

## **TERMS OF REFERENCE FOR EXTERNAL EVALUATION (ToR)**

### **FOR THE PROJECT**

#### **“PRECISION - Promoting wellbeing and reducing recidivism of juvenile offenders in Romania “ funded by the MEDICOR Foundation**

Terre des hommes Romania is seeking a qualified external evaluator for the evaluation of “PRECISION - Promoting wellbeing and reducing recidivism of juvenile offenders in Romania” – funded by the Medicor Foundation and implemented by Terre des hommes (Tdh) Romania.

### **1. Presentation of Terre des hommes**

Terre des hommes (Tdh) is the leading Swiss child relief agency. Founded in 1960, we are committed to improving the lives of millions of the world's most vulnerable children. Through our innovative protection and health projects, we provide assistance to over three million children and their families in almost forty countries each year. In Europe, Tdh intervenes directly or indirectly in many countries, relying on teams based in Budapest, Albania, Greece, Kosovo, Romania, Moldova and Ukraine. Every year thousands of children and their families benefit from projects implemented either at a national or regional level.

In Romania, Terre des hommes (Tdh Ro) has been active since 1992. For the past few years, the delegation has been working on three main intervention areas: (1) Strengthening child protection and juvenile justice systems, (2) Protection of children affected by migration and/or trafficking, and (3) Social inclusion of minorities.

Tdh's Access to Justice programme in Europe focuses on the following key areas:

- encouraging states to provide effective access to justice for children in contact with the law;
- supporting the implementation of non-custodial measures for children and of stronger procedural safeguards;
- promoting the use of restorative justice processes in cases involving children, either as victims or suspects/offenders;
- engaging with children using participatory methods to ensure that we understand their views and priorities;
- sharing of best practices and learning, awareness-raising and advocacy for child-friendly justice;
- supporting the creation of the Barnahus multi-disciplinary service that provides care for child victims and witnesses of violence and abuse.

## 2. Context

### Title:

PRECISION - Promoting wellbeing and reducing recidivism of juvenile offenders in Romania

Start date: January 2020; End date: April 2022

Duration: 28 months

### Context

In Romania, Terre des hommes started to work in the juvenile justice domain in 1997. Since then, we have been active in legal assistance, judicial lobby, training of trainers for magistrates (judges and prosecutors), advocacy for the existence of judges for minors, support for the protection and reintegration of children in conflict with the law.

The efforts in this domain were strengthened in 2014 when Terre des hommes signed a partnership agreement with the Federation of Non-Governmental Organisations for Child Protection and the General Directorate for Social Assistance and Child Protection in Dolj County for the establishment of a modern hearing room for child victims and offenders in Craiova. We continue to advocate for a fair hearing of minors in accordance with European and international standards.

In 2015 – 2016, Terre des hommes was a partner in a transnational project that aimed at developing an online game raising awareness of all children on their rights in civil, administrative and criminal judicial proceedings. In addition to the game, visits to courtrooms and workshops for children and judicial officials were organized in order to educate children about their rights and to raise awareness about child protection issues among justice employees. A community of practice on juvenile justice was created, involving both adult experts and youth, and information was collected prior to the game development, through documentary visits, focus-groups and surveys.

Another transnational project started in January 2017, with the intent to examine the situation of diverted and arrested / suspected children in judicial proceedings and the observance of the rights enshrined in the three procedural directives of the European Parliament and of the Council (EU directives 2016/800, 2012/13, 2012/29). A public campaign was created and launched in each country, trying to change public perceptions about juvenile offenders and promoting alternative sentencing as a more successful integration in society.

### PRECISION Project

General and specific objective:

PRECISION is a pilot project, and its final aim is that during their detention, all children and youth will have developed the necessary knowledge and skills (literacy, vocational skills, life-skills, self-esteem, motivation, social skills etc.) for their successful rehabilitation in society.

We applied a **two-fold approach** of 1) case management<sup>1</sup> and 2) education and vocational training within 4 detention centers that serve as pilot facilities for the model.

The pilot stage of PRECISION is to be seen as an **initial step in a longer-term intervention**. The two years lay the foundations for a change (strengthening) of the juvenile justice system in Romania.

The model we propose is based on Terre des hommes' conception of the child in conflict with the law as an active and positive contribution to society rather than being considered as a risk. Consequently, all children in conflict with the law should be supported in their development of skills and competences.

Objective: By the end of 2021 (April 2022, considering the extension of the project), a rehabilitation and reintegration model is available to support the specific needs of approximately 500 children and youth (C&Y) in the 4 juvenile detention facilities in Romania.

