



## Terms of Reference (ToR): Final Project Evaluation of the Child Protection Hub for Southeast Europe

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***Terre des hommes is seeking qualified evaluators to conduct a final project evaluation on the ChildHub project's second phase (2018-2021) in Moldova and Kosovo – see [this below ToR](#).***

***At the same time, Terre des hommes is also conducting a separate impact study looking at ChildHub's overall impact over 2015-2021 in eight countries. In case you are interested, see separate ToR [under this link](#).***

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**Project Title:** Child Protection Hub for Southeast Europe (ChildHub)

**Countries:** Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Hungary (project coordination work only), Kosovo, Moldova, Romania and Serbia

**Project Number:** 8309-00/2018

**Name of Organisation:** Terre des hommes Hungary

### 1. Context and Background

#### About Terre des hommes

Terre des hommes (Tdh) is the **leading Swiss organization for children's aid**. In 2019, our **health, child protection and emergency programmes** have supported over four million children and members of their communities around the world through innovative and sustainable solutions.

In **Europe**, Tdh helps children who are affected by migration, who come in contact with the law as a victim, witness or offender, and who need general protection including from the risk of abuse, trafficking or exploitation. In 2020, more than 39,600 children and 6,570 parents benefitted from Tdh's support and over 20,700 child protection professionals were trained in Europe. Our key activities include, among many others:

- 1) supporting countries in developing and strengthening comprehensive and well-coordinated child protection systems;
- 2) building the capacities of professionals working for children;
- 3) mobilising communities and educating families to create safe and nurturing environments for children and youth
- 4) empowering and increasing the resilience of children through mental health and psycho-social support and self-led art initiatives.



For more background about Tdh globally and in Europe, visit our [global website](#) and our [European website](#).

### **Introduction to the Child Protection Hub**

The **Child Protection Hub** (in short **ChildHub**) is an **interactive and innovative network of child protection professionals** in Central, East and Southeast Europe. ChildHub promotes the **sharing of knowledge and good practices**, offers specific **professional trainings and skills development** opportunities and informs and **advocates with policy-makers to influence policies and practices** related to child protection. ChildHub ensures a space for constant learning and communication with the opportunity for professionals to become part of a strong regional community of practice. The **online platform of ChildHub** is available in nine languages and is open to a range of professionals from social and healthcare workers through justice and law enforcement professionals to policy-makers. For more details about the ChildHub platform, read this [project summary](#) or visit [the platform](#) itself.

**Key project information:** ChildHub was **set up in 2015** with funding for the first three years (**Phase 1**) from the Austrian Development Cooperation/Austrian Development Agency (ADA) and the Oak Foundation as well as using Tdh's internal resources, having a total project budget of EUR 1,696,000. Currently, ChildHub is in its **Phase 2 (2018-2021)** co-funded from the same three sources **until 30 November 2021**, with a total project budget of EUR 1.77million.

ChildHub conducts activities in **Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Hungary** (only project coordination work), **Kosovo, Moldova, Romania** and **Serbia**. The project is coordinated by Terre des hommes` Regional Support Hub Budapest (located in Hungary), with dedicated local project associates/coordinators in Terre des hommes country offices in Albania, Kosovo, Moldova and Romania, and in the external partner organizations of Brave Phone in Croatia, the Center for Youth Integration in Serbia, the Know-How Centre for the Alternative Care of Children of the New Bulgaria University, and Save the Children North-West Balkans in Bosnia and Herzegovina.

**ChildHub`s overall objective** (as a long-term vision) is to contribute to the realization of children`s fundamental rights across the region, in particular the right to be protected from abuse and violence. **ChildHub`s mid-term objective** is to contribute, together with child protection actors, to a functional child protection system and exert influence on the development of policies, structures, and accountability mechanisms for child protection. The project has **three particular purposes**, namely:

- 1) Key child protection stakeholders apply their competencies to prevent and address violence against children in the region;
- 2) Key child protection stakeholders support regional cooperation through cross-learning and exchange of experience;
- 3) The ChildHub community initiative and resource centre become increasingly sustainable and demonstrates measurable impact on the quality of care delivered by professionals and on the lives of children.

