target groups in the project sites?
- Are the projects in line with the priorities of the concerned communities in the sphere of child protection, child rights governance and investment in children?
- What is SCI and partners' comparative advantage for implementing the above projects?
- To what extent do the projects fit within the specific development context considering their complementarity with initiatives of other development agencies and partners?
- To what extent have partnerships that have been established within the context of the projects benefited the project activities and ensured complementarity in the interventions at the community, district and country level, instead of duplication of efforts?

**2. Processes and Procedures:**

- How was the quality of interaction between SCI, partners and stakeholders? Were we successful? What are our growth areas?
- What are the issues that we came across in the last two years in relation to our interactions with partners? How did we address them?
- What do we need to change in order to improve the stakeholders' interaction?
- How did we do with fund disbursements, reporting, etc. (our strong points and growth areas)
- Do we have strong and dedicated human resource in place?
- Is there staff turnover and to what extent has this affected our programme? How can we address the challenges?

**3. Context - The socio-economic and political context in Zambia:**

- Is there any change in the context that affected the overall framework of the Sida CSO project?
- Are the risks and assumptions still relevant/valid?
- Are there new risks which should be considered in the coming two years?

**4. Efficiency and Effectiveness:**

- What have been the key outputs of the projects?
- Is output delivery on schedule? Are there any delays? What have been the main challenges in the delivery of these outputs?
- What has been the nature and quality of interaction and collaboration at the community, district and national levels, in particular what partnerships have been established with other development partners and on the other hand government line ministries.
- Which activities and use of the produced output are the most/least effective in contributing to the projects' objectives and why? What are their common quality aspects and challenges?
- What have been the key achievements and challenges of the 3 thematic projects objectives at the different levels (organizational, national/institutional, local/beneficiaries)?
- What are the main factors that have facilitated or obstructed the achievement of outcomes?
- Are adequate monitoring tools and mechanisms in place, and functional? Do they allow communication and exchange of lessons learned between the different partners and projects?
- Are the established quality assurance mechanisms adequate?
- Have the existing monitoring and evaluation mechanisms contributed to the achievement of expected results throughout the period under review and how have these been effective? How could these work better for the remaining period of implementation and future interventions?
- Have the projects achieved the intended targets as agreed by partners, SCI and the Donor-Sida so far?
- Are the projects being implemented in a cost efficient manner?

#### 5. **Sustainability**

- What are the main factors that facilitate or threaten the (financial, political and institutional) sustainability of the outcomes of the projects and activities?
- What are the main challenges in safeguarding the sustainability of projects?
- To what extent has the current funding/disbursement structure foreseen? Is it focused enough to determine its effects/impact and potential for mobilizing further partners, donors and synergies with other programmes?
- What are the main lessons learnt from the programmes that could be documented? On that basis, to what extent could the programmes be scaled up or replicated in other communities, districts and provinces?
- To what extent have national authorities/stakeholders/beneficiaries (e.g. government line ministries and children) been involved in the design, planning and implementation phases of the projects and to what extent have they demonstrated a sense of ownership of the interventions?

- To what extent do the outcomes of the projects so far fit into future/emerging priority frameworks of the respective communities? Are there intentions / signs for replication or scaling up?
- To what extent has the empowerment of community members or other mechanisms resulted into multiplier effects?
- To what extent have SCI and its partners been involved in the implementation of the projects? Do they fit into broader priorities of the respective field office?

#### 6. **Visibility**

- How has the visibility of the donor and SCI been assured through the two and half year implementation e.g. communication, branding, IEC.?
- What work has been undertaken by SCI and its partners to raise awareness about the donor country. How effective has this been?
- To what extent have meetings with national (relevant ministries, national institutions/bodies), local authorities (municipalities, community leaders) and children etc., helped in raising awareness about the projects and their potential for replication or scaling-up?
- How many materials (articles in newspapers, magazines, project documents etc.) about projects were published during the implementation period? How and to whom were they disseminated?

The MTR will also explore the cross cutting issues including assessment of non- discrimination and inclusiveness of both girls and boys and gender child safeguarding.

## METODOLOGY

The MTR will use a non- experimental research design using a mixed method approach in collection and analysis of qualitative and quantitative data. Below are details of the data sources:

- i. An in-depth desk study analysis and mapping of all relevant materials and resources, namely: final narrative reports including a self-assessment for each project as implemented by the partner; Framework Agreement, strategy documents, operational procedures, minutes of quarterly learning and sharing meetings;
- ii. Mapping of activities, projects and programmes, and overview on how the objectives of the project are addressed;
- iii. Review of relevant and additional documentation such as: project documents, periodic progress reports, annual reports, SCI- Sida project documents, studies and research of materials by partners funded under Sida CSO project and flyers/brochures/websites. Additional, any literature that helps to triangulate/validate the MTR results;
- iv. Semi- structured questionnaires will be administered to appropriate stakeholders' representatives at various levels (e.g. line ministries, national CSOs and institutions, project implementation entities and other stakeholders, children and partners, etc.) through key Informant interviews;

- v. Semi-structured questionnaires will also be administered to in the form of Key Informant Interviews and Focus Group Discussions and meetings (in person, via skype and telephone) with project officers, and relevant stakeholders, such as implementation partners, particularly representatives of the beneficiary communities and beneficiaries;
- vi. Selected field visits to meet with the local stakeholders, beneficiaries and partners involved in the implementation of the projects, including interviews with direct beneficiaries, particularly the children, to determine the relevance and effectiveness of the project on the ground;
- vii. Quantitative data will be extracted from SCI and partner internal database containing all monitoring data.
- viii. Hold multiple MTR workshop to validate the preliminary findings and also to steer the process and discussion on the findings and recommendations from the MTR final report.

