



Terms of Reference

Assessment of Children in Families Zambia/Cambodia Country Systems Approach

Background

GHR Foundation exists to be of service to people and their limitless potential for good. Alongside our partners around the world, GHR re-imagines what is possible when pursuing change across our areas of impact: Education, Global Development, Alzheimer's Prevention and more. Recognizing that faith actors are leading a growing effort to do development differently, we are working together to build transformational coalitions fueled by faith and innovation.

We are guided by shared values, a well-stewarded strategy and responsible governance. For more than 50 years, the legacy of Opus Group founders Gerald and Henrietta Rauenhurst (GHR) has steered our optimistic and transformational philanthropic approach.

Within our Children in Families initiative, GHR envisions a world where all children—especially those at risk of losing or without parental care—are living in a stable, positive, long-term family or family-like environment. Global research demonstrates that children raised in families or family-like settings have better cognitive, emotional and social outcomes than those living outside family care.

GHR's Children in Families (CIF) initiative therefore aims to:

- Strengthen family cohesion;
- Reduce the flow of children into and increase the flow of children out of orphanages;
- Transition children separated from their families into stable family environments;
- Pursue systemic change through government-led and sustained family-based policies; and
- Leverage funding and the proliferation of best practices throughout the global care sector.

GHR focuses its CIF investments on three key spheres of influence: 1) Country-level systems change in Zambia and Cambodia; 2) Faith actors engaged globally in providing for and contributing to care for vulnerable children and families, with a particular focus on Catholic sisters around the world; and 3) Key global stakeholders and actors across the care sector. In all three areas, GHR focuses its support on strengthening and solidifying systems that prioritize family and community-based care for children.

Context and Rationale

The ultimate goal of GHR's Children in Families (CIF) initiative at the country level is to provide the support necessary to bring about long-term, sustainable, systemic impact in the form of robust and resilient child protection infrastructure and systems. The long-term sustainability of these systems is ultimately the responsibility of each national government. Therefore, GHR focuses its support on helping each country achieve "tipping points" in five critical systems components (or building blocks):

1. Research: Filling knowledge gaps
2. Funding: Government and philanthropy
3. Government policy and practice: National, provincial, and local
4. Civil society engagement: Direct service provision and collaboration
5. Workforce development: Knowledgeable, skilled, and supported workforce

GHR recognizes that addressing all five of these building blocks cannot be done by a singular entity working in isolation. It requires a committed, long-term, collaborative effort across a variety of stakeholders, leveraging each of their strengths to bring about broad change. As such, GHR currently funds multiple partners in both Zambia and Cambodia to work in a coordinated fashion to strengthen social welfare systems at both local and national levels.¹ While the structure of this collaborative grantmaking approach differs slightly between the two countries, the goal of national level impact in each country is the same.

Since 2014, GHR has supported six partners in Zambia (UNICEF, All Children Everywhere/CACZ, CMMB, Catholic Relief Services, ZAS, and Save the Children) who are working collaboratively to strengthen the alternative care system for vulnerable children and families under the leadership of the Ministry of Community Development and Social Services (MCDSS). The close connection to the government and emphasis on its leadership in this systems strengthening effort manifests itself in a more "top-down" approach, but one which has direct connection to and impact at the community level.

In Cambodia, GHR has supported partnerships with seven locally led organizations (Holt International, This Life, Angkor Hospital for Children, M'Lop Tapang, Children in Families Cambodia, First Step Cambodia, and M'Lup Russey) since 2015. Although they all operate in different regions of the country, these seven partners coordinate on shared learning, practice, and policy influence through their GHR funding, as well as actively engage with the larger, national Family Care First effort led by Save the Children (and also funded partially by GHR). As a result, GHR's collaborative grantmaking in Cambodia takes a more "bottom-up" approach aiming to elevate best practice and learning from the local level up to national reform efforts.

GHR's collaborative grantmaking approach to social welfare systems strengthening in both countries is new to the foundation as well as to the care sector as a whole. Thus, this scope

¹ This coordination includes meeting together on a consistent basis to share progress updates, discuss upcoming work, and align overall approach to government needs/mandates. Partners also integrate their project activities where/when possible. In addition, all partners collect individual project data that feeds into a common performance measurement system in each country to track overall progress of the collective effort.

of work will assess the hypothesis that the overall goal of a resilient country-level child protection (CP) system will be reached through the collective attainment of tipping points under each of the five CP system components. The assessment of the CIF initiative in Zambia and Cambodia should consider the relevance of the systems approach given the context of each country, examine GHR's contribution via its partners towards the identified tipping points to date, and project what time-bound effort is needed, and under which system building block(s), in order to reach sustained country-level systemic change. It is assumed that when all five tipping points are achieved, care reform will continue in the country with or without additional external investment. Given the dual geographic focus, this study will examine in-country as well as cross-country factors related to the tipping points of each of the five system building blocks, what is different about system change in each country context, and to what extent the systems change approach is generalizable to other countries.