The project`s **expected results** are as follows:

- learning happens through active communities of practice;
- continuously developing competences of stakeholders;
- national and regional/cross-border research and exchanges taking place in a multi-disciplinary approach;
- measurable and demonstrable impact on ChildHub`s indirect beneficiaries (i.e. children)
- increased sustainability of ChildHub in terms of financial, political and human resource aspects

ChildHub`s **target groups** and at the same time **beneficiaries** include:

- at least **4,000 professionals in Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Kosovo, Moldova, Romania and Serbia** involved in child protection, such as statutory social workers (social assistants, child protection unit workers), NGO staff, teachers, school psychologists, justice and law enforcement, and health professionals as well as policy-makers, government officials, academics, community leaders who are made aware of the professional development and learning opportunities available through the existence of ChildHub;
- **at least 600 child protection professionals** who benefit from specific trainings;
- **at least 300 child protection resource persons** (from different disciplines) who act as enablers of peer support, exchange of innovation and good practices, policy and service improvement;
- at least **80,000 visitors** (over three years) to the ChildHub online platform including children, among them children with disabilities;
- at least **50,000 children as ultimate and indirect beneficiaries** who benefit from ChildHub`s work being at risk of or victims of abuse, exploitation, trafficking and other forms of violence in the implementation countries. Special attention is placed on vulnerable groups, such as Roma, Ashkali, and Egyptian children and children facing multiple forms of discrimination (e.g. girls from vulnerable families, girls with disabilities etc.)

All **key and relevant project documents** will be available for the selected evaluator for desk review upon signature of the contract. These will include the following:

- 1) original project proposal including amendments
- 2) project theory of change and log frame
- 3) all donor reports submitted as of the start of the evaluation (including results of interim project reviews and online surveys on the level of participation, knowledge and attitude of ChildHub members and training attendees)
- 4) research conducted by ChildHub, including ToRs and reports
- 5) results of Organizational Capacity Assessment (conducted by Tdh)
- 6) sustainability model and business plans prepared or coordinated by the ChildHub project team.

## 2. Purpose and objectives

In line with ADA's Evaluation Policy and Guidelines for Programme and Project Evaluations as well as Tdh's Minimum Requirements for Monitoring and Evaluation, all multi-country and multi-year projects, such as ChildHub, must undergo an **external final evaluation at the end of the project**.

The **objectives of the final evaluation of ChildHub's Phase 2** are:

- **Organizational knowledge and learning:** The evaluation will help to understand to what extent the second project phase has delivered its intended results, and whether and how it has responded to actual needs in an effective manner in the two countries (Kosovo and Moldova) selected for the evaluation. It will help to identify critical evidence and learning on what implementation strategies have worked and may not have worked, which can be taken into account in any potential future phases of ChildHub.
- **Accountability and credibility:** the evaluation will help to ensure that ChildHub is accountable to its target stakeholders and beneficiaries, its donors and the project team members and is open about the results relating to the performance of the project and ChildHub's use of power and resources.
- **Ownership and sustainability:** the evaluation will help to increase ownership of the project's performance and results among the ChildHub project partners and in-country resource people. By looking at longer-term sustainability and collecting evidence on successful strategies, the evaluation will also help to inform future strategies aiming at enhancing ChildHub's sustainability.

The **final evaluation results will be used by the:**

- **ChildHub project team** – including project stakeholders, such as **in-country resource people and national government representatives** – to reflect on and learn from how the project has performed in Phase 2; and what actions need to be taken for ChildHub's future institutional development based on where it stands at the time of the evaluation.
- **senior management teams of Tdh and the partner organizations** to make strategic decisions regarding potential follow-on phases of ChildHub and to use key and impactful results for external communication and advocacy purposes.
- **ChildHub's donors** to assess how the project they have supported has performed and how their funding has contributed to strengthening child protection work and professionals' capacities as well as child protection systems in the implementation countries.

## 3. Scope

The **scope** of the final evaluation is as follows:

- **Level of analysis:** ChildHub as a project in **Phase 2** (only)
- **Period:** Phase 2 – 2018-2021
- **Geographic level:** Kosovo and Moldova  
*As time and budget do not allow to cover ChildHub's all eight implementation countries by the final evaluation, these two countries have been selected for the evaluation because of their specific context and challenges and in case of which the responses to the evaluation questions (see Section 4) will be particularly important.*
- **Types of stakeholders to engage:** regional and country-level project management team members, selection of country-level resource people, selection of target beneficiary professionals
- **Language of communication:** English

## Limitations of the evaluation include:

- Since March 2020, the Covid-19 pandemic has severely restricted the possibility of travel and in-person events (including trainings, meetings, interviews etc.). This situation may very well continue throughout the rest of 2021, which will mean that some of the data collection (if not all) may need to take place virtually in a remote way. **That said, the ChildHub project team would like to keep the possibility of potential in-person data collection if feasible. The final decision will need to be made during the selection and inception phase based on the (pandemic and international and domestic travel) situation at that point in time.**
- Due to the same reason, and out of considerations for protecting everyone`s health, certain beneficiary professionals (as well as children they are working with and for) may not be accessible for data collection, even in a virtual manner.

