

TERMS OF REFERENCE:

PROGRAMME EVALUATION OF YOUTH JUSTICE III

YWCA-YMCA of Sweden is seeking to engage consultant services to undertake an evaluation of its intervention Youth Justice III implemented by five African YMCAs: YMCA Togo, YMCA Senegal, YMCA Madagascar, Ghana YMCA, South Africa YMCA and Africa Alliance of YMCAs (regional).

1. GENERAL INFORMATION

1.1 INTRODUCTION TO YWCA-YMCA OF SWEDEN

YWCA-YMCA of Sweden is a youth movement with a holistic view on the human being, providing a platform where young people can develop to their full potential, and meeting current needs of youth today. YWCA-YMCA Sweden consists of 150 local associations with 45,000 members involved in sports, scouting, youth clubs, choirs etc. The organisation is affiliated with World YWCA, World Alliance of YMCAs, YMCA Europe and European YWCA. Nationally, YWCA-YMCA of Sweden bears the responsibility for organisational identity, leadership training, international cooperation etc.

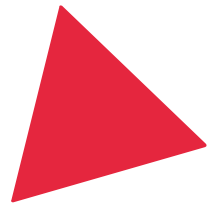
The core of our international work is developing youth organisations so that they are effective and relevant for the youth. The three focus areas of the national strategy - Inclusiveness, Identity & Agency and Gender Equality - work as a basis for the principles found in the YWCA-YMCA of Sweden's international strategy: mutuality, equality, sustainability, human rights, gender equality and environmental awareness.

Currently, the YWCA-YMCA Sweden runs development interventions in Ukraine, Palestine and Africa. All interventions are supported by Sida through our membership in a framework organisation Swedish Mission Council (CIVSAM funding).

1.2 EVALUATION OBJECT: INTERVENTION TO BE EVALUATED

Introduction

The evaluation object is the intervention Youth Justice III (2021-2023) funded by the Swedish Mission Council through the Sida Civsam support. The intervention is the third phase of the so-called Youth Justice initiative that started in 2015. The intervention is coordinated and monitored by YWCA-YMCA of Sweden and implemented in Senegal, Togo, Madagascar, Ghana and South Africa by YMCA Senegal, YMCA Togo, YMCA Madagascar, Ghana YMCA and South Africa YMCA respectively. The regional body Africa Alliance of YMCAs is also part of the intervention.



Based on the African YMCAs' own strategic framework Subject to Citizen, the overall goal of the intervention is: "Young people have the voice, space and ability to influence those in authority with the aim to empower young people for the African Renaissance."

Time period: 1 January 2021 – 31 December 2023

Total budget: 15 817 763 SEK

Objectives

The programme objective:

Youth in conflict with the law and those at risk of offending have taken steps towards active citizenship in all programme countries. This objective comprises developed individual resilience of the target groups, duty bearers taking target groups into consideration and strengthened civil society, such as the national YMCA movements being able to influence duty bearers and individuals.

To achieve this, the programme has applied the holistic YMCA Youth Justice model which is specified through the following intermediate objectives:

1. Those at risk of offending have strengthened their resilience.
2. Those in conflict with the law have strengthened their resilience.
3. Youth at risk post release from prison have strengthened their resilience.
4. Duty bearers in all programme countries have taken measures to improve access to Human Rights, prevention and reintegration of the target groups.
5. All programme partners have increased their capacity working with Youth Justice and have adopted a Rights Based Approach.

The intervention logic or theory of change of the intervention may be further elaborated by the evaluator in the inception report, if deemed necessary.

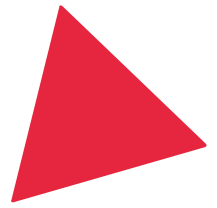
Target groups

The intervention targets three identified groups:

1. Youth at risk of offending
2. Youth in conflict with the law
3. Youth at risk post release

These groups consist of youth who are pushed into destructive ways of managing and coping with life and are thus at risk of offending the law. They face multidimensional challenges linked to poverty and disadvantaged communities while also lacking tools and support, due to weak or dysfunctional duty bearers, needed to be able to handle these challenges. Indirect target groups are representatives from all authorities that influence the target group's ability to take steps towards active citizenship (such as police, social workers, school staff, prison officials etc.).

For further information, the intervention proposal/document is attached as Annex 1.