Objectives

The overall goal of the CIF country systems approach assessment is to:

Assess the relevance, resiliency, and progress of GHR's CIF initiative country-level systems approach to strengthening holistic child protection systems in Zambia and Cambodia.

The specific objectives across the two countries are to:

- 1) Assess the structure and relevance of GHR's country approach and five critical systems components (i.e., building blocks) in each country through a review of system change and measurement literature;
- 2) Define the tipping points, and corresponding SMART indicators, towards system-level change for each of the systems components (i.e., building blocks);
- 3) Examine the progress and underlying factors to-date towards reaching the identified tipping points in each country since inception of GHR's in-country efforts (i.e., September 2014 in Zambia, and December 2015 in Cambodia) through the review, analysis, and synthesis of existing data under key indicators developed under Objective #2 for each country; and
- 4) Provide specific, time-bound recommendations for further work needed in each country in order to reach tipping points not realized by the end of the latest CIF implementation period (i.e., December 2021 in Cambodia, and March 2022 in Zambia), as well as reflection on the generalizable nature of GHR's systems approach to other country contexts. Analysis and synthesis of progress according to tipping points should be stratified by the two implementation approaches utilized in Zambia and Cambodia to allow for examination of differential effect on key benchmarks towards system-level change.

Achieving these objectives should provide answers to the following:

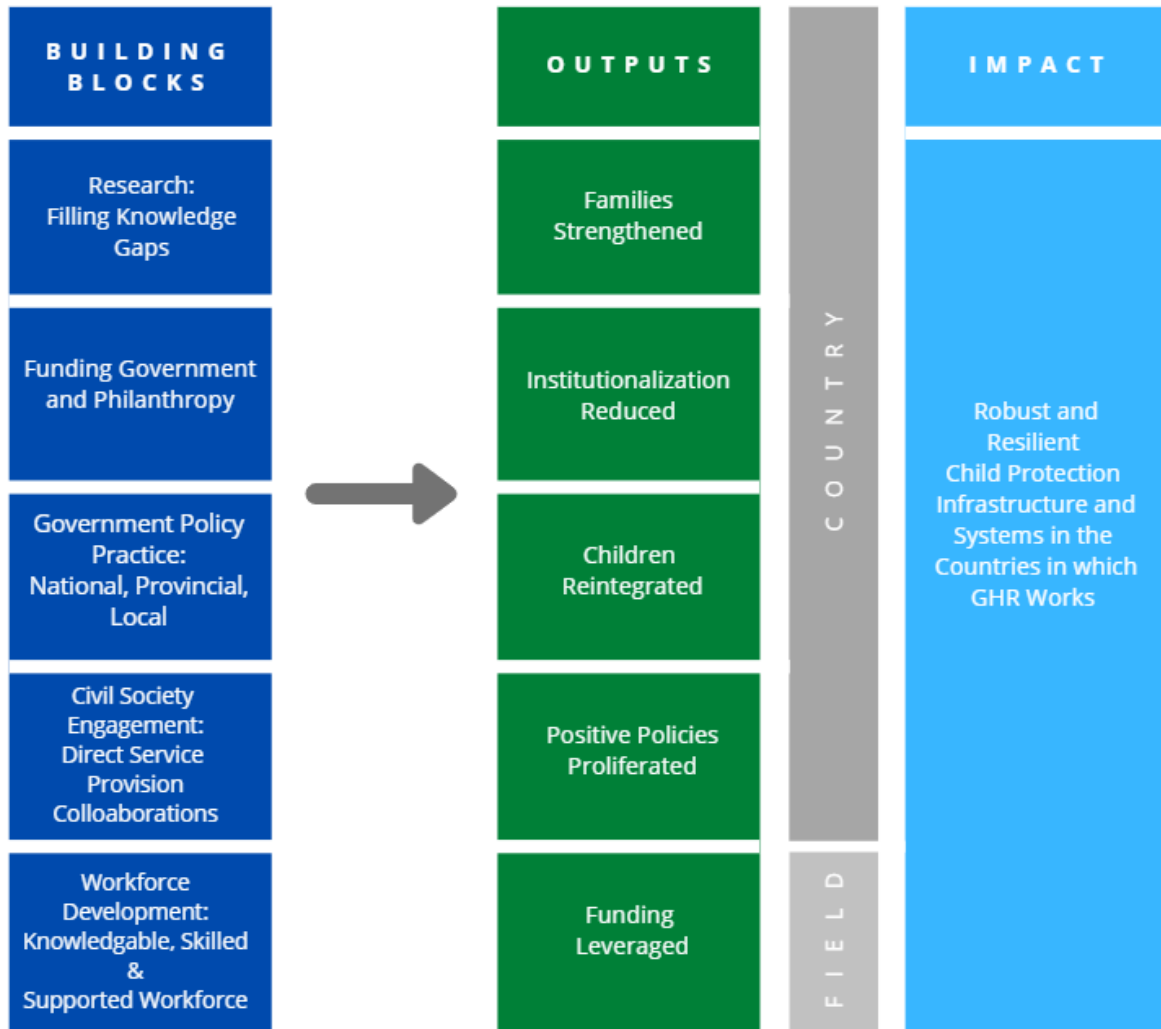
- How comprehensive are GHR's five critical systems components? To what degree is any one component more important than the others? What, if any, components are missing?