The **main objectives** of the project are:

- To develop a knowledge base and tools that will serve for informed decisions for politicians and practitioners and promote better understanding of child and youth challenges in the justice system and upon exit.
- To develop a model that is based on individual case management and consists of a package of services meeting the rehabilitative needs of juvenile offenders. Alongside, to strengthen the capacities of professionals working with children and youth in detention facilities.
- To raise awareness and advocate on the specific needs of children and youth in detention and the importance of (pre-release) programs that target individual factors and aim at increasing self-esteem, improving mental wellbeing and changing behaviour.

#### **Project monitoring:**

Monitoring is a continuous function designed to provide Tdh with early indications of the quality, quantity and timeliness of progress towards delivering intended results.

Tdh developed and implemented a detailed monitoring plan for the project and employs a comprehensive, results-oriented evaluation strategy to produce timely information about project activities and assess the impact made by projects.

For each project component, Tdh identified specific outcome indicators that reflect overall program results. These include a mix of quantitative and qualitative indicators and have been and are compiled to create a composite picture of program impact across each outcome.

**The following indicators were measured in order to assess the progress of the project:**

**OUTCOME 1:** C&Y in 4 detention facilities benefit of improved detention condition

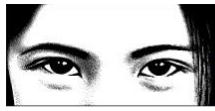
**OUTCOME 2:** 40 C&Y1 from the Craiova Detention Center are better prepared for their future social reintegration

**OUTCOME 3:** Awareness on the specific rehabilitative needs of C&Y in detention is raised among national and regional level Child Protection and Juvenile Justice professionals.

### **3. Objective of the evaluation**

The external evaluation has three main objectives:

- **Accountability:** to obtain an objective and independent assessment of the results achieved compared to the initial project plan (objectives, results, target group, indicators, outputs and deliverables) by looking at **relevance and effectiveness**. The accountability is towards both the funder (Medicor) and the project partners and beneficiaries, exploring the value of the project for them, considering their views and feeding back lessons learnt to them.
- **Organizational learning and knowledge:** to conclude all important lessons learnt from the way the project was set up, implemented and managed; and how it has



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succeeded or, potentially, not succeeded to achieve all its intended (or unintended) results.

- **Informing operational decisions:** Resulting from the lessons learnt, the evaluation will help to reveal what the project team and the corresponding organizations can take further and/or may need to change in future programming, and more specifically, in the second-phase/\_continuation of the project.

## 4. Scope of the evaluation

**The evaluation refers strictly to the PRECISION project. The evaluation will measure the quality of the intervention and the progress towards the objective and will emphasize learning for the follow-up project, PRECISION 2.**

It requires exchange of information between the Evaluator and project partners, namely Tdh Romania, and the four detention centers.

**The external evaluation should focus on gathering data and information from:**

- direct beneficiaries: detention staff and detained youths

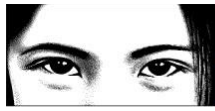
**Potential limits of the evaluation:**

- Evaluator's direct access to beneficiaries: considering the Covid-19 pandemic context and related restrictions, the access inside the four detention centers might not be possible
- Some of the youths have very low literacy skills, so quantitative data collection methods, such as surveys, are not fit for them
- Meetings with the detention staff and especially with the detained youths require time to organize

## 5. Intended users of the evaluation

The results of the final evaluation will be used by:

- Terre des hommes Foundation (project staff, the national delegations, HQ) and the other partners involved will directly benefit from the external evaluation results. The most important findings will be shared with the stakeholders involved, namely the four detention centers we worked with.
- The donor: to assess how its support and funds have contributed to delivering project objectives and positive changes for children and youth deprived of liberty
- The Follow-up project PRECISION 2: how to best adapt PRECISION 2 based on this piloting phase
- The broader Access to Justice programme team within Tdh: to learn from the project, build institutional knowledge, and assess how it can generally inform future programming in this field.
- Senior management of all implementing organizations as well as Tdh HQ: to assess how the project can inform future programmatic portfolio decisions and strategy-making, and what effective and corrective actions might need to be taken going forward in similar or continuation projects.



## 6. Evaluation criteria and questions

### 1. Relevance:

- *To what extent has the project adequately targeted the real needs of the population?*
- Did the project respond to the specific needs of the following target groups, including age, gender and diversity-specific ones, if any:
  - *Children deprived of liberty*
  - *Detention/Re-education Staff*
- What are the main lessons learned and recommendations suggested for increasing the relevance of PRECISION 2, the follow-up project building on this piloting phase?
- How the project could address challenges posed by the Covid-19 pandemic, and how has this affected relevance?

