



Terms of Reference Project External Evaluation

« SOCIAL TRANSFORMATION THROUGH INTEGRATED DEVELOPMENT »

Project

April 2022- March 2025

PARTAGE - SARD

October 2024

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1. General Overview of the Components of the Evaluation

1.1. Stakeholders presentation

1.1.1. PARTAGE

PARTAGE is an international solidarity association dedicated to helping underprivileged children. For over 50 years, PARTAGE has supported initiatives that remove barriers to the overall development of children, ensuring they can receive education, healthcare, and protection while also fostering the development of their communities. Since its inception, PARTAGE has chosen to work in partnership with local actors, thereby reinforcing the capacities of local civil societies and ensuring the sustainability of implemented actions. By providing human, financial, and technical support, PARTAGE defines itself as a partnering organization. Its network of local partners currently includes 25 associations in 18 countries across Africa, Asia, the Middle East, Latin America, the Caribbean, and Europe.

PARTAGE supports initiatives related to child development, particularly those aimed at ensuring that the most disadvantaged children have access to quality education. In India, PARTAGE supports educational initiatives through its collaboration with SARD, which aligns with the country's public policies on education and child protection.

1.1.2. SARD

SARD empowers underserved populations through quality education and healthcare. Supported by leading corporate partners and International Civil Societies, it serves the most deprived communities in India through 13 field offices across 9 states with a team of professionals. SARD is a non-profit organisation registered as an Indian Society.

Its work, largely in collaboration with the government, communities and schools involves many innovative projects that have been recognized for their credentials, innovations, and significant impact on larger systems. These projects have been replicated by various state governments and the National government. SARD is also completed all the relevance compliance with national government.

Over the past 25 years, SARD has received numerous national and international awards and has been endorsed many times. SARD has many innovative models. Recently, SARD launched an advanced digital bus for the students of *Kendriya Vidyalayas*. In collaboration with state and national governments, it has developed multiple educational modules, including 11 on environmental science and inclusion and diversity with NCERT. Its content has garnered several national and international awards, reflecting its commitment to quality and innovation.

SARD has been implementing «*Social Transformation through Integrated Development*» project sponsored by PARTAGE since 2015. The intervention has been in operation for over a decade and has achieved significant milestones in Moradabad and extended its work to Delhi to pursue technological innovations and consolidated that for its mainstreaming in Moradabad. There has been convergence ensured by SARD on Protection in collaboration with Child Line Foundation, Early child hood education in collaboration with World Reader, enhancing digital capabilities of school children with CLAP vehicle sponsored by Hewlett Packard and setting up of libraries etc with local support organizations. Other convergence has happened from time to time, which shall be evaluated holistically through this study.

1.1.3.PARTAGE/SARD Partnership

PARTAGE and SARD have been collaborating since January 2015 to implement a program aimed at strengthening disadvantaged groups in society through the promotion of education, healthcare, right and protection focusing beneficiaries in the Moradabad area of Uttar Pradesh.

This partnership is marked by the signing of a convention in 2015 for an indefinite duration. The three-year projects supported by PARTAGE have followed this sequence:

- An annual project in 2015
- A three-year project from 2016 to 2018
- A three-year project from 2019 to 2022
- A three-year project from 2022 to 2025

In parallel with its involvement in the "Social Transformation through Integrated Development" project, PARTAGE has supported and assisted SARD in strengthening the capacities of its teams (capacity building plans for 2017-2018 and then 2019-2021).

1.2. Project presentation

1.2.1.Area of Intervention and Issues Addressed

The area of intervention for the project is located in the Moradabad district of Uttar Pradesh, India. This region is characterized by a dense population, high poverty rates, and limited access to education and healthcare. Children, especially those from disadvantaged backgrounds, often face challenges such as school dropouts, malnutrition, and vulnerability to abuse.

The project aims to address these issues through targeted interventions, including:

1. Education: Implementation of tailored educational programs that promote access to quality education for underprivileged children, with a focus on including girls and children with special needs.
2. Health and Nutrition: Awareness and access to primary healthcare, as well as nutrition programs to combat child malnutrition.
3. Child Protection: Strengthening community capacities to protect children from violence and exploitation, and promoting children's rights.

These interventions aim to improve the well-being of children and strengthen community capacities, thus creating an environment conducive to sustainable development.