## 4. Evaluation Questions

The proposed final evaluation questions are as follows:

### Relevance:

- *To what extent has Phase 2 of the project responded to the actual needs of target stakeholders and beneficiaries, including specific needs based on gender and diversity aspects?*
- *To what extent has Phase 2 of the project adapted to stakeholder and beneficiary needs in the new context posed by the Covid-19 pandemic?*

### Effectiveness:

- *To what extent has Phase 2 achieved its intended results?*
- *What do we know about any potential unintended results of Phase 2? (Positive or negative).*

### Sustainability:

- *At what stage of development ChildHub's local governance and ownership is? (E.g. To what extent do ChildHub national coordinators have ownership and commitment to keep ChildHub alive after Phase 2? Are the necessary management/coordination and decision-making structures in place? Is ChildHub properly resourced in terms of staff, economic and social capital? Are ChildHub's functioning and future plans in line with ChildHub's overall mission, vision, and theory of change)?*
- *Overall, how sustainable does ChildHub look at the time of evaluation?*

## 5. Design and Approach

The evaluator(s) are invited to **propose their methodology for the conduct of the final evaluation**. Ideally, a **mixed-method approach** will be followed balancing suitable quantitative and qualitative methodologies and allowing to draw on different sources and triangulating information. Additionally, a participatory approach should be followed throughout the evaluation. **Due to the limitations described above, any methodology proposed should be feasible in an online format as well.**

It is foreseen that the evaluation questions will be possible to be answered through the combination of the following methods:

| Criteria  | Question   | Potential methods  |
|-----------|--|--|
| Relevance | <i>To what extent has Phase 2 of the project responded to the actual needs of target stakeholders and beneficiaries, including</i> | ▪ Key Informant Interviews (individual) with key target stakeholders and beneficiaries |

|                       |  |  |
|-----------------------|--|--|
|                       | <i>specific needs based on gender and diversity aspects?</i>   | <ul style="list-style-type: none"> <li>Focus group discussions with specific professional groups (policy, direct service provision, academia etc.)</li> </ul>  |
|                       | <i>To what extent has Phase 2 of the project adapted to stakeholder and beneficiary needs in the new context posed by the Covid-19 pandemic?</i> | <ul style="list-style-type: none"> <li>Key Informant Interviews (individual) with key target stakeholders and beneficiaries</li> <li>Focus group discussions with specific professional groups (policy, direct service provision, academia etc.)</li> </ul>  |
| <b>Effectiveness</b>  | <i>To what extent has Phase 2 achieved its intended results?</i>   | <ul style="list-style-type: none"> <li>Desk review of project documents incl. theory of change and results framework, reports and monitoring data, specifically annual encounter survey results</li> <li>Additional quantitative data through structured survey if necessary</li> </ul>                              |
|                       | <i>What do we know about any potential unintended results of Phase 2? (Positive or negative).</i>  | <ul style="list-style-type: none"> <li>Additional quantitative data through structured survey if necessary</li> <li>Key Informant Interviews (individual) with key target stakeholders and beneficiaries</li> </ul>  |
| <b>Sustainability</b> | <i>At what stage of development ChildHub's local governance and ownership is?</i>  | <ul style="list-style-type: none"> <li>Desk review of project documents incl. reports, sustainability and business plans and monitoring data (incl. specifically annual encounter survey results)</li> <li>Key Informant Interviews (individual) with key target project team members and resource people</li> </ul> |
|                       | <i>How sustainable does ChildHub look as an entity?</i>  | <ul style="list-style-type: none"> <li>Desk review of project documents incl. reports, sustainability and business plans and monitoring data (incl. specifically annual encounter survey results)</li> <li>Key Informant Interviews (individual) with key target project team members and resource people</li> </ul> |

In terms of the project team, ChildHub has a regional project coordinator, a regional project officer, three staff who deal with Quality and Accountability, incl. M&E aspects (one in the past, and two presently), a dedicated knowledge manager and eight local project coordinators (national associates) who are expected to be closely involved during the evaluation. In addition, ChildHub has some 160 resource people in the eight countries in total (appr. 40 resource people in total in Kosovo and Moldova) who are closely involved in the project as an external contributor while they are also semi-internal collaborators. A sample of the resource people should also be considered for involvement in the evaluation. A sample of additional professionals who have benefitted from ChildHub activities may also be proposed for consultation, if proposed within the methodology, access to whom will be facilitated by the national associates.

