FEASIBILITY STUDY
for the programme
"Reforming child protection systems - strengthening children's rights."

20.12.2019

A. Introduction
SOS Children's Villages Worldwide / Hermann-Gmeiner-Fonds Deutschland e.V. (HGFD) is an independent, non-governmental and non-denominational organization committed to the sustainable development of children and families. The target group are children without parental care and children who are in danger of losing this care, as well as vulnerable families and their communities. The SOS Children's Villages worldwide are actively engaged in the creation of adequate and promising living and development conditions for children. The focus is on compliance with children's rights and child protection, alternative child care, poverty reduction, the creation of education and training opportunities and health care. SOS Children's Villages operate in 137 countries/regions on four continents, reaching 1.5 million people. The programme work is carried out in cooperation with the independent SOS national associations in the partner countries. They work in partnership with grassroots organisations and municipalities and at the same time exert influence on decision-makers through advocacy work.

B. Study background
SOS Children's Villages Worldwide - Hermann-Gmeiner Fonds Deutschland e.V. (HGFD) plans to develop an application to the German Federal Ministry for Economic Cooperation and Development (BMZ) for public funding of a programme in the child protection / children's rights sector with a focus on supporting alternative child care reform and de-institutionalisation. The SOS Children's Villages worldwide programme proposal, which is to be submitted to the BMZ for funding, aims to reform child protection systems and to strengthen children's rights. The programme is to be implemented in the following five countries: Albania, Armenia, Belarus, Northern Macedonia and Ukraine. The overarching objective is successful de-institutionalisation and improved child protection and alternative childcare systems. In accordance with the UN Guidelines for Alternative Care of Children this implies that community based family support services are strengthened to prevent separation of children from their families; strong child protection systems are in place; gatekeeping mechanisms are established; a range of high quality family and community based alternative care options is available for children without parental care, including regular state reviews of the necessity of placements or potential re-integration and monitoring of the quality of placements; family reintegration is adequately supported. The programme target groups are legislative decision-makers at national, regional and local level (macro
level), executive managers and experts from relevant government authorities and departments (meso level), professionals at community level (micro level) and children and young people without parental care in alternative care and children and young people at risk of losing parental care (micro level).

C. Study purpose and goals
The feasibility study provides SOS Children's Villages worldwide a decision basis as to what kind of interventions, services and activities are feasible within the planned programme in the interest of the target group and to achieve the objectives. The feasibility study is needed in the planning phase of the programme to ensure that all problems of the target group have been identified, alternative solutions have been evaluated and the best possible intervention logic has been chosen. The study will provide SOS Children's Villages worldwide with information to justify the acceptance, modification or rejection of the proposed programme activities as well as possible additions.

The feasibility study has the following objectives:
1. It documents the situation and needs of the target group through a detailed analysis of the respective child protection systems and the challenges of care reform and de-institutionalisation of alternative care systems.
2. It analyses the current policy framework, norms, guidelines and practices of de-institutionalisation and their implementation.
3. It analyses gaps in securing family support services and alternative care systems for children and adolescents that comply with children's rights.
4. It analyses the feasibility of the proposed programme and makes recommendations for appropriate measures, services and activities.
5. It identifies similar programmes or interventions at local or national level and opportunities for common orientation and synergies.
6. It identifies the most appropriate local implementation partners and their potential needs for capacity building.

D. Study content
The feasibility analysis is carried out on the basis of the OECD DAC criteria relevance, effectiveness, efficiency, significance and sustainability. The study will evaluate the following aspects:

(a) The relevance of the programme intervention and its conformity and consistency with the relevant international (e.g. EU), the national and the regional development objectives laid down in the laws, regulations and governmental programmes relating to topics, and the compatibility and complementarity of this programme with other relevant programmes. The expert will consider the following aspects:

- The number and type of (in)direct target groups affected by the proposed programme, including an assessment of how the proposed programme responds to the requirements of the relevant stakeholders and the target groups and to what extent indirect target groups can be reached through the impacts of the programme.
● **Legislation to support child care reform and de-institutionalization** of alternative care systems and existing national or local strategies for implementation of relevant reforms, including an assessment of the coherence of the proposed programme with the overall framework of national development objectives and development policies of the relevant government ministries/agencies.