1.2.2.Project description

Since early 2022, PARTAGE has been supporting the project "Social Transformation through Integrated Development" located in the Moradabad district of Uttar Pradesh.

The general objective is to contribute to support children and young adults in improving their learning proficiency while building child friendly communities.

The expected Results are as follows:

- 1.1 By year 2025, 20-30% of children assessed for learning proficiency skills are showing improvement;
- 1.2. By year 2025, 60% of children identified as out of school are enrolled and attending school regularly from project schools;
- 1.3. By year 2025, 65% of teachers trained under project are using improved pedagogy skills in classrooms and technology.
- 2.1. 70% of adolescent girls are being following all aspect of menstrual health management by 2025;
- 2.2. By 2025, 65% of school going children have improve nutritional levels;

- 2.3. By 2025, there are 40% drop in reported absent to illness rising out of unhygienic lifestyle;
- 2.4. By 2025, the improvement in service outreach of Anganwadies and front-line health workers by 60% on issue related to MCH and RCH services;
- 3.1. By 2025, 75% of intervention schools have safe mechanism to report child abuse, protection related issues and will resolve with State mandated Child Protection structure;
- 3.2. By 2025, Advocacy and Networking for Education, Health and Protection are strengthened;
- 3.3. By 2025, Capacity building for the management team and staff, including governance, has improved the effectiveness of SARD programs and system.

The Direct and indirect beneficiaries are as follows:

| | |
|-----------------------------------|--------|
| Direct beneficiaries – children | 12.068 |
| Direct beneficiaries – adults | 12.104 |
| Indirect beneficiaries – children | 30.802 |
| Indirect beneficiaries – adults | 24.208 |

2. Objectives of the Evaluation

2.1. Context of the Evaluation

PARTAGE is in the process of strengthening its system for conducting external evaluations in cooperation with its partners, in line with its strategic orientation plan (by 2030).

SARD, collaborating with various partners and international donors, already has experience in project evaluation. As a matter of fact, SARD has adequate past experience of evaluation of its initiatives and eagerly look forward to this exercise and contribute to showcase achievements and learn from recommendations. Other donors support this project in addition to Partage. No evaluation of this project has been conducted, and no evaluation is planned to date by these donors.

For PARTAGE, this is the first evaluation of this project. The recommendations from this evaluation will inform the joint reflections between PARTAGE and SARD for the development of the next three-year plan from April 2025 to May 2028.

2.2. Expectations of the evaluation

This external evaluation will analyse the results of the project "Social Transformation through Integrated Development" implemented during the phase of the three-year plan (April 2022 to March 2025) and will provide recommendations for the development of the next three-year plan (April 2025 to March 2028).

This study will assess the progress made during the last three years of implementation (three-year plan 2022-2025).

This will help identify the areas of intervention to pursue, extend or strengthen as well as evaluate whether the intervention areas need to be reassessed (strengthening/leaving some areas, or extending). Finally, potential synergies with field actors and institutional partners will be identified.

Particular attention will be given to children's rights and child protection, as well as to the areas of

education, health, nutrition, and technological innovations.

The evaluation will therefore address two main expectations:

- Evaluate the results achieved at the end of this three-year project;
- Formulate recommendations for the continuation of the project (three-year period from April 2025 to March 2028).

2.3. Main Evaluation Questions

2.3.1. Project relevance, consistency and intervention strategy

- ✓ Are the activities implemented consistent with the realities and needs of children?
- ✓ Are the activities implemented consistent with the realities and needs of the communities?
- ✓ Do the activities implemented contribute to achieving the objectives of the National strategies and policies regarding education and protection?
- ✓ Is the project being implemented adapting to changes in the intervention context, particularly concerning digital development and the post-COVID situation?
- ✓ To what extent is the intervention carried out by SARD consistent and complementary with the actions taken by local institutional actors in education, protection, and health in the project area?
- ✓ To what extent is the intervention carried out by SARD consistent and complementary with the actions taken by other local actors (associations, NGOs, civil society organizations) in education, protection, and health in the project area?