### 2. Effectiveness:

- *To what extent has PRECISION achieved the objectives set and the expected results? What have been the reasons for achievement and lack thereof?*
  - *Focus on:*
    1. *The knowledge, skills and competences of professionals in detention and education centres on the organisation of psychosocial activities for children and young people are strengthened.*
    2. *Children and young people benefit from improved detention conditions and strengthen their emotion management by participating in psychosocial activities organised by professionals in the penitentiary system.*
    3. *Children and young people included in the mentoring programme, are better prepared in the pre-release programme, which addresses individual factors and aims to increase self-esteem, improve mental well-being and change behaviour to manage the social reintegration process.*
    4. *Young people's knowledge and skills are strengthened through vocational training sessions, in order to be able to access the labour market after release.*
    5. *Children and young people are empowered through pre and post detention support services to be agents of their own change by finding employment and housing.*
    6. *Professionals in detention and education centres work in a more inclusive way, participating in the implementation of a model based on individual case management, which consists of a package of services to meet the reintegration needs of young people in detention and education centres.*
    7. *The attitude of professionals and policy makers towards an approach focused on the rehabilitation and reintegration needs of young people in detention and education centres is improved.*
- What overall lessons can the management team of the project learn from the implementation of the project?
- What overall lessons can the organization learn for increasing the effectiveness of its future PRECISION 2?
- What recommendations are suggested for increasing the effectiveness of the management team and the organization's initiatives focused on children deprived of liberty?

### 3. Lessons learned

- The transversal element of the evaluation is what are the main lessons learned and how do they inform the follow-up project, PRECISION 2.

## 7. Methodology

Interested applicants are invited to propose their methodology for conducting the evaluation. Ideally, a mixed-method approach will be followed balancing suitable quantitative and qualitative methods to draw on different sources and triangulate information. Existing M&E data and collected quantitative and qualitative will also be available for the evaluator.

The PRECISION project team members should be closely involved in the data collection (for consultation). Tdh will facilitate contact with the detention centres.

Generally, 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.***

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.

## 8. Deliverables

During the contract, the Evaluator will provide as deliverables (all of them **in English**):

1. **INITIAL (INCEPTION) REPORT – comprising:**
  - **Context analysis** based on project basic documents: Initial project (annex to the grant agreement), subsequent agreed changes, Internal Tdh regulations, partnership agreements.
  - **Data collection and analysis plan, methodology and instruments** for the:

- desk research on documents (types of documents to be analysed and needed from partners, key analysis points to use during the document review),
  - interviews and/or focus groups with team members and beneficiaries (list of people to be interviewed, interview and focus group guides),
  - feedback/views collected from beneficiaries and participants (list of beneficiaries to be contacted, discussion guides).
  - **Tdh has a specific template to use for the inception report, which will be shared with the selected evaluator in advance.**
2. **DE-BRIEFING and presentation of findings from the field – comprising:**
    - **Data collection report** (documents analysis, interviews with the team and associates, feedback from beneficiaries and participants);
    - **Short review** indicating the first findings, provisional conclusions, main trends identified etc.
  3. **PRELIMINARY REPORT – comprising:**
    - **Narrative report** (min. 20 - max. 25 pages);
    - **Summary table with the main conclusions, main lessons learned and recommendations.**
    - **Short review and PPT** with main lessons learned, recommendations and conclusions.
  4. **FINAL REPORT – in 1 weeks (after the previous stage) - comprising:**
    - **Executive summary** (max. 3-4 pages);
      - **Narrative report** (max. 25 pages);
    - **Summary table with the main conclusions, main lessons learned and recommendations**
      - **Annexes:** Containing the technical details of the evaluation, surveys protocols and questionnaires when the case, protocols of interviews, tables or graphics, secondary review references, persons and institutions contacted, a PowerPoint presentation of the findings and recommendations, transcription of relevant selection of interviews, focus groups, observations

After each stage, a feedback meeting is organized with Tdh and feedback is incorporated in the evaluation document. The evaluator is also expected to be available for regular and brief check-in calls, as necessary, throughout the assignment to share updates on the progress.