The evaluation methodology should keep in mind the following **underlying principles**:

- **equality and non-discrimination** of any individual involved in the data collection and consultation process;
- **participation and inclusion of different diversity groups** to the extent possible, while ensuring that participation and inclusion does not cause any harm or distress to the individual;

- **transparency and accountability** throughout the evaluation and assessment process towards all organizations and individuals involved;
- **empowerment of marginalised children** whenever children are involved at any point of the process e.g. communication of evaluation findings;
- **confidentiality** must be preserved and names and personally identifiable information should not be collected or, if they are necessary, they should be duly coded and encrypted;
- **informed consent and assent:** should be sought from all participants, including providing them with information on the objective of the evaluation and how data will be used as well as ensuring the opportunity to ask and confirm questions before agreeing to participate;
- **child safety:** whenever children are involved, the evaluator(s) and anyone affiliated with the evaluation (assistants, translators) must sign the Tdh Child Safeguarding Policy and Code of Conduct and adhere to its principles.

## 6. Workplan

The expected timeframe and the number of working days allocated to the assignment are as follows:

| Steps/phases/deliverables                                  | No of days (tentative) | Timeframe/deadline (tentative) |
|--|------------------------|--------------------------------|
| Starting date of contract/assignment                       | n/a                    | 1 Nov 2021 (tentative)         |
| Desk review of available documents                         | 15 days                | By 30 Nov 2021                 |
| Development of data collection methods and tools           |                        |                                |
| Inception report   |                        |                                |
| Data collection phase                                      | 25 days                | Dec 2021 – Jan 2022            |
| Data analysis and drafting of the final report             | 10 days                | During Jan – Feb 2022          |
| Presentation of the draft report and preliminary findings  | 1 day                  | By 1 March 2022                |
| Finalization of the final report                           | 5 days                 | By 20 March 2022               |
| Closing date of contract, final administration and payment | n/a                    | By 31 March 2022               |

The **final schedule and number of days** will be mutually agreed based on Tdh's expected timeframe (above) and the evaluator's proposed work plan in the Technical Offer.

## 7. Evaluation Management Arrangements

**Questions relating to the final evaluation** can be submitted to the Evaluation Manager, Marta Bene via [marta.bene@tdh.ch](mailto:marta.bene@tdh.ch) **at latest by 15/10/2021**, using the subject line "ChildHub final evaluation – submission of question". Answers that may concern all applicants will be shared with all applicants as deemed necessary.

### **Roles and Responsibilities of the Tdh Evaluation Manager representing the project team of ChildHub:**

- Manage the administrative tasks of the evaluation process from the advertising of the ToR through the conduct of the assignment up to the closure of the contract, final reporting and transfer of payment. Liaise with Tdh and ChildHub team internally during these steps as necessary.
- Act as a focal point for the selected evaluator(s) in case of any queries during the administrative phase and the actual conduct of the evaluation.
- In cooperation with the ChildHub project team, facilitate access to all key project documents (for the desk review), as well as access to key individuals to be involved in the evaluation (for data collection and consultation).

- Communicate key updates from the side of Tdh and the ChildHub project team, if any, as regards timelines, access, project developments and feedback.
- Consolidate and communicate feedback on the deliverables (inception, draft final report and final report as well as briefing on the preliminary results). Communication will mainly take place over online channels (e-mail, MsTeams, Zoom etc.) or occasionally phone or in-person (as relevant and feasible). Face-to-face meetings are expected to be kept at the necessary minimum in case the Covid-19 pandemic situation requires so.
- Communication with the Evaluation Manager will take place in English. No translation services will be provided by the Tdh Evaluation Manager or by members of the ChildHub project team during the data collection.

