Terms of Reference for the Evaluation of the *Generation Change!* Programme

- designed and implemented by Plan International Sweden between 1 July 2019 and 30 June 2024

Date: May 3rd, 2024

1. General information

1.1 Introduction

Founded in 1937, Plan International is an international development and humanitarian organisation that advances children's rights and equality for girls. We are an independent organisation without religious, political or governmental affiliations. Through our programmes we work together with children, young people, communities and civil society partners to fulfil the rights for children and youth, achieve gender equality and end child poverty. We work in over 75 countries across the world.

Plan International Sweden are soon to end our second framework agreement with Sida CIVSAM, the global Civil Society Strengthening (CSS) programme; the *Generation Change!* Programme. The *Generation Change!* programme started the 1st of July 2019 and will be implemented until 30th of June 2024, with a planned cost extension until 31 December 2024. The expected impact of the *Generation Change!* programme is 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 has a thematic focus on child protection, sexual and reproductive health and rights (SRHR) as well as child rights, governance and participation. It has been designed to be relevant both to the aim and objectives of the Strategy for support via Swedish civil society organisations and Plan International’s global strategy. The programme covers four different geographical regions (Latin America and Caribbean; Middle East and East Africa; West Africa; and Asia Pacific), and consists of 17 country programmes, 4 regional programmes with over 140 partner-CSO’s and networks.

The Swedish Governments Strategy for support via Swedish civil society organisations (2018- 2022 (with a prolongation until February 2024)³ (hereafter “the CIVSAM strategy”), managed by the Sida CIVSAM unit, currently funds programmes of 17 Swedish CSO’s – called Strategic Partner Organisations (SPOs). The overall purpose of all programmes funded under the CIVSAM strategy is to support the development towards a vibrant and pluralistic civil society in developing countries, that operates from a rights perspective in order to improve living conditions for people living in poverty, in all of its dimensions, to increase respect for human rights and to promote global sustainable development.⁴

The CIVSAM strategy has two objectives:⁵

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¹ As set out in the Swedish Governments Strategy for support via Civil Society Organisations (2018- 2022 (with a prolongation until February 2024)
² Strategy for support via Swedish civil society organisations 2016-2022 (government.se)
⁴ Strategy for support via Swedish civil society organisations p. 3
⁵ Strategy for support via Swedish civil society organisations, p. 3-4
1. Strengthened capacity within civil society in developing countries to contribute to poverty reduction in developing countries; and
2. Promoting an enabling environment for civil society organisations in developing countries.

1.2 Evaluation object: Intervention to be evaluated

The evaluation object is the Generation Change! programme 2019-2024.

The expected impact of the Generation Change! Programme is to contribute to a vibrant, dynamic, and inclusive civil society, contributing to the fulfilment of children's and young people's rights and equality for girls in all contexts.

The Theory of Change for the Generation Change! Programme is illustrated below.

The Generation Change! Theory of Change is based on a Human Rights-Based Approach (HRBA) with a strong focus on accountability for children, youth and civil society. It derives from the assumption that empowering individuals at all levels of society contributes to both rights holders (individually or collectively) asserting their rights and holding duty bearers accountable, and that duty bearers are proactive in promoting and protecting children and young people's rights and supporting an enabling environment. Partnering with and strengthening civil society, including partnerships with child and youth-led organisations and networks, is a crucial step in achieving the expected results and impact. This includes building the capacity of organisations and helping them to become more democratic. Creating an enabling environment for civil society creates better opportunities for partner organisations...
to bring about social change, both within programmes and beyond. The programme is designed around three overarching outcomes with six Key Performance Indicators (KPI):

Outcome 1: Individuals and groups have strengthened knowledge, attitudes and behaviours on children’s and young people’s rights and gender equality.

KPI 1.1 Improved knowledge, attitudes, and behaviours relevant to the rights of children and young people among target groups.

KPI 1.2 Increased capacity of children and young people to participate in, and influence, relevant decision making and public policy processes.

Outcome 2: Civil society, particularly child and youth led collective actions, have strengthened legitimacy and diversity, enhanced space and influence, and improved collaboration within civil society and with duty bearers.

KPI 2.1 Improved collaboration and conditions for civil society, including children and youth-led collective actions, to advance the rights of children and young people.

KPI 2.2 Increased relevance, participation and influence of organisations for and of children and young people.