- ✓ Does the implemented project follow a holistic approach? Is this approach to be strengthened? What recommendations can be proposed?
- ✓ Do the activities implemented contribute to achieving the overall objectives of the project?
- ✓ Does the intervention strategy and the actions of the project still meet the priorities and needs of the beneficiary populations, particularly children?
- ✓ Does the project's intervention strategy appropriately position itself as supportive of state actors, or does it risk substitution?
- ✓ Is the work of coordination and synergy with other actors relevant, coherent, and does it enable the achievement of the project's objectives?
- ✓ Is the work of coordination and synergy with the project's other donors ethical, relevant, and consistent?
- ✓ How does the project supported by PARTAGE fit into SARD's overall strategy?
- ✓ How could this project be integrated into a capitalization approach with other PARTAGE partners and scaling-up efforts?

2.3.2. Effectiveness and Efficiency of the Project

- ✓ What are the main achievements obtained at the time of the evaluation, and how do they contribute to achieving the expected results?
- ✓ Have the activities planned in the project documents been carried out as planned? If not, how can this be explained? What internal or external factors facilitated or were obstacles to the achievement of the planned activities and the expected results of the project, and why?
- ✓ Did the implemented activities allow for the achievement of the expected results for this project? If not, which activities should be prioritized for the new three-year plan?
- ✓ Has the monitoring and evaluation system and the project tracking tools enabled the assessment of the project's results?

- ✓ Were the resources (material, human and financial) sufficient and appropriate in relation to the objectives and expected results?
- ✓ What is the level of resources that has been effectively dedicated to the final beneficiaries compared to the implementation cost of the project? How could it be improved?
- ✓ Have project financial resources been over- or under-spent and why?
- ✓ What is the level of resources that has been effectively dedicated by type of final beneficiaries compared to the implementation cost of the project? How could it be improved?
- ✓ Is the extent of the field of intervention a barrier to achieving the project's results?

2.3.3. Project sustainability

- ✓ What are the effects of the action on the different target groups? Has the project had any unforeseen positive or negative effects?
- ✓ Are the project's results sustainable?
- ✓ What are the prospects for the continuation of the project in relation to the evolution of the institutional context (authorizations, MoU...)?
- ✓ Do the capacity-building activities for the project's state and institutional actors enable the adoption of good practice in education, protection and health?
- ✓ What is the actual level of involvement of the different players (and in particular the public authorities in terms of their mandate and theoretical skills) in the project?

- ✓ Is the level of involvement of the relevant stakeholders related to child safeguarding in the project sufficient? Can it guarantee sustainability? If not, what can be done to encourage better integration of each stakeholder?
- ✓ What level of involvement can and should be expected from each type of stakeholder in the project?
- ✓ What are the barriers to the involvement of different actors in the project?
- ✓ In what way does their involvement contribute to establishing the basis for continuing the project in a new three-year period?
- ✓ How does the project promote the autonomy of the various partners involved?

2.4. Expected recommendations

In order to inform the development of the next phase of the project (April 2025 - March 2028), concrete recommendations are expected regarding:

- The role of digital education in the project,
- Do the areas of intervention of the project (education, protection, and health) effectively address needs in a holistic manner?
- The intervention areas: should current areas be maintained or scaled up in other regions?

3. Methodology

3.1. Available Sources of Information

- Context documents: protection policy, previous project evaluations conducted by other partners
- Partnership agreements
- Project documents (proposal and budget)
- Activity programming
- Project reports (narrative and financial)

- Documents produced as part of the project (activity tools, database, capitalization sheets, monitoring and evaluation framework, etc.)

3.2. Main stakeholders to be involved

In order to collect the most comprehensive information possible, the consulting team will request interviews with a variety of actors:

- SARD project team
- Partage project team
- community partners,
- children,
- school's administration and teachers
- CLAP implementation's officers
- Government officials and institutions of intervention
- local administration
- MCD school administrator, teacher and children in Delhi
- National govt. Institutions and rep. In Delhi
- Convergence partners viz. Worldreader, HP, Asia foundation/ Pratham books, National Book Trust, National Science Centre, etc.
- District Child Protection office/ JJ Board, Child help line
- DPO/ CDPO/ CMO/BSA

Local stakeholders to be interviewed are located in the following places: Chakkar Ki Milak, Fakeerpura, Sabjipur or Nanpur or Kazipur and MCD school children in Delhi.