- To what extent is the notion of “tipping points” relevant in each country and to what extent might the concept be generalizable to other countries? What is needed to reach the tipping points, as well as sustain momentum beyond each tipping point?
- How far along is each country in its systems change process, and what might be different in each country about realizing sustainable systems change?
- To what extent are the critical systems components and the overall systems approach resilient enough to withstand current and future external shocks (e.g., the social and economic effects from COVID-19) in each country?

Proposed Methodology

The assessment in Zambia and Cambodia should use a systems effectiveness approach in order to examine the sequential components necessary to build an effective and sustainable CP system according to GHR’s Theory of Change (ToC):

Figure 1. GHR’s Theory of Change (ToC).



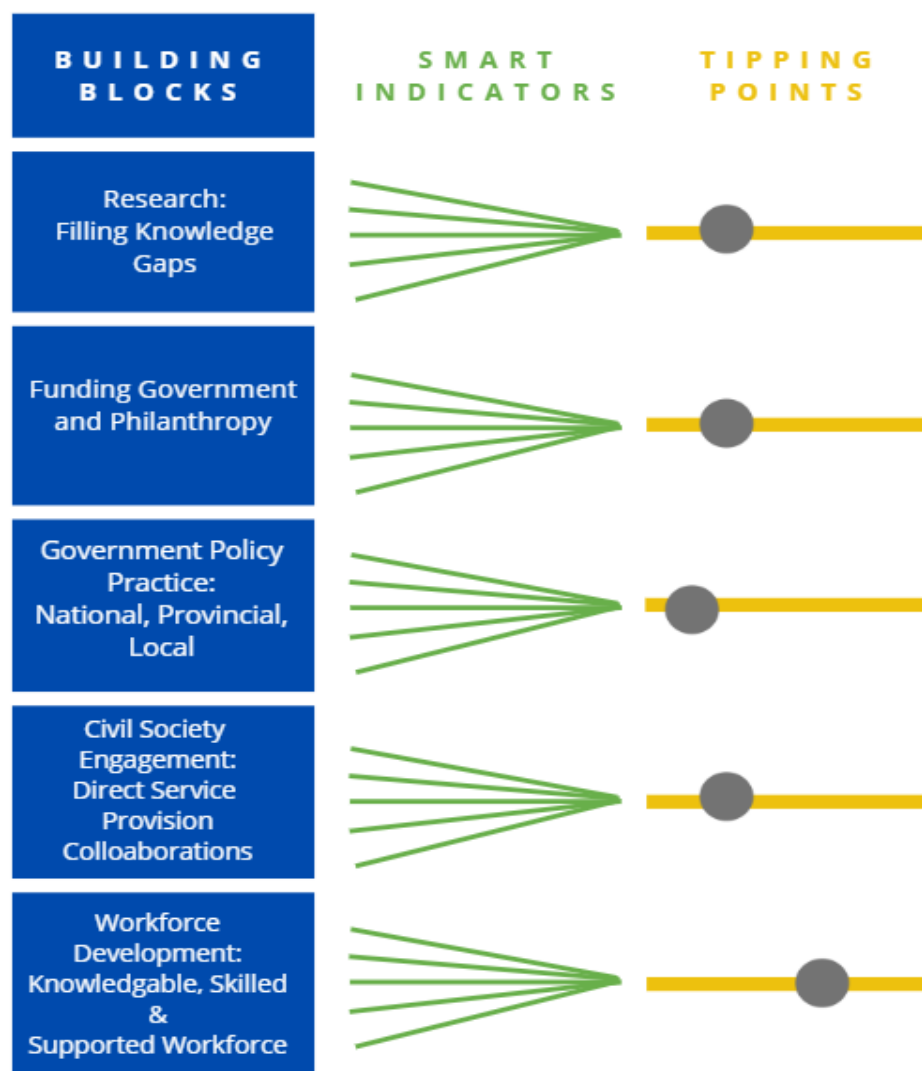
- There are five building blocks which contribute to the five outputs (intermediate goals) of GHR's intervention;
- The five outputs contribute collectively on the impact (overall goal) of GHR's work;
- The impact statement is an operationalization of what it means to have a robust and resilient child protection system at country level.