● **Other actions or priorities** of ministries, authorities and donors likely to be affected by the proposed programme or to complement them (including identification of challenges, potential for cooperation and exploitation of synergies).

● A **stakeholder analysis** of all organisations and actors at micro, meso and macro level affected by or involved in the proposed programme and programme objectives, including an assessment of their capacity and the current local measures and services provided to meet the needs of the target group. The aim is to identify further potential implementation partners and alliances to achieve this goal.

● An **organisational analysis** of the five national associations of the SOS Children’s Villages in the above-mentioned countries, which are foreseen as project executing agencies, including an assessment of their capacities and potentials with a special focus on the multi-level approach and the intended objectives of the programme. The aim is to identify needs for capacity building and to ensure that the defined programme objectives correspond to the potential of the project executing agencies.

(b) The **effectiveness** of the proposed programme in accordance with the economic, social, institutional, political, environmental and socio-cultural framework. The consultant creates:

● An underlying **theory of change**, which presents the long-term cause-effect chain of the intervention also beyond the lifetime of the concrete programme.

● A recommendation for the **intervention logic** of the programme, presented in an **impact matrix**, which is divided into impact, overarching outcome and modules for specific outcomes and the associated outputs as well as baseline and target indicators for all result levels (see Annex 2):
  
  o **Impact**: What are the long-term benefits of the programme for the target groups?
  o **Overall outcome**: What is the overall outcome to which all specific outcomes will contribute?
  o **Specific outcomes**: How are the capacities created by the programme (structures, products, goods, services or capabilities) been used by the target group?
  o **Outputs**: Which capacities (structures, products, goods, services or capabilities) are developed/strengthened in the target group by the programme?
  o **Programme activities**: What is the scope of the activities to be carried out and what are the associated prerequisites for achieving the programme results?
  o **Indicators**: Which objectively verifiable and quantifiable indicators can be used to measure programme objectives, results and activities? Which basic data for target indicators can be identified?

● An analysis and verification of the **assumptions** underlying the intervention logic at the micro, meso and macro level.
c) The **efficiency** and cost effectiveness of the planned programme as well as the necessary resources to achieve the objectives. The external expert investigates:

- The need for **financial, structural and human resources** to implement the programme and achieve the intended impacts, including an initial **cost estimate** and a **possible timetable** for programme implementation.
- The relation between **costs and benefits** of the underlying intervention logic and the evaluation of the economic viability.

d) The **significance** of the planned programme in terms of developmental impact. The consultant analyses the situation:

- The **developmental impacts** that this programme aims to achieve.
- The structure-building, model-like and **broadly effective approaches** of the programme.
- The need for a **multi-level approach** with micro-, meso- and macro-level effects.
- The consideration of **cross-cutting issues** (e.g. gender, inclusion, human rights).

e) The **sustainability** of the programme results after completion as well as the existing risks and unintended impacts. The consultant analyses the situation:

- Key **sustainability factors**: beneficiary ownership, political support, potential for public ownership and subsidies, economic and financial factors, socio-cultural aspects, gender sensitivity, appropriate technologies, environmental aspects and institutional and management capacities.
- The **risks** associated with the planned programme (economic, political, environmental, cultural, etc.) including mitigating measures to reduce the impact/probability of these risks.
- Possible **unintended impacts** of the programme to ensure a Do-No-Harm approach.

E. Work schedule

On the basis of the timetable proposed in the ToR, the external expert draws up a work plan for the study, includes it in his/her offer and reports on his/her methodological approach to the study. The work plan should set out the approach of the external expert for the following activities:

- Fact-finding, data collection, surveys;
- Workshops, focus groups, consultations and other means to ensure local participation;
- Identification of possible options and alternatives for the proposed programme;
- Consultations with stakeholders and decision-makers;
- Participation and presentation of the interim results in a joint planning workshop;
- Preparation of the draft and final report on the feasibility study.