3.3. Methodology

The main proposed steps for conducting the evaluation are as follows:

Preparatory work

- ✓ Document review: review of the existing project documents and project background.
- ✓ Discussions with the evaluation steering committee (validation of data collection tools)
- ✓ Preparation of a scoping note

Field mission in India

- ✓ Discussions with the SARD team
- ✓ Document review: consultation of documentation available at SARD
- ✓ Discussions with project partners
- ✓ Field surveys and interviews with target groups and project beneficiaries
- ✓ Feedback on the evaluation in the field in India and remotely with other SC members.

Feedback & Presentation of the evaluation

- ✓ Preparation of the draft report
- ✓ Discussions with the steering committee based on the draft report
- ✓ Preparation of the final report
- ✓ Validation of the final report and final feedback

The methodology for conducting the evaluation will be detailed by the consulting team in their proposal. The quality of the proposed methodology will be a key criterion in the final selection of the consultants.

The evaluation must be participatory. To achieve this, a methodology that facilitates the active participation of all actors involved in the project's implementation is expected. We recommend using participatory diagnostic techniques (direct observation, focus groups, interviews, etc.) that will not only analyse the results of the action but also capture the perceptions and assessments of the various stakeholders regarding the project. Thus, emphasis should be placed on a qualitative analysis of the project and the stakes for the different stakeholders.

4. Operational issues of the evaluation

4.1. Supervision of the evaluation

A steering committee -consisting of PARTAGE, SARD, and local government officials from Moradabad and Delhi- will contribute to the management of this evaluation. Each member will have the following roles and responsibilities:

- Representatives from PARTAGE and SARD will analyse the submitted proposals, select the consulting firm, attend the scoping meeting, review the deliverables, and support the various planned feedback sessions.
- The SARD team will assist the consulting firm in preparing for the field mission.
- The state representative will be consulted for input on the choice of consultants and will also attend the final feedback session.

This committee will include the following representatives:

- For SARD: Mr. Sudhir Bhatnagar, CEO – SARD; Mr. R. Narendhar, Director (Programme) - SARD; Mr. Manjir Ghosh- Consultant- SARD and Ms. Lotika Jacob Project Lead - SARD field unit Moradabad
- For PARTAGE: Elisa Fily, Project Manager for Asia-Caribbean, and Marie Benketaf, Monitoring, Evaluation and Learning Manager.

4.2. Evaluation Schedule

The schedule for the evaluation is as follows:

| | |
|--|--|
| 15 th of October | Call for tenders |
| 10 th of November | Deadline for the reception of the tenders |
| 11-15 th of November | Tender’s analysis and selection |
| Between the tenders’ selection and the scoping meeting | Analysis of the project’s documents by the consultants |
| Between the 18 th and the 20 th November | Scoping meeting (remote) |
| Between the 20 th and the 27 th November | Submission of a framework note by the consultants |
| Between the 27 th and the 29 th November | Framework note’s approval by the SC |
| Between the 2 nd and the 20 th December | Field visit evaluation |
| Before Jan 17 th | Submission of the interim report |
| Between the 17 th and the 24 th of January | Revision of the interim report |
| Between the 24 th and the 31 st of January | Presentation of the evaluation results (main issues & lessons learned) |
| Around 31 st January | Submission of the final report |
| Before the 7 th February | Approval of the final report |

4.3. Composition of the evaluation team and expected qualifications

The evaluation team will consist of a minimum of two people, with at least one established in India.

The consultants must demonstrate the following skills and experiences:

- Significant experience in the field of international solidarity.
- Strong field experience in development project evaluation (at least 5 years).
- Solid experience in evaluating projects in education, child protection, and health and nutrition (at least 2-3 references for successful execution).
- A degree in education, social sciences, child protection, or any other relevant discipline for this evaluation.
- Very good knowledge of the Indian educational system, its issues and challenges, as well as the child protection system in India, its issues and challenges.
- Familiarity with the intervention area (Moradabad and Delhi).
- Proficiency in Project Cycle Management.
- Proficiency in English and Hindi.
- Ability to maintain the confidentiality of information gathered from the target population; excellent understanding of protection and safeguarding issues.
- Ability to observe, analyse and summarise. Autonomy, diplomacy and open-mindedness required.
- Excellent writing skills.