Outcome 3: Duty bearers have strengthened policy, systems and services affecting children’s rights in response to the engagement and advocacy of civic actors.

KPI 3.1 Duty bearers take action to improve the conditions, policy and legal environment for the rights of children and young people.

KPI 3.2 Increased access of children and young people to relevant, good quality services and systems, in particular for SRHR and child protection.

The outcomes are interrelated and build on the assumption that strengthened knowledge and attitudes among individuals and groups have positive effects on the participation in, and engagement of, civil society, which finds response from and hold duty bearers to account for children's rights.

Furthermore, the programme has three crosscutting areas: conflict sensitivity; environment, climate and resilience; and gender and inclusion. This reflects the donor’s requirements for the cross-cutting perspectives to be integrated into the programme.

The ongoing Generation Change! programme is a continuation of Plan International Sweden’s first Sida CIVSAM-financed programme, which ran from 2015 to 2018 (with an extension year in 2019). A major shift from the previous programme, which focused on Child-Centred-Community Development, has been the scaling-up of the advocacy and influence work and the increased focus on civil society strengthening. The ongoing programme also entails an increased focus on partnership with youth-led organisations and working in a so-called integrated programming approach. This entailed the

6 By individuals and groups, we refer primarily to children and young people as our main impact group, but also to parents and care givers, service personnel like teachers and health staff, community members at large as well as governmental duty bearers. Particular focus is placed on girls and young women.

7 As part of the governments Policyramverk för svenskt utvecklingssamarbete och humanitärt bistånd Skr. 2016/17:60 policyramverk-for-svenskt-utvecklingssamarbete-och-humanitart-bistand.pdf (regeringen.se) the government refers to five cross-cutting perspectives that needs to be integrated in all Swedish development aid: rights-based approach, poors people perspective, environment and climate, gender and conflict.
integration of CSS in all country and regional programmes, instead of having programmes that either focused on a specific thematic area or CSS.

The Generation Change! Programme has a total budget of 719 000 000 SEK with a total 651 000 000 spent until December 2023. The programme covered 24 full time staff at Plan International Sweden at the beginning of the programme and covers 17 full time staff in current financial year. Furthermore, the programme consists of a global CSS team with four regional CSS advisors, one for each region, whose work is focused on supporting the regional and country programmes’ development of their work linked to CSS. The programme also covers the Boosting Impact Programme (BIP) which allows Plan International Sweden to design and implement interventions that aim to strengthen the programme’s impact through tailor-made capacity development, methodology development, learning events, research and innovation and influence interventions. The BIP programme consists of three main components:

- **Impact areas:** CSO partners and Plan International have improved capacity and position to deliver high quality results for child and youth rights in SRHR, child protection, participation and governance
- **Programme approach:** CSO partners and Plan International have improved capacity and collective strategic direction on civil society strengthening, as well as seeks to enhance partnership approaches.
- **Cross-cutters:** CSO partners and Plan International have improved capacity to deliver and promote programmes and policies on climate and environment, gender transformation, inclusion and conflict prevention.

The Generation Change! programme has previously been evaluated at mid-term, through a global mid-term evaluation. A final evaluation of the previous framework (2015-2018) was conducted in 2018.

For further information, the Generation Change! Programme proposal is attached as Annex D.

The intervention logic or theory of change of the intervention may be further elaborated by the evaluator in the inception report, if deemed necessary.

### 1.3 Evaluation rationale

This end-term evaluation will be carried out by the end of the Generation Change! five-year implementation period (2019-2024). It is expected to provide valuable recommendations and lessons learned from the Program that will be used in Plan International Sweden’s future programming. Also, it will be used as supplementary documentation for Plan Internationals final reporting of the programme to Sida.

### 2. The assignment

#### 2.1 Evaluation purpose: Intended use and intended users

The purpose of the evaluation is to generate evidence-based learnings that shall serve as an input for Plan International Sweden’s decision-making for improving future programme design (either through the continuation of current programme, a CIVSAM strategy funded Generation Change 2.0, or in future programming through other grants). The evaluation also aims to provide Plan International Sweden and our partners with robust evidence of the relevance and effectiveness of our programmatic methods/tools.

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8 Electra and Steadman, 2022.
9 Tana, 2018.
One additional purpose of the evaluation is around accountability to partners and to the donor (Sida) through objectively assessing the programme in relation to the defined evaluation criteria and questions, including its relevance to the CIVSAM strategy.