F. Methodology

- A review of existing laws, policies, strategies, statistics and reports on De-Institutionalisation, child protection and child care reform detailing the situation of children and young people without parental care in alternative care or at risk of losing their parental care.
● Interviews, focus group discussions and/or questionnaires with national/local authorities/institutions, public institutions, municipalities and community level professionals dealing with the target groups. As input for the study, the authorities should set out their expectations towards SOS Children's Villages and outline possible forms of cooperation and public funding for the implementation of the programme and after it.

● Interviews, focus groups and/or questionnaires with representatives of large or very effective non-governmental organisations active in the field of child protection/children's rights.

● If possible, interviews or focus groups with children and young people without parental care in alternative care or at risk of losing their parental care.

G. Expertise required
The expert team should consist of one external expert with international work experience and one local expert per programme country.

The persons carrying out this study should have expertise in child rights, child protection and alternative childcare as well as human rights work and de-institutionalisation processes. The persons should also have proven competence and experience in carrying out social research, ideally in the context of publicly funded programmes. A social science background, e.g. higher education in social policy, social work, psychology, social pedagogy, is advantageous, as is experience with BMZ/private agencies/global programmes.

In order for an external expert team to be involved, it must consult the key staff of the SOS national association in order to better understand the SOS programmes and procedures. As the study is carried out externally, it is essential that the interests and approaches of the organisation are well represented. SOS staff must be involved in the analysis and development of conclusions and recommendations. The person conducting this study must be well acquainted with the main SOS guidelines, in particular those on child protection.

H. Reporting
The conclusions of the study should be presented in the feasibility study report in the format given below (Annex 1), with the underlying analysis included in the annexes. A draft of the feasibility study report is to be submitted in English to SOS Children's Villages worldwide for comments by 31 May 2020. Within 5 working days, comments on the draft report will be provided by SOS Children's Villages worldwide. The consultant will take these comments into account when preparing the final report on the feasibility study. The final report will be written in English and submitted to SOS Children's Villages worldwide by 15 June 2020.
I. Schedule

<table>
<thead>
<tr>
<th>Steps</th>
<th>Tasks</th>
<th>Deadline</th>
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<tbody>
<tr>
<td>Expression of interest and questions</td>
<td>Demonstration of interest towards SOS Children's Villages worldwide</td>
<td>08.01.2020</td>
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<tr>
<td>Feedback</td>
<td>Circulation of answers to questions by SOS Children's Villages worldwide</td>
<td>15.01.2020</td>
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<tr>
<td>Submission of offers</td>
<td>Submission of complete offers to SOS Children's Villages worldwide</td>
<td>31.01.2020</td>
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<tr>
<td>Selection</td>
<td>Selection of the consultant, potentially after interviews</td>
<td>14.02.2020</td>
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<tr>
<td>Contract</td>
<td>Contractual agreements are signed</td>
<td>27.02.2020</td>
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<tr>
<td>Kick-off</td>
<td>Skype Call for preparation and clarification of questions</td>
<td>02.03.2020</td>
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<tr>
<td>Development of methodology</td>
<td>Completion of the work plan after feedback from SOS Children's Villages worldwide</td>
<td>20.03.2020</td>
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<td>Completion of instruments after feedback from SOS Children's Villages worldwide</td>
<td>31.03.2020</td>
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<tr>
<td>Data collection</td>
<td>Document analysis, field research, data collection</td>
<td>30.04.2020</td>
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<tr>
<td>Evaluation of the results</td>
<td>Analysis and summary of results</td>
<td>15.05.2020</td>
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<tr>
<td>Planning workshop</td>
<td>Presentation of preliminary results at joint planning workshop</td>
<td>18.-20.05.2020</td>
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<tr>
<td>Report generation</td>
<td>Draft final report</td>
<td>31.05.2020</td>
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<td></td>
<td>Final report after feedback from SOS Children's Villages worldwide</td>
<td>15.06.2020</td>
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This information is an indicative timetable. The external expert should detail the timetable in his/her offer and indicate whether and how he/she can meet or improve it.