## DATA ANALYSIS

Qualitative data will be analysed through development of themes and comparing and contrasting the responses from the interviews based on the themes developed. Quantitative data analysis will be done using any computer application that is able to generate descriptive statistics. Once the two data sets are analysed as stipulated above, the final phase will be to assess how these two data sets converge or diverge from each other and thus provide additional perspectives to the results.

## ROLES AND RESPONSIBILITIES

### a. SCI AND PARTNERS

Despite the exercise being managed by the Sida CSO Project Manager from Save the Children, both Save the Children and CSO partners will have a role to play as given:

- Formation of a core mid-term review reference group comprised of the Save the Children Sweden, Child Rights Governance – Technical Specialist, Child Protection- Technical Specialist and Monitoring Evaluation Accountability and Learning staff from both save and partners will be established to provide overall guidance and quality assurance of the MTR process including adherence to the methodology and validation of the deliverables.
- Engagement of the consultant/ s to lead the MTR.
- Ensure that the consultant has access to all relevant information and documents related to the project.
- Participate in the validation meeting based on the preliminary findings of the MTR and provide feedback to the consultant/s.
- Provide feedback on the findings, lessons, recommendations and conclusions from the MTR final report.

## b. Consultant

- Conduct desk reviews (to firm up the MTR methodology which is to be documented in the inception report).
- Collection of field data and preparation of the MTR draft and final report.
- Facilitate the validation meeting with partners to present preliminary findings.
- Develop the MTR report brief and a power point slide deck to present the findings of the MTR.
- The consultant/s will submit all the raw data used in developing the report and ensure all the tools and other relevant materials are annexed to the report.

## LOGISTICS

The consultant/s will be responsible to organise own logistics, including office space, administrative, secretarial support, telecommunications and printing/ binding of documents. The Sida CSO Project Manager and Partners' project staff will assist the consultant/s by providing documentation (for desk review) and the setting up meeting appointments with the stakeholders sampled for the interviews and those to be invited to the dissemination of the MTR findings.

## QUALIFICATIONS AND REQUIREMENTS OF THE MRT CONSULTANT

The MTR consultant/s should possess the following qualifications:

- a) Experience in applying qualitative and quantitative evaluation methods, with a minimum of 5 years of professional experience in programme, project and policy evaluation.
- b) Minimum of a Masters degree in social sciences, programme management or any other development related fields.
- c) Extensive knowledge of the global development arena in the field of human rights, child protection, child rights governance, policy advocacy and Civil Society Organisation work will be an added advantage.
- d) Excellent command of the English language (oral communication, facilitation skills and report writing). Fair knowledge of some of the local languages of the project sites will be considered an added advantage.
- e) Only Zambian based consultants shall be considered
- f) Candidates will be subjected to SCI vetting process

Verification of these qualifications will be based on the provided curriculum vitae. References, web links or electronic copies of two or three examples of recently completed review reports shall be provided together with the technical proposal. Candidates are also encouraged to submit other references such as research papers or articles that demonstrate their familiarity with the subject under review.

## BUDGET AND RESOURCES

The consultant is expected to come up with a realistic budget based on the scope of work.

## TIME FRAME

The mid-term review is expected to start early September 2019 and conclude in October, 2019.

## DELIVERABLES

The MTR consultant will be required to deliver the following:

- i. Inception report: containing the review framework, detailed MTR review methodology, project/programme sample, work plan and logistical arrangements.
- ii. Workshop for Presentation of Findings and Recommendations: to present findings and tentative recommendations to the Reference Group.
- iii. The consultant shall present the pre-workshop and the final report of max. 30 pages (excluding annexes) to be structured as follows:
  - Executive Summary (2-3 pages)
  - Summary review report highlighting the key findings, lessons learned and recommendations including the cross cutting issues
  - Description of the Sida Awards Framework and the three projects objectives under review.
  - Review purpose
  - Review methodology
  - Main findings (presented in terms of achievements and challenges)
  - Lessons Learned
  - Recommendations and conclusions

Vi. Annexes of all key documents that contributed to the report including the tools, Terms of References and any other vital documents.

## SUBMIT EXPRESSION OF INTEREST

The electronic expression of interest comprising of a technical proposal (with brief examples of past works and the resume for the lead and core team) and a financial proposal with a proposed timeline, attached in two separate files, shall be sent to the following email addresses no later than **Sunday 6<sup>th</sup> September, 2019**;

### Send to;

1. Centre for Trade policy and Development (CTPD): [info@ctpd.org.zm](mailto:info@ctpd.org.zm)
2. Panos Institute Southern Africa (PSAf): [applications@panos.org.zm](mailto:applications@panos.org.zm)
3. Life Line ChildLine Zambia: [donmiyanda@gmail.com](mailto:donmiyanda@gmail.com)

### Copy to;

4. Save the Children International: [Mpande.Mumba@savethechildren.org](mailto:Mpande.Mumba@savethechildren.org)



Copy of Partners' site  
mapping.xlsx