## 9. Chronogram

We estimate that the evaluation will require at most 36 days. The intermediary stages upon the Final Evaluation Report are flexible, but it should be submitted by April 30<sup>th</sup>, the latest. The final schedule will be mutually agreed considering Tdh's timeline and the suggestions made by the Evaluator in the Technical Offer.

| <b>Steps/phases &amp; deliverables</b>                                | <b>RESPONSIBLE</b> | <b>Timeframe/deadline (tentative)</b> |
|---|--------------------|---------------------------------------|
| Starting date of contract/assignment<br>/ Evaluation kick-off meeting | Tdh and consultant | 24 of March 2022<br>(tentative)       |
| Desk review of available documents and sources                        | Consultant         | 7-10 days                             |



|  |            |                     |
|--|------------|---------------------|
| Development of data collection and tools   | Consultant |                     |
| Draft Inception Report   | Consultant |                     |
| Submission of draft Inception Report   | Consultant |                     |
| Comments to the Inception Report   | Tdh        |                     |
| Inclusion of comments in the Inception Report  | Consultant | 2 days              |
| Approval of final Inception Report   | Tdh        |                     |
| Data collection phase  | Consultant | 12 days             |
| Data analysis and drafting of the draft Evaluation Report  | Consultant | 5 days              |
| Presentation of draft Evaluation Report and preliminary findings   | Consultant | 1 day               |
| Finalization of the Evaluation Report based on the comments received   | Consultant | 3 days              |
| Closing date of the contract, final administration and payment (upon approval of the final version of the Evaluation Report) | Tdh        | By 30 of April 2022 |

## 10. Roles and responsibilities

Tdh will designate an Evaluation Manager (the project coordinator) who will be the main focal point vis-à-vis the evaluator. The key roles and responsibilities of the Tdh Evaluation Manager will include:

- Managing the administrative tasks of the process (from advertising to contract closure) and internal liaison within the project team.
- Sharing all key project documents for the desk review and facilitating access to key individuals (detention staff and detained youths) selected for data collection.
- Consolidating and sharing team feedback on the deliverables (reports). Communication will mainly take place via e-mail, and online chat and conferencing platforms (MsTeams, Zoom etc).
- Acting as a focal point for the evaluator in case of any queries and sharing updates if any. Communication will generally take place in Romanian (no separate translation services will be provided by Tdh and the broader project team).
- Transfers payments based on the invoice and Minute, after the completion of deliverables indicated above and as per the instalment schedule below:





| Deliverables to be provided:<br>Payments tranches: % of the total contract: | 9<br>days | 7<br>days | 7<br>days | 7<br>days | 7<br>days | 7<br>days | 7<br>days | 9<br>days |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1. <b>INITIAL (INCEPTION) REPORT</b>  | 10%       |           |           |           |           |           |           |           |
| 2. <b>DE-BRIEFING</b>   |           |           |           | 50%       |           |           |           |           |
| 3. <b>PRELIMINARY REPORT</b><br>(design)                                    |           |           |           |           |           | 20%       |           |           |
| 4. <b>FINAL REPORT</b> (delivered)  |           |           |           |           |           |           |           | 20%       |

- **No advance payments will be granted.**

#### **Roles and responsibilities of the evaluator:**

- To deliver the assignment as per the signed contract, Terms of Reference and the Technical and Financial Offer and relevant annexes, including Tdh policies where applicable (e.g. those related to Data Protection and Child Safeguarding). To submit all required deliverables as per the agreed deadlines.
- To ensure that all the underlying principles (described in the methodology section) are respected throughout the evaluation.
- To ensure that the Evaluation Manager is regularly informed in case of any questions and issues (particularly, delays and blockages) that may emerge during the assignment and may require mutual discussion/planning.
- To be available for quick updates, whenever requested, on the progress of the assignment.
- To generally ensure the confidentiality of the process as well as the information and documents received from the Evaluation Manager and the 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.

## **11. Profile of the consultant/evaluator (team): qualifications and experience**

Tdh will accept **applications from both individuals, teams, academic entities, NGOs and companies as long as they are officially registered with a European tax number (i.e. are able to issue an invoice) and have evaluation, research, impact study or similar and/or consultancy as their object of activity, which can be proven by legal documentation.** In case the evaluation is conducted by a team, the team should ideally be diverse and gender balanced.

#### **Required experience and skills:**

- At least 3 quality evaluations/impact studies prepared for 3 different projects. Examples can be annexed unless confidential. Previous experience in conducting evaluations of projects in the area of access to justice and/or child justice is a significant asset.
- Proven skills in using quantitative and quality data collection and analysis methods.
- Strong understanding of diversity and inclusion incl. age, gender and diversity sensitivity aspects.