1.3 EVALUATION RATIONALE

The programme ends in December 2023. Thus, the evaluation is expected to summarize and evaluate the whole programme and its results. While being based on the Final Reports on project level (i.e., the Final Report and evaluations issued by each cooperation partner in the respective country of the programme), the evaluation will play a role and influence the Final Report on the programme level.

Furthermore, the Youth Justice programme is expected to continue as a work field among the partner YMCAs. Therefore, the evaluation's conclusions will feed into this future work.

The term "resilience" was introduced into the Youth Justice framework during the second phase of Youth Justice. Thus, evaluating the implementation of the resilience concept is highly relevant for the continued work within Youth Justice.

2. THE ASSIGNMENT

2.1 EVALUATION PURPOSE: INTENDED USE AND INTENDED USERS

The purpose of the evaluation is to assess the results of the finished intervention Youth Justice III and to learn what worked well and what worked less well. The results shall be evaluated against the established objectives and goals in the programme. The evaluation will be used to provide a solid ground for future Youth Justice-related work and for upcoming interventions. Therefore, the evaluation is important for planning and starting up new interventions, for the partner organisation's strategy implementation and as the basis of the Final Report to the donor organisation SMC.

The primary intended users of the evaluation are the programme management of YWCA-YMCA Sweden and its partner organisations within the Youth Justice III programme as well as the African YMCA movement in general.

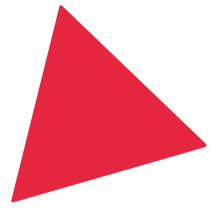
The evaluation is to be designed, conducted and reported to meet the needs of the intended users. Tenderers shall elaborate in the tender how this will be ensured during the evaluation process.

During the inception phase, the evaluator and YWCA-YMCA of Sweden will agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

2.2 EVALUATION SCOPE

The evaluation should consider:

- the data/documents generated by the programme such as the Final Reports and Annual Reports from all of the programme partners
- the project staff at all of the implementation partners (e.g., programme officers, volunteers, employees etc.)
- the target groups of the programme in a limited number of countries
 - youth beneficiaries i.e., youth at risk of offending, youth in conflict with the law, ex-offenders



- duty bearers such as authorities as well as moral duty bearers such as parents to the youth beneficiaries.

Particularly, the evaluation should focus on analysing the programme's claims that its framework contributes to strengthening the resilience of the youth target groups of the programme. This task contains an evaluation of the connection between a) the programme goal, b) the intermediate objectives and c) the implemented activities as well as the cooperation partner's understanding of that connection.

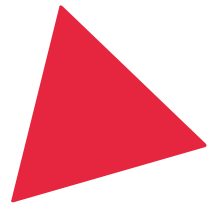
If needed, the scope of the evaluation may be further elaborated by the evaluator in the inception report.

2.3 EVALUATION OBJECTIVE: CRITERIA AND QUESTIONS

The objectives of this evaluation are to evaluate the effectiveness, efficiency, impact and sustainability of the intervention Youth Justice II – with a particular focus on resilience (as mentioned in section 2.2 on evaluation scope) – and formulate recommendations to be used as input to the planning and forthcoming implementation of the next phase of the intervention, the recently started Youth Justice III. The evaluation shall have a strong learning focus.

The evaluation questions are:

- **Effectiveness:** Is the intervention achieving its objectives?
 - To what extent has the intervention framework (i.e., the activities within each intermediate objective) contributed to strengthening the resilience of the target groups?
- **Efficiency:** How well are resources being used?
 - To what extent has the intervention delivered results in an economic and timely way?
- **Impact:** What difference does the intervention make?
 - To what extent has the programme generated significant positive or negative, intended or unintended effects?
 - What was the programme's impact for direct and indirect target groups?
 - What were the internal and external factors which contributed to or inhibited change?
- **Sustainability:** Will the benefits last?
 - To what extent will the benefits of the intervention continue?
 - Has the intervention contributed to structural and sustainable change in the partner organisations?
 - Has the intervention contributed to structural and sustainable change for the target groups?
- **Crosscutting issues**
 - To what extent has the cooperation partners integrated the crosscutting issues raised in the programme application in their implementation?