The primary intended users of the evaluation are Plan International Sweden. The evaluation is to be designed, conducted and reported to meet the needs of the intended users and tenderers shall elaborate in the tender how this will be ensured during the evaluation process. Other stakeholders that should be kept informed about the evaluation include the country and regional offices staff and the partner-CSO's.

During the inception phase, the evaluator and the users will agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

2.2 Evaluation scope

The evaluation scope is limited to the Sida CIVSAM funded Generation Change! programme 2019-2024. This includes the Bosting Impact programme.

The targeted groups that will be covered by the evaluation includes the country and regional programmes’ partner-CSO’s, and other civil-society actors and networks, children and youth targeted by programme activities, country and regional programme staff at Plan International and staff working at Plan International Sweden.

If needed, the scope of the evaluation may be further elaborated by the evaluator in the inception report.

2.3 Evaluation objective: Criteria and questions

The objectives of this evaluation are to:

- Evaluate the relevance, effectiveness, efficiency and sustainability of the Generation Change! programme and formulate recommendations on how a possible continuation of the programme can be improved, and
- To the extent possible, evaluate the (expected) impact the Generation Change! programme and formulate recommendations on how a possible continuation of the programme can be improved.

The evaluation questions are:

**Relevance: Is the program doing the right thing?**

- To what extent has the program objectives and design responded to the CIVSAM Strategy’s overarching objectives; targeted populations’, global, country, and partner/institution needs, and priorities, and have they continued to do so if/when circumstances have changed?
- To what extent have lessons learned from what works well and less well been used to improve and adjust program implementation?

**Effectiveness: Is the program achieving its objectives?**

- To what extent has the program achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups?

**Efficiency: How well are resources being used?**

- To what extent has the program delivered, or is likely to deliver, results in an economic and timely way?
Sustainability: Will the benefits last?

- To what extent will the net benefits of the intervention continue, or are likely to continue?

Impact: What difference does the program make?

- To what extent has programme generated, or is expected to generate, significant positive or negative, intended or unintended, high-level effects?

One additional question should also be assessed:

- To what extent is the Generation Change! Programme relevant to the Reform Agenda Development for a new era — freedom, empowerment and sustainable growth?\(^{10}\)

Questions are expected to be developed in the tender by the tenderer and further refined during the inception phase of the evaluation.

2.4 Evaluation approach and methods

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. Field visits to one or more of the country/regional programmes should be considered when developing the evaluation approach/methodology and methods for data collection. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report.

The evaluator is to suggest an approach/methodology that provides credible answers (evidence) to the evaluation questions. Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall to the extent possible, present mitigation measures to address them. A clear distinction is to be made between evaluation approach/methodology and methods.

A gender-responsive and conflict sensitive approach/methodology, methods, tools and data analysis techniques should be used\(^ {11}\).

The evaluation should be utilization-focused, which means the evaluator should facilitate the entire evaluation process with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

2.5 Organisation of evaluation management


This evaluation is commissioned by Plan International Sweden. The intended users are Plan International Sweden and Plan International globally. Plan International Sweden’s MEAL advisor will constitute the main focal point for the evaluation.

2.6 Evaluation quality

The evaluation shall conform to OECD/DAC’s Quality Standards for Development Evaluation. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation and the OECD/DAC Better Criteria for Better Evaluation. The evaluators shall specify how quality assurance will be handled by them during the evaluation process and demonstrate the time set aside for quality assurance by a Quality Assurance Expert (QAE) outside of the evaluation team. The QAE’s assessments should be attached to the draft inception and draft final report at submission to Plan International Sweden.

2.7 Time schedule and deliverables

The evaluation will be implemented between June and December 2024. The inception phase will take place between June to August and data collection will take place between September to October. The final date of the report is 1st December, 2024.

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. The timing of any field visits, surveys and interviews needs to be settled by the evaluator in dialogue with the main stakeholders during the inception phase.

The table below lists key deliverables for the evaluation process. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase.