#### **Roles and responsibilities of the evaluator(s):**

- To carry out the contracted assignment as per the signed contract, Terms of Reference and the mutually agreed Technical and Financial Offer and all relevant annexes, including Tdh policies where applicable (e.g. related to Data Protection and Child Safeguarding).
- To ensure all underlying principles described above are followed during the conduct of the assignment.
- To submit all deliverables as per the list of items and schedule in the Terms of Reference and ensure that the ChildHub project team is duly informed and consulted (through the Evaluation Manager) in case any questions or issues emerge during the preparation of these.
- To immediately inform the Evaluation Manager in case of any questions, issues, delays, and likely changes for mutual discussion and agreement.
- To be available for quick updates requested the ChildHub project team when necessary on the status of the process.
- To generally ensure the confidentiality of the process, information and documents received from the Evaluation Manager in relation to the assignment and people involved at any stage in the evaluation.
- To immediately inform the Evaluation Manager in case of any risk of not being able to comply with any of the above points.

### **8. Requirements for the evaluators**

Tdh will accept applications from **both individual evaluators** and **evaluator teams which may consist of a lead evaluator and co-evaluators**. **Financial and Technical Offers must be submitted together, no separate or partial applications will be accepted.**

Evaluators can be a company, an NGO, academic entities or individual consultants registered officially with evaluations being part of their registered scope of activities.

In case the evaluation is conducted by a team, the team should be **gender balanced and diverse**, with close attention to **diversity and inclusion considerations**.

#### **Required skills and expertise of the evaluator(s):**

- At least 5 years of experience in conducting final project evaluations as per the specifications described above. Previous experience in evaluations in the field of child protection and projects of capacity-building and system strengthening nature is a strong asset.
- Strong skills in developing and using both quantitative and qualitative methods and conducting both types of analysis.
- Strong writing skills and ability to convey technical and complex information in a structured, logical, clear and concise manner for different audiences.
- Full written and oral proficiency in English for the conduct of data collection and production of reports of quality. Knowledge of ChildHub's relevant local languages (Albanian and Romanian in this case) is an asset, but not required if the evaluator is able to arrange necessary translation resources.
- Strong computer proficiency in producing written reports of adequate quality and including clean visual representation of data and findings.



- Experience in working in or knowledge of the region where ChildHub operates and familiarity with the socio-cultural and political context.
- Master's degree (or higher) in social sciences, economics, public policy, law, research and evaluation, management or other related field(s) from an accredited university

**The evaluator(s) must not have been involved in the design, implementation or monitoring of this project/programme.**

## **9. Reports and deliverables**

**The assignment includes the following deliverables:**

- **Inception report** – in English that includes the following: proposed methodology and data collection tools, evaluation matrix (see mandatory ADA template at Annex 1), schedule and work plan and results of the initial desk review of key project documents.
- **Draft final report** – in English, with the preliminary results of the analysis, for review and feedback by the ChildHub project team and ADA's Evaluation Team.
- **Presentation of the draft report and preliminary findings** – in English in a dedicated meeting, attended by the evaluator(s) and the project team.
- **Final report** – in English, with full and final analysis results and incorporating all feedback received on the draft final report.
- **Completed Results Assessment Form (see Annex 2)** – as mandatory annex to the Evaluation report completed partly by the selected evaluator(s) and the Tdh Evaluation Manager using ADA's template.

Submission dates are specified in the chronogram in Section 6. It is expected that the evaluator(s) will be available for regular brief check-in calls throughout the assignment as and when required to provide quick updates on the progress and feed in questions to the project team if any.

**The final report will include:**

- One **executive summary** (max. 5 pages)
- One **narrative report** (max. 50 pages)
- One **summary table** with the main conclusions and recommendations (separating short, medium and long-term recommendation if any) and lessons learned.
- **Annexes:** Containing the technical details of the evaluation, as well as the terms of reference, surveys protocols and questionnaires, protocols of interviews and observation (depending on the selected methodology), tables or graphics, secondary review references, persons and institutions contacted, a PowerPoint presentation of the findings and recommendations, transcripts of interviews, focus groups, observation (rendered anonymous) and the Results Assessment Form (mentioned above).