- **Partnership**
 - In what way has the relationship the YWCA-YMCA Sweden and its cooperation partners affected the impact and implementation of the project?
- **Special focus**
 - *Resilience analysis*: To what extent has the cooperation partner utilised a resilience analysis on their target groups? To what extent did the cooperation partner adjust and act in an agile way in accordance to the results of a resilience analysis?
 - *Life skills*: Is the life skills content similar among the partners? How effective are the life skills trainings conducted by the partners?
 - *Branch development*: To what extent has the intervention lead to any significant and sustainable development of the partners branches
 - *Regional ownership*: To what extent is Youth Justice learnings owned by Africa Alliance of YMCAs?

2.4 EVALUATION APPROACH AND METHODS

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The use of Outcome Harvesting (or Most Significant Change) is recommended in order to capture results beyond the results matrix. The evaluation is expected to include interviews with and draw examples from implementing partners, project staff, cooperation partner's volunteers, target groups of the programme and Africa Alliance of YMCAs (e.g. the programme executive). Furthermore, the evaluation shall include Final Reports, Annual Reports, Evaluation Reports and other data and documents generated in the programme. Through interviews or other methods, the evaluator should strive to verify and validate the monitoring data collected during the implementation of the programme.

In dialogue with YWCA-YMCA of Sweden, the selected consultant(s) will suggest a detailed methodology during the inception phase. The evaluation design, methodology and methods for data collection and analysis, detailed working plan etc. are expected to be fully developed and presented in the inception report.

Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall, to the extent possible, present mitigation measures to address them.

The evaluator should facilitate the entire evaluation process with consideration of the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) the methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where the evaluation addresses sensitive or confidential issues, evaluators should ensure an evaluation design that does not put informants and stakeholders at risk during the data collection phase or the dissemination phase.



2.5 ORGANISATION OF EVALUATION MANAGEMENT

This evaluation is commissioned by YWCA-YMCA of Sweden. The intended users are YWCA-YMCA of Sweden together with its cooperation partners YMCA Togo, YMCA Senegal, YMCA Madagascar, Ghana YMCA and South Africa YMCA, who also are the programme's implementing partners, as well as Africa Alliance of the YMCAs.

YWCA-YMCA of Sweden will be responsible for the management of the evaluation, for evaluating tenders, approving the inception report and the final report of the evaluation, participate in the start-up meeting of the evaluation as well as in the debriefing/validation workshop where preliminary findings and conclusions are discussed.

However, learning and participation are essential aspects of the evaluation process. In order to increase the partners' internal ownership and build mutual accountability for the results, the cooperation partners of the programme will be provided with an opportunity to comment on the final report draft.

2.6 EVALUATION QUALITY

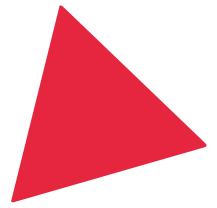
The evaluation shall be carried out in line with the evaluation policy of the SMC (Annex 2). The evaluator/s shall follow the Code of Conduct of YWCA-YMCA of Sweden (Annex 3).

2.7 TIME SCHEDULE AND DELIVERABLES

Suggested timeline and deliverables

It is expected that a time and working plan is presented in the tender and further detailed in the inception report. The evaluation shall be carried out between 13th February until 15th April. The timing of any surveys and interviews needs to be settled by the evaluator in dialogue with the main stakeholders during the inception phase. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase. However, it is expected that the whole assignment is completed by 30th April 2024.

Set times and deliverables	Participants/responsibility	Deadlines (preliminary)
1. Start-up meeting (digital)	YWCA-YMCA of Sweden, evaluator/s	13 th February
2. Draft inception report	Evaluator/s	20 th February
3. Comments on draft inception report	YWCA-YMCA of Sweden	23 rd February
4. Inception meeting (digital)	YWCA-YMCA of Sweden, evaluator/s	27 th February
5. Data collection, analysis, report writing and quality assurance	Evaluator/s	
6. Draft evaluation report	Evaluator/s	31 st March



7. Comments from intended users	The YWCA-YMCA of Sweden	5 th April
8. Final evaluation report	Evaluator/s	12 th April
9. Digital presentation of the Final Report (digital meeting)	Evaluator/s, the YWCA-YMCA of Sweden, intervention partners, the SMC	TBA

Inception Report

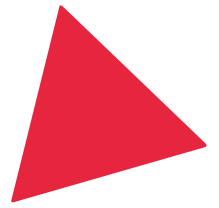
The inception report will form the basis for the continued evaluation process and shall be approved by YWCA-YMCA of Sweden before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology, a stakeholder mapping, methods for data collection and analysis as well as the evaluation design. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed. A specific time and work plan, including number of hours/working days, for the remainder of the evaluation should be presented. The consultant/s is expected to update YWCA-YMCA of Sweden on the progress of the evaluation on a weekly basis and highlight any challenges or delays faced.