J. Support of the consultant by the client

The client and the five SOS National Associations provide the following information and equipment to the expert team:

- all relevant reports, documents, maps, data (e.g. national strategy/policy papers, background papers, literature references, documents from previous programmes, methodological guidelines, if applicable)
- where available, accommodation, office space, and access to computers and communication facilities;
- where available, the use of vehicles and drivers as well as translators;
- Contacts to local partners.
K. Application documents

a) Expression of interest
Interested consultants wishing to submit a proposal may submit their expression of interest and questions by 08.01.2020 to the e-mail address below. The questions asked in the context of the expression of interest will be answered by 15.01.2020 and the answers will be sent to all consultants who have submitted their expression of interest. Even after 08.01.2020 consultants can still participate and submit an offer and ask for the answers given, but no further questions will be accepted.

b) Submission of tenders
The offer for the feasibility study should include the following information:
1. CVs of all experts involved.
2. Technical offer including methods to achieve the objective of the study; information on the division of work in the team; timetable.
3. Financial offer: Fees for the experts, estimated travel and additional expenses (incl. VAT).

We reserve the right to conduct telephone or personal interviews with 2-3 bidders to make a decision. In addition, we reserve the right to make a decision among the offers received.

The selection procedure for the contract will take place until 14.02.2020.

Please send your complete offer via e-mail by 31.01.2020 to:

SOS Children’s Villages worldwide
Hermann-Gmeiner-Fund Germany e.V.
attn. Kornelia Maier
Ridlerstr. 55,
D-80339 Munich, Germany
E-mail: kornelia.maier@sos-kd.org
Annex I: Standard reporting format

Maximum length without attachments: 30 pages.

The report must be structured according to the headings (chapters, sections and subsections) given below. A list of keywords and explanatory notes is provided under each heading, indicating the topics to be covered in this part of the report. It is essential to use these guidelines to gain a full understanding of the reporting requirements.

1 Executive summary
Summary of all key findings of the study and relevant recommendations.

2 Background
Brief description of the background of the study, including the objective, purpose, time and geographical scope of the study and the origin of the programme proposal to be examined.

3 Methodology
A brief description of the process for carrying out the feasibility study, including a description of the methods used, the stakeholders consulted and interviewed, the available documents and/or the studies analysed.

4 Target group and stakeholder analysis

4.1 Target groups
- Who is the target group and according to which criteria is this target group selected? Are there several, differently affected target groups at different levels?
- How homogeneous or heterogeneous are the target groups in terms of factors such as gender, ethnicity, age, sexual orientation, language, skills, etc. and to what extent must the programme take this into account?
- What needs do the target groups have and how can they be met?
- What role do the target groups play in the social context? What conflicts of interest with other population groups could arise as a result of support?
- What potential do the target groups have, especially in terms of self-help initiative and local problem-solving capacities? How can these be strengthened?

⇒ Specific focus should be put on the following statistical data: Number of children in formal alternative care: including foster care, residential care (large scale institutions and other forms of residential care) as well as other forms of family-based or family like care; supervised independent living care arrangements for children; number of children in risk of losing parental care; emerging trends in general in relation to this target group.
4.2 Stakeholders

- Who are the most important actors (governmental, non-governmental, individual, stakeholders) in this sector and beyond at the programme location, in the planned programme region, in the programme country?
- What are their goals, interests, capacities, concerns and limitations?
- What is the likely influence of these actors on the programme (positive/negative, possible partnerships/agents, etc.)?
- With which actors is a partnership absolutely necessary for the success of the programme?

4.3 Implementing partners

- Which local organisations can be considered as implementation partners and why? What are their capacities (institutional, technical, human and financial)?
- What measures are needed to strengthen the organisation and capacity of the local partner?
- What is the self-interest / responsibility of the local implementing partners in the success of the programme?
- How do the local partners relate to the target group and the participants (legitimacy)? Are there any convergences or conflicts of interest?

5 Situation analysis

5.1 Initial political and legal situation

- What is the (initial) situation in the sector, in the region, in the country? What is the socio-economic, political, cultural context?
- How are national policies/strategies, action plans, institutional/administrative frameworks, coordination mechanisms and the legal situation structured?

5.2 Needs analysis

- What needs and problems have been identified?
- What are the causes of this and what effects do they have on the living conditions of which population groups, especially on the ability to provide adequate care and support to the children of the target group?
- What additional needs derived from the problem analysis?

