

## **Terms of Reference**

### **Evaluation of Family for Every Child**

#### **Introduction**

Family for Every Child is a global alliance of national civil society organisations working together to improve the life of vulnerable children worldwide. What makes our alliance unique is that it brings together grassroots organizations from around the world that have a deep understanding of the local challenges and needs of children and families in their communities, in their countries, and in their culture. Together, we have a stronger international, regional and national voice to advocate for change for the children in their countries, we learn from each other, we cooperate in projects together and with external partners, and we carry out context-based research that helps us advance our cause for children. Our work is supported by a small but engaged and diverse team of professionals based around the globe.

#### **Context**

Family for Every Child was established as an independent charity in 2014. The organisation was incubated by a London based INGO, EveryChild as part of a planned transition to a new alliance model. By March 2017, the EveryChild Board of trustees seeks to complete its planned transition and closure process, approving the full transfer of its assets and resources to Family for Every Child.

This decision will be taken on the basis of the following:

1. Current performance of Family for Every Child - an evaluation of the delivery of Family for Every Child's 2014-17 strategic plan, including an assessment of the actual and anticipated outcomes which will contribute to achieving our Theory of Change and our conceptual framework goals.
2. Family for Every Child's future plans - including a plan for the use of EveryChild's resources and an assessment of the impact on the organisation of receiving such resource.
3. Due Diligence of EveryChild and Family for Every Child.

The following principles will be applied to the process:

- The process will aim to be consultative and engage all relevant key stakeholders
- The intention will be to use methods that embed systems for the long-term not just as a one-off exercise
- The approach will be a critical reflection and learning opportunity with wider benefits for strengthening Family for Every Child.

#### **Purpose**

We are seeking a consultant/s to act as a critical expert who will provide an informed external perspective on Family's approach to the evaluation of our strategic plan (bullet point one above). The consultant/s will help to design and develop an appropriate monitoring and evaluation methodology and tools, and support their use and application in this evaluation. We wish to use this assignment to develop our overall monitoring and evaluation policy, approach, methodology and tools for the longer-term, and we see this as a critical outcome of the assignment. We expect our consultant/s to facilitate our learning in this regard, guide us on options and good practice, and work with us closely to ensure appropriate knowledge transfer so that we can effectively utilise the approach and tools developed in our monitoring and evaluation in the future.

The methodology will be appropriate to measuring the outcomes achieved by an international network. This will cover internal outcomes in terms of the vibrancy and effectiveness of the network and the strength of interrelationships that bind the network together. It will also look to capture both actual and anticipated external outcomes placing greater emphasis on what is emerging rather than on what is planned.

We plan to use 4 lenses in the evaluation:

1. Member lens  
The members will be asked their perspective on Family for Every Child, its development, the results that have been achieved, the anticipated results that will be achieved and the value that Family membership has brought to their organisations.
2. Governance lens  
The Board and Secretariat will be asked to provide a strategic and operational perspective on Family's development, existing position and future plans.
3. Independent lens  
The consultant/s will act as a critical expert who will provide an informed external perspective on Family's approach to the evaluation.
4. External lens  
Other organisations and stakeholders will be asked their views on Family's development and contribution to change, both actual and potential.

The consultant/s will support the implementation of the evaluation, particularly where it involves the engagement of our member organisations. Here, the consultant/s will play a key role in ensuring that members feel confident that their feedback is being managed in a neutral and independent way. The consultant/s will also play a lead role in validating the methodological basis for the findings, analysis and recommendations. We anticipate that our consultant/s will need to combine "doing" with "advising, guiding and supporting" in an appropriate way which will be agreed upfront as part of the inception of the assignment.

The consultant/s will work alongside an existing working group who are supporting the process of asset transfer between EveryChild and Family for Every Child. The consultant/s will need to work closely with this group to ensure that the evaluation is fully integrated within the wider asset transfer process.

The administrative arrangements for the evaluation will be carried out by members of Family's Secretariat staff team, for example, contacting member organisations, arranging meetings and reviews and project managing the assignment within Family.

We are in the process of determining how best to resource this piece of work internally, and we also understand the importance of involving our selected consultant/s in the final decisions in relation to the approach we take, and the detailed design of the assignment. We are open to discussing and agreeing this with our selected consultant/s, to ensure we get an appropriate balance between what is done internally (with the consultant/s' guidance and support as relevant) and what is done directly by the consultant/s.

## **Outputs**

A report that covers:

- An assessment of the appropriateness of the tools developed to monitor and evaluate outcomes
- An assessment of the validity of the data gathered through the application of these tools
- A verification of the robustness and independence of the analysis and findings.

Together with a range of direct deliverables to be agreed, such as:

- documented options for methodology and tools
- training and workshops as relevant to transfer knowledge and skills to key personnel within Family
- as agreed, direct evaluation findings using the agreed methodology and tools.

### **Timeline**

January – May 2016

Assessment of existing monitoring and evaluation processes and tools; design and development of an appropriate methodology and tools for Family's evaluation; support with the implementation of the evaluation.

June - July 2016

Draft report presented to the Family for Every Child Board; report finalised

August 2016

Final report delivered to Family for Every Child.

### **Essential and Desirable experience**

The consultant/s will bring extensive experience of working on the monitoring and evaluation of networks/alliances, ideally international networks and those that have a membership of national organisations.

Demonstrable experience of monitoring and evaluation of advocacy will also be essential.

An understanding or a rights based approach is required and some experience of working on child rights would be desirable.

Demonstrable experience of training and knowledge transfer, supporting client organisations to acquire skills and knowledge and take forward monitoring and evaluation approaches in a sustainable way is also critical.

### **How to apply**

Please send an expression of interest to [laurie.smith@familyforeverychild.org](mailto:laurie.smith@familyforeverychild.org) by Monday 23 November, outlining the following:

1. in brief, your understanding of our requirements
2. in brief, the monitoring and evaluation approaches which you think are most suitable for Family, and which you would like to explore further with us
3. the approach you would propose for the assignment, including your proposals for how best to structure the assignment to ensure an appropriate balance between direct evaluation activity and knowledge transfer to Family, and between the consultant/s and Family

4. your credentials for this work, including examples of relevant experience and of the approaches included in 1 above
5. the summary CV/s of the individual consultant/s proposed for the assignment
6. your proposed fees and timescales for the work, together with any variations or options arising which are dependent on the precise agreement of how tasks will be allocated between Family and the consultant/s in the inception phase of the assignment.

Please limit your expression of interest to 4 pages, excluding appendices/CVs. We plan to invite shortlisted consultants to selection meetings during the first two weeks of December 2015.