- 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 data collection and production of quality reports. Knowledge of the local language in the implementing countries is an asset, but not strictly required.
- Strong computer proficiency to prepare quality written reports with clean data visualization and presentation of findings.
- 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.
- Capacity to issue invoices with tax registration in Europe (UK and Switzerland included).

| <b>Contract awarding criteria:</b>  | <b>No. of points</b> |
|---|----------------------|
| <b>Technical Offer – best approach:</b><br>The Technical Offer will contain: Methodology and tools proposed, showing understanding of the objective of the study and the Terms of Reference (ToR); A chronogram showing details for the realization of each of the evaluation phases. The best Technical Offer will be granted with 50 points out of the total score of 100.  | <b>50 points</b>     |
| <b>CV and expertise corresponding to the required criteria</b>  | <b>25 points</b>     |
| <b>Financial Offer –demonstrating congruence with the technical approach submitted</b><br>The Financial Offer will be granted with 25 points out of the total score of 100. Prices will be expressed in Euro and should be inclusive of all expenses, charges, taxes incurred by the Contractor in fulfilment of its obligations. Additional costs for logistics, transportation, accommodation, per diem etc. will not be covered separately by Tdh. | <b>25 points</b>     |
| <b>TOTAL possible</b>   | <b>100 points</b>    |

The points thus received will indicate the hierarchy of the bidders and the one that will be contracted. The Technical Offer will be evaluated by a Commission of 2 representative staff from Tdh Romania. All bidders will be informed by email over the results of the selection.

## 12. Budget

The proposed budget for the evaluation will be provided by the consultant in the Financial Offer. Upon the review of the Financial and Technical Offers, Tdh may choose to negotiate the final price with the preferred evaluator in light of the Financial Offer and Tdh's available budget. Tdh may also consider the quality and competitiveness of the Technical and Financial offers.

## 13. Application procedures

Questions relating to the assignment, the project or the application process can be submitted to the Evaluation Manager, Mihai Enache at [mihai.enache@tdh.ch](mailto:mihai.enache@tdh.ch). Answers that may concern all applicants will be shared with everyone as deemed necessary.

Interested applicants shall submit their application via e-mail to the following e-mail address: [mihai.enache@tdh.ch](mailto:mihai.enache@tdh.ch)

The e-mail should have the subject-line: **PRECISION final evaluation**. The deadline for submission is **20 March 2022 (23:59)**.

The application package shall include:

- Technical Offer – max. 10 pages;
  - Expression of interest
  - Methodology and tools proposed, showing understanding of the objective of the study and the Terms of Reference (ToR);
  - A chronogram showing details for the realization of each of the evaluation phases. The schedule proposed should include time for briefing and debriefing with Tdh representatives as far as possible.

The Technical Offer will be developed by the bidder on its own design, but it will not exceed 10 pages.

The Technical Offer will mention on the first page the following information: Company/NGO name, Address, Phone number, email, registration number, legal representative name and function, contact person (if different) name and function, phone number and email, if different. The Technical Offer will be signed and stamped on the last page by the legal representative, mentioning the company/NGO, name of the legal representative, date, signature, stamp.

- Financial Offer – with a detailed line-item budget, indicating costs in EUR. The indicated prices should be 1) NET amounts to be received by the consultant plus 2) all local taxes.
- Up-to-date CV of the evaluator(s) – max. 3 pages/CV;
- Example of previous work carried out (if any, unless confidential or if it can be anonymized);
- Contacts of 3 professional references;
- Confirmation of legal registration (e.g. tax number, EU VAT number) of the applicant for providing evaluation services and the ability to issue an invoice.
- Declaration of impartiality (in the applicant's format).

Applications – incl. all annexes – must be in English. 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 the receipt of each application within 1 working day.

**The assessment of the applications** will last until the 23rd of March.-During the evaluation process, Tdh Romania, may ask for clarifications and check the references provided.

## 14. Reference documents and annexes

<https://tdh.ro/en/precision-rehabilitation-empowerment-children-and-support-youth-offenders>

<https://www.tdh.ro/ro/proiectul-precision-la-inceput-de-drum-0>

<https://www.hotnews.ro/stiri-esential-25153673-mentorii-care-dau-tinerilor-viitor.htm>

<https://childhub.org/en/child-protection-news/interview-mentorship-coordinator-youth-detention-romania>

<https://www.hotnews.ro/stiri-esential-25169519-mentorii-care-dau-tinerilor-viitor.htm>