To this end, assessment objectives, and corresponding methodology will sit within GHR's overarching impact goal to build robust and resilient child protection infrastructures and systems in Zambia and Cambodia.

It is envisioned that examination of peer-reviewed and grey literature on systems strengthening and measurement will be utilized to identify universal tipping points under each of the five system building blocks. The tipping points will then be operationalized into SMART indicators² from which the country-level data can be analyzed. Country-level CIF data from Zambia and Cambodia will provide evidence-based information according to the SMART indicators in order to assess progress made towards each of the five tipping points under the building blocks. Time-bound recommendations will outline the steps necessary for future activities to achieve any unmet tipping point in order to ensure that the overall goal of a resilient, sustainable CP system is realized in both countries. All analysis and synthesis of country-specific data should be weighted according to the similarities and differences of CIF implementation in each country and how these factors might have negatively or positively impacted specific aspects of the broader system change efforts.

² The SMART framework is used to ensure the development of quality indicators. A SMART indicator is: Specific, Measurable, Achievable, Relevant, and Time-bound.

Figure 2. Tipping points (examples) and SMART indicator development, according to GHR's ToC.



- Each building block should have one tipping point statement, developed from a literature review and validated with CIF data;
- Each tipping point should have up to five SMART indicators, developed from a literature review and validated with CIF data;
- GHR will provide all country-level data to assess progress towards tipping points against the SMART indicators; and
- The assessment will determine where each country sits on the tipping point scales (demonstrated by the gray balls in the example above).

Envisioned Activities

The anticipated activities for each objective are:

Objective #1: Assess the structure and relevance of GHR’s country approach and five critical systems components (i.e., building blocks) in each country through a review of system change and measurement literature.

- Conduct desk review of system change and measurement literature;
- Conduct desk review of early GHR CIF strategy documents and country background information for Zambia and Cambodia, including a review of any initiative in each country also aimed at contributing to national systems strengthening;
- Draft inception report synthesizing analysis of GHR systems approach vis á vis leading theories of systems change and measurement, and assessing the “fit” and potential resilience of GHR’s approach for each country, including the addition of any critical systems components to fill critical gaps.

Objective #2: Define the tipping points, and corresponding SMART indicators, towards system-level change for each of the systems components through a review of system change and measurement literature.

- Develop draft tipping point statements for each critical system component (i.e., building block) using “universal” definitions, if possible, to limit potential for confirmation bias³ (e.g., “fishing for expected results”);
- Propose SMART indicators with GHR staff and M&E team for each tipping point, utilizing the desk review literature to offer a broader, universal perspective;
- Review draft tipping point statements and SMART indicators against available CIF country-level data to validate context-specific applicability and completeness of draft indicators;
- Finalize tipping point statements and 3-5 “universal” SMART indicators for each tipping point;
- Conduct one virtual CIF group discussion meeting and 3-5 virtual key informant interviews per country in order to clarify any emerging themes from the literature and triangulate information sources in order to narrow focus and identify measurable indicators under each content area;
- Revise tipping point statements and SMART indicators based on validation results;
- Draft list of intermediate outcome indicators according to available CIF country level data; and

³ Confirmation bias can be introduced by the researcher when information or patterns of results are consciously or unconsciously looked for in order to confirm ideas or opinions already set.