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Participants</th>
<th>Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Start-up meeting (digital)</td>
<td>Consultant and Plan International Sweden</td>
<td>17/6</td>
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<tr>
<td>2. Draft inception report</td>
<td>Consultant</td>
<td>17/6-16/8</td>
</tr>
<tr>
<td>3. Inception meeting</td>
<td>Consultant, Plan International Sweden</td>
<td>19/8</td>
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<tr>
<td>4. Comments from intended users to evaluators</td>
<td>Plan International Sweden</td>
<td>23/8</td>
</tr>
<tr>
<td>5. Data collection, analysis, report writing and quality assurance</td>
<td>Consultant</td>
<td>September –October</td>
</tr>
<tr>
<td>6. Debriefing/validation workshop (meeting)</td>
<td>Plan International Sweden, Generation Change! Country and regional programme staff, partner-CSO’s</td>
<td>21/10</td>
</tr>
</tbody>
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13 Sida OECD/DAC (2014) Glossary of Key Terms in Evaluation and Results Based Management.
The inception report will form the basis for the continued evaluation process and shall be approved Plan International Sweden before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluable issues and interpretations of evaluation questions, present the evaluation approach/methodology including how a utilization-focused and gender-responsive and conflict sensitive approach will be ensured, methods for data collection and analysis as well as the full evaluation design, including an evaluation matrix and a stakeholder mapping/analysis. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed.

A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

The final report shall be written in English and be professionally proofread. The final report should have clear structure and follow the layout format of Sida’s template for decentralised evaluations (see Annex C). The executive summary should be maximum 3 pages.

The report shall clearly and in detail describe the evaluation approach/methodology and methods for data collection and analysis and make a clear distinction between the two. The report shall describe how the utilization-focused approach has been implemented i.e. how intended users have participated in and contributed to the evaluation process and how methodology and methods for data collection have created space for reflection, discussion and learning between the intended users. Furthermore, the gender-responsive approach shall be described and reflected in the findings, conclusions and recommendations along with other identified and relevant cross-cutting issues. Limitations to the methodology and methods and the consequences of these limitations for findings and conclusions shall be described.

Evaluation findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Evaluation questions shall be clearly stated and answered in the executive summary and in the conclusions. Recommendations and lessons learned should flow logically from conclusions and be specific, directed to relevant intended users and categorised as a short-term, medium-term and long-term.

The report should be no more than 35 pages excluding annexes. If the methods section is extensive, it could be placed in an annex to the report. Annexes shall always include the Terms of Reference, the Inception Report, the stakeholder mapping/analysis and the Evaluation Matrix. Lists of key informants/interviewees shall only include personal data if deemed relevant (i.e. when it is contributing to the credibility of the evaluation) based on a case-based assessment by the evaluator and the commissioning organisation. The inclusion of personal data in the report must always be based on a written consent.
2.8 Evaluation team qualification

The evaluation team shall include the following competencies:

- Documented experiences with evaluations of Swedish development cooperation and/or international aid.
- Documented experience and excellent skills of results-based management, monitoring and evaluation.
- Experience and skills in participatory and user-friendly evaluation methods, particularly for civil society actors and children and youth.
- Knowledge of civil society strengthening programming
- Understanding of the thematic priorities under the Generation Change! Programme, including child protection, sexual and reproductive health and rights, child-rights participation & governance
- Knowledge about the contexts of the programme countries
- Excellent English language skills

It is desirable that the evaluation team includes the following competencies:

- As a team, Fluency in Spanish, French or Arabic and/or other languages relevant for the programme context

It is important that the competencies of the individual team members are complimentary. It is highly recommended that local evaluation consultants are included in the team, as they often have contextual knowledge that is of great value to the evaluation. The evaluators must be independent from the evaluation object and evaluated activities and have no stake in the outcome of the evaluation.

Please note that in the tender, the tenderers must propose a team leader that takes part in the evaluation by at least 30% of the total evaluation team time including core team members, specialists and all support functions, but excluding time for the quality assurance expert.

2.9 How to apply

Tenders shall be submitted via email to hedvig.berntell@plansverige.org no later than 31 May, 2024.

The bid must include the following:

- Curriculum Vitae & presentation of the qualifications of the evaluation team and how they complement each other
- A brief description of your ideas on how to implement the evaluation as a response to the ToR
- Proposed methodology
- Ethics and child safeguarding approaches, including any identified risks and associated mitigation strategies.
- Suggested workplan including timeframe, budget including VAT. The budget shall cover any costs related to travels and data collection, such as interpretation and accommodation. The budget and remuneration for the assignment will be according to the winning bid but cannot exceed 880 000 SEK including VAT.
- Example of previous relevant work.