Final Report

The final report shall be written in English and in a manner that is understood easily by the intended users. The final report should have clear structure. The executive summary should be maximum two pages. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed, such as validity and reliability of the findings. Findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Concrete examples and direct quotes from interviewed stakeholders – which can contribute to a better understanding of the whole picture – are especially requested. Conclusions should be substantiated by findings and analysis. The report shall describe to what extent the programme has met the established objectives.

Recommendations and lessons learned should flow logically from conclusions. Key lessons should preferably be divided by levels of implementing actors (such as the YMCAs), duty bearers and international partners. Recommendations should be specific, directed to relevant stakeholders, based on the intended purpose of the evaluation and categorised as short-term, medium-term and long-term. Recommendations should be based on the key lessons and be possible to be taken forward by YWCA-YMCA of Sweden, the cooperation partners and/or the donor.

The report should be no more than 25 pages excluding the front page, table of contents, executive summary and annexes (e.g., Terms of Reference, Inception Report etc.).



3. QUALIFICATIONS AND BUDGET

3.1 QUALIFICATIONS

The evaluator/s shall have documented skills and experience from conducting evaluations and leading evaluation teams, including communication and facilitation skills. The evaluator/s shall possess the following:

- Documented theoretical and practical experiences of Swedish development cooperation and/or international aid.
- Expertise in human rights-based approach.
- Experience of evaluating empowerment of vulnerable groups.
- Evaluation and monitoring expertise of monitoring tools, especially Outcome Harvesting and qualitative data techniques.
- Experience of participatory approach and strong communication skills.
- Proficiency in English.
- Not to be bankrupt, convicted of crime in the profession, being guilty of serious professional misconduct nor have tax liabilities. Please include VAT-number.

The following are highly recommended and will be taken in consideration when assessing the tenders:

- Familiarity with the context of Southern and Western Africa.
- Proficiency in French.
- Competence of criminology in order to analyse the programme framework and results from a criminological point of view.
- Working in a team of two.
- A contact network in one or several of the programme countries.

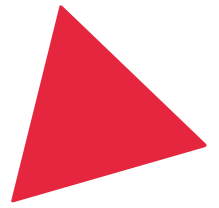
The tenders will also be assessed in relation to:

- The experience of the team/consultant.
- The evaluator(s) understanding of the assignment.
- The methodology suggested and the set-up of the work.
- The evaluator(s) ability to guarantee the quality and utility of the final product.
- Total cost, including travel and other costs (VAT).
- Disposition and presentation of the bid.

The evaluators must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation.

2.8 BUDGET AND CAPACITY

The budget set for this evaluation is **185,000 SEK**, including VAT. YWCA-YMCA of Sweden prefers that the mission is conducted by a team of at least two people.



The contact person at YWCA-YMCA of Sweden is Niclas Sannerheim, international Secretary of YWCA-YMCA of Sweden. The contact person should be consulted if any problems arise during the evaluation process. The contact person will provide relevant documentation and contact details to the cooperation partners and the donor.

The evaluator will be required to arrange the logistics such as booking interviews and keeping contact with the cooperation partners.

4. SUBMITTING THE TENDER

All tenders must be written in English. The consultant shall submit the following information in PDF:

- Profile and CV of each consultant involved containing a full description of relevant qualifications and professional work experience and their role in the evaluation process.
- References regarding similar assignments conducted plus one example of previous evaluation conducted by the evaluator/s.
- A methodological proposal.
- Suggested procedure for quality assurance, with focus on inclusion of key users.
- Suggested timeframe.
- Suggested budget, including all costs and VAT. The budget shall include a breakdown as follows:
 - Professional fees estimated on the number of hours.
 - Estimates for reimbursable expenses.
 - Total amount (including VAT).

Tenders shall be submitted via e-mail to niclas.sannerheim@kfum.se no later than **31st January 2024**.

We welcome consultants both from Sweden and abroad.

For questions or clarifications please contact International Secretary of YWCA-YMCA of Sweden Niclas Sannerheim on niclas.sannerheim@kfum.se.