## **10. Specifications for the Submission of Offers**

Interested evaluator(s) are invited to submit their application **via e-mail to the following e-mail address: [marta.bene@tdh.ch](mailto:marta.bene@tdh.ch), with the subject line: "ChildHub final evaluation – submission of offer", at latest by 23:59, 20 October 2021.**

**Applications should include:**

- Technical Offer (see indicative content under the assessment criteria) – max. 10 pages;
- Financial Offer – with a detailed line item budget, and indicating costs in EUR. VAT should also be indicated if applicable, separately
- Up-to-date CV of the evaluator(s) – max. 3 pages/CV;
- Example of previous work carried out (if any);
- Contacts of 3 professional references;
- Confirmation of legal registration (e.g. tax number) of the applicant for providing evaluation services and the ability to issue an invoice.
- Declaration of Impartiality.

Applications incl. annexes must be in English. Submissions in other languages will not be accepted. Applications must be submitted as a single application package – documents sent separately will not be accepted. Tdh will confirm receipt of each application within 5 working days.

The Technical and Financial Offer must be signed on the first or last page (as well as stamped if an official stamp is available). Both Offers should contain the name and contacts of the evaluator (or the representative of the evaluator team).

**Applications will be assessed based on the following criteria:**

| Assessment and selection criteria   | Max. number of points |
|---|-----------------------|
| <b>Technical Offer</b> – based on: 1) the understanding of the nature and objectives of the assignment; 2) understanding of the ToR; 3) data collection methodology proposed; 4) specific schedule, plan and approach proposed for the data collection. | <b>40 points</b>      |
| <b>Financial Offer</b> – based on: 1) price-value ratio and demonstration of maximum value for money; 2) completeness of information; 3) consistency with the technical offer and approach.   | <b>40 points</b>      |
| <b>Profile and experience of the applicant</b> – based on: 1) submitted CV(s); 2) submitted previous work.  | <b>20 points</b>      |
| <b>TOTAL</b>  | <b>100 points</b>     |

The applications will be **evaluated by an Evaluation Committee** consisting of the Evaluation Manager (ChildHub Regional Project Officer), the ChildHub Regional Project Coordinator, Tdh Regional Quality and Accountability Advisor and the Head of the Regional Office of Tdh.

The application **achieving the highest number of points** will be selected for contracting. In addition to the review of applications, **short interviews may also be conducted** if deemed necessary to clarify details of the offers and motivation and experience of the applicant.

All bidders will be informed of the outcome of the tendering and selection process by e-mail following the closure of the contract with the selected applicant.

**11. Payment conditions**

The tranches of payment will be as follows:

| Steps/phases/deliverables   | Timeframe/dead-line            | % of total payment |
|---|--------------------------------|--------------------|
| Inception report (upon approval by ADA and Tdh)   | <b>30 Nov 2021 (tentative)</b> | <b>30%</b>         |
| Draft final report & Presentation of the draft report and preliminary findings                | <b>1 March 2022</b>            | <b>0%</b>          |
| Final report (by 20 March) and acceptance by Tdh (by 30 March) (upon approval by ADA and Tdh) | <b>20 March 2022</b>           | <b>70%</b>         |

Payments will be transferred by Tdh Hungary (Regional Support Hub Budapest) based on the submission of the deliverable, acceptance by Tdh (and ADA) and the accompanying invoice issued by the evaluator(s). Payments will be transferred within a maximum of 30 working days following the receipt of the deliverables and invoice (this will include the time frame for acceptance by Tdh). No advance payments will be provided.

## **12. Annexes:**

- **Annex 1 - Evaluation Matrix** – *to be completed by the Evaluator* as part of the preparation of the inception report.
- **Annex 2 - Results Assessment Form** – *to be completed by the Evaluator* as part of the preparation of the final evaluation report.
- **Annex 3 – Feedback Matrix template** – which will be *used during the feedback process by the Childhub project team* to share feedback with the evaluator(s) on the inception report and the draft and final evaluation report.
- **Annex 4 – Management response template** – *for information only* (As per ADA`s Evaluation Policy and Tdh`s Minimum Requirements for Monitoring and Evaluation, all internal and external evaluations are followed up by *a management response by those commissioning the evaluation* within one month of the acceptance of the report to react and take the necessary actions based on the evaluation`s findings and recommendations.)

Upon request, Tdh can also share the **following documents in the application phase to guide interested evaluators** during the preparation of their offers:

- Project Description and Logical Framework
- Project Theory of Change

In case of interest, **please e-mail Marta Bene, Evaluation Manager** at [marta.bene@tdh.ch](mailto:marta.bene@tdh.ch) **to request the copies.**