4.4. Selection Process

The selection of applications will be based on the following criteria:

- Qualifications, experiences, and competencies of the consultants, including country knowledge and prior successful collaboration between the consultants;
- Experience and knowledge of the project's issues to be evaluated;
- Overall understanding of the terms of reference;
- In-depth analysis of the evaluation's objectives and the specific questions;
- Proposed methodology;
- Detailed pricing and cost of the service, along with the timeline for execution.

4.5 Expected Deliverables

The evaluation team will be required to produce:

- A scoping note presented to the Steering Committee, which must be validated before the field mission. This note will provide a concise overview of the project and summarize initial investigations based on document reviews and discussions held prior to the field mission. It will include the methodology and work plan for the mission, the questions and hypotheses that the evaluators will address in the field (in electronic format, Word), the number of interviews to be conducted with various stakeholders, and their processing methods.
- A feedback session at the end of the field mission with the main key actors of the evaluation.
- A provisional report concluding the evaluation will be submitted to the Steering Committee for feedback (in electronic format, Word).
- Once the Steering Committee's feedback is incorporated into the provisional report, a final report will be sent electronically.
- A presentation of the main conclusions and recommendations will be conducted remotely. This will provide an opportunity to discuss these with the Steering Committee.

This final report will include:

- a) a main report (maximum 50 pages excluding appendices) that will contain:
- A reminder of the context, objectives, and methodology used;
 - Detailed observations and results of the evaluation in response to the evaluative questions;
 - Concrete recommendations for the project;
 - A SWOT analysis of the project;
 - An appendix including the detailed timeline of the evaluation mission, the various individuals met, and the tools used (interview guides, focus group facilitation templates, etc.).
- b) A summary – executive summary (maximum 5 pages) presenting, after a brief general overview, the main conclusions and recommendations.

All deliverables will be submitted in English in electronic format (Word format).

4.6 Available Budget

The maximum budget available for this evaluation is €10,000. This amount includes fees, per diem, and travel expenses as described in Annex 2.

4.7 Application Procedures

Technical and financial proposals should be sent via email, specifying the subject "EVAL/SARD" before midnight (French time, UTC+02, New Delhi time UTC+5:30) on November 10th at the latest to:

- Elisa Fily, Partage Project Manager for Asia-Caribbean elisa.fily@partage.org
- Sudhir Bhatnagar, CEO SARD: sudhir.bhatnagar@sardindia.org

To be considered, applications must include a technical proposal following the template provided in the annex, the CVs of the proposed consultants, and a financial proposal (quotation).

Annexes

Annex 1: Template for the technical proposal

Annex 2: Quotation template

Annex 1: Template for the Technical Proposal

Responses to the Terms of Reference should be organized around the following sections (maximum 10 pages excluding annexes):

1. **Understanding of the Terms of Reference** This section will describe, among other things, the understanding that the proposed team has of:
 - The presented Terms of Reference;
 - The project context,
 - The project itself.

2. **Working Methodology and Expected Results** This section will describe, among other things:
 - The proposed methodology to achieve the evaluation objectives in a documented and reasoned manner;
 - An indicative timeline ;
 - The expected results;
 - The limitations of the evaluation;
 - Any other information that facilitates a good understanding of the method used.

3. **Composition of the Evaluation Team** This section will describe, among other things:
 - The composition of the team;
 - The profiles of the experts;
 - The complementarity of the experts;
 - The strengths of the proposed team.

4. **Annexes**
 - The CVs of the experts;
 - The quotation for the service (see provided template).

Annex 2 : Quotation Template

| Item Description | Unit Cost (incl. tax) | Quantity | Total (incl. tax) |
|---|-----------------------|------------|-------------------|
| Fees | | | |
| Lead consultant (number of days) | | 0 days | 0 € |
| Associate consultant (number of days) | | 0 days | 0 € |
| Per Diem | | | |
| International | | 0 days | 0 € |
| Local (India) | | 0 days | 0 € |
| Travel Expenses | | | |
| International travel (with receipts) | | Round trip | 0 € |
| Local travel (non-field mission) (with receipts) | | Round trip | 0 € |
| Local travel (field mission - vehicle rental, fuel, etc.) | Fixed rate | 0 | 0 € |
| Other Expenses | | | |
| Report reproduction costs, secretarial, translation, etc. | | | |
| TOTAL SUBTOTAL | | | 0 € |
| Contingencies (5% of subtotal) with receipts | | | 0 € |
| TOTAL | | | 0 € |