- Frame all indicators developed or defined according to GHR's ToC (see Figure 2) to ensure all data from the two countries is harmonized according to the interrelated and sequential steps needed to ensure robust, sustainable system-level impact.

Objective #3: Examine the progress to-date and underlying factors towards reaching the identified tipping points in each country since inception of GHR's in-country efforts (i.e., September 2014 in Zambia, and December 2015 in Cambodia) through the review, analysis, and synthesis of existing data under key indicators developed under Objective #2 for each country;

- Draft and execute a data collection and analysis plan based on reporting requirements of the indicators developed under Objective #2;
- Analyze and interpret results according to the inherent hierarchical structure of GHR's ToC (e.g., The two levels of data are both a product of activities at other process levels, as well as a necessary stepping stone to the ultimate goal of robust, sustainable CP system change);
- Examine CIF contribution to each of the five tipping points stratified by implementation approach in order to examine possible differential effect;
- Using evidence-based information gathered under Objective #1, consider how COVID-19 (as an example of an external shock) may have affected progress and impacted GHR's contribution towards the tipping points; and
- Highlight any observed differences between Cambodia and Zambia in progress towards each tipping point according to the main structural or procedural differences in CIF implementation by country.

Objective #4: Provide specific, time-bound recommendations for further work needed in each country in order to reach tipping points not realized by the end of the latest CIF implementation period (i.e., December 2021 in Cambodia, and March 2022 in Zambia), as well as reflection on the generalizable nature of GHR's systems approach to other country contexts. Analysis and synthesis of progress according to tipping points should be stratified by the two implementation approaches utilized in Zambia and Cambodia to allow for examination of differential effect on key benchmarks towards system-level change.

- Review of meta-analysis results against indicators developed under Objective #2 to identify further work needed to reach unmet tipping points under each building block;
- Use evidence-based information of cross-country progress towards tipping points;
- Consider what new approaches or interventions could support the progress towards each tipping point, alongside potential continuation of approaches already undertaken;
- Consider what partners or stakeholders would need to be involved or prioritized to carry out the identified recommendations for further work;
- Ensure that recommendations are time-bound and are presented in an actionable manner according to key implementing partners in each country.

- Draft and finalize the full assessment report, including reflection on the generalizable nature of GHR’s systems approach to other countries. The report should prioritize GHR as the primary audience and use the ToC as the main structure for presentation and synthesis of results across Zambia and Cambodia.

Proposed Timelines and Deliverables

Deliverable	Proposed Due Date
Commence work	November 2, 2020
Inception report	November 27, 2020
Draft initial tipping point definitions and SMART indicators list	December 18, 2020
Presentation to GHR staff of final tipping point definitions and corresponding SMART indicators including feedback/findings from validation exercise	January 29, 2021
Draft data collection and analysis plan	February 12, 2021
Presentation to GHR staff of preliminary cross-country comparison meta-analysis results	April 30, 2021
Draft final report of CIF country impact evaluation including visual map of progress towards tipping points in each country	May 21, 2021
Final report and presentation to GHR staff of CIF country systems assessment	June 18, 2021

Deliverables and due dates may be further defined and/or altered during the scope of the agreement as needed. Consultant will participate in GHR staff meetings as requested.

In addition, GHR is concurrently conducting additional evaluation efforts related to the current functioning of the CP system in Cambodia and Zambia, as well as the progress of GHR’s CIF efforts with Catholic sisters in Uganda. While all of these are considered distinct evaluation scopes of work, GHR anticipates various potential intersection points and linkages between them. Therefore, the consultant will be expected to participate in intermittent “roundtable” dialogues with GHR staff and other evaluation consultants to share insights and learning, and identify important overlaps.

Qualifications and Submission Guidelines

GHR invites experienced and qualified individuals/organizations to submit a brief proposal (up to 5 pages) describing your methodological approach and estimated time and budget. The proposal should include a brief summary of similar work undertaken in the past and short bios of the project team.

GHR expects interested parties to have significant experience in analyzing and evaluating global and national systems methodologies, as well as monitoring and evaluating programs

related to children's care, and be familiar with analyzing sector-level measurement frameworks.

Submissions should be e-mailed to Jessie Szopinski at jszopinski@ghrfoundation.org no later than 5pm CDT on Friday September 11, 2020. All inquiries regarding this TOR can be directed to the same e-mail address.