The analysis should specifically focus on institutional capacities of public agencies dealing with families and children without parental care; the situation of children in large scale institutions and availability of services; other forms of care, including foster care and other types of alternative care arrangements; closing, transformation, reprofiling of large scale institutions; available preventive services to support to families and their children; after care support services for children and youths leaving alternative care; capacities related to reintegration of children from alternative care to their families of origin; state budget allocations in large scale institutions versus community based and family based services.
5.3 **Previous measures / gaps**
- What local reactions / measures are there to address the needs?
- Who does what? How do the different interest groups work together?
- What are the strengths and weaknesses of the current responses?
- What are the unmet needs of the target groups?

6 **Assessment of the planned programme**

6.1 **Relevance**
- Does the planned programme approach address a developmentally important problem or a decisive development bottleneck in the partner country or region?
- Is the orientation of the planned programme geared to the needs of the target groups?
- What changes should the programme bring with it after the end of the programme period?

6.2 **Effectiveness**
- Are the measures and the methodological approach chosen suitable for achieving the programme objective? Should activities at meso and/or macro level (multi-level approach) be foreseen to increase sustainability?
- Are synergy effects with measures of other donors or programmes used?
- What measures does the study recommend to achieve the objectives?
- Which specific locations does the study recommend for the intervention in order to achieve the best-possible results?
- Which impact logic/hypothesis should be used as a basis for the programme? What could a meaningful impact matrix with suitable, meaningful indicators look like?
- What external conditions are needed to support the achievement of programme activities, results and purposes at micro, meso and macro levels?

6.3 **Efficiency**
- What financial, structural and human resources are needed?
- What is the expected programme duration and schedule per country?
- What is the preliminary cost estimate by country and expenditure type?
- Can the planned measures be implemented with the planned funds within the planned period and the desired effects be achieved efficiently (cost-benefit) and economically?

6.4 **Significance**
- Which goals and effects derived from the problem/need analysis should be achieved for which target group?
- To what extent does the planned programme have structure-building components and a broad impact? Is a multi-level approach (micro, meso, macro) appropriate to increase relevance and effectiveness?
- To what extent does the goal take into account gender-specific, inclusive, culture- and conflict-sensitive as well as human rights-related aspects?
6.5 **Sustainability**

- How can the sustainability of the results and impacts be guaranteed and strengthened (structural, economic, social, ecological)?
- What role/responsibility do state and/or civil society structures assume? To what extent can local potentials, structures and procedures be developed? Which measures and instruments are best suited to use and strengthen local initiative, participation and capacity?
- What are the socio-cultural obstacles to the approach and how can they be overcome (their negative effects be minimized)?
- What negative consequences and impacts can programme measures or subgoals have? To what extent can this be taken into account in the programme?
- What are the risks involved in programme implementation and how can they be minimised?

**Annex 2: Information on global programmes (BMZ)**

Global programmes should achieve higher and structure-building effects by networking individual projects. To this end, cross-national and/or cross-thematic synergies are used and the focus is on capacity development and advocacy or systemic approaches. In terms of content, global programmes are increasingly addressing global challenges and supra-regional crises (such as flight, climate change, pandemics, famine, etc.).

The implementation of global programmes is particularly suitable for larger and more experienced executing agencies. The volume of funding for global programmes is also higher than for regular projects and usually exceeds EUR 1.0 million. The duration is initially limited to 4 years, with the possibility of a follow-up phase. A global programme can take place in:

- one sector and at least 3 countries,
- one country and at least 3 sectors,
- several sectors in several countries,
- a country and a sector with at least three local agencies.

Synergy effects and strategic approaches to achieving a common overall objective must be demonstrated. Moreover, global programmes should have an impact not only at micro level but especially at meso and macro level (national and/or regional) and aim at systemic and structural changes. Once approved by the BMZ, global programmes can also be used for particularly innovative approaches, e.g. where several German NGOs submit joint applications.
Drafting of the proposal:

- The guidelines for the funding of private German executing agencies dated 01.01.2016 also apply to the Global Programme, and a feasibility study (max. 30 pages) must be carried out before the programme can begin. It is important that the program can be scaled later.
- The aim of the impact matrix of the Global Programme is to ensure that the complexity of the interrelationships of the Global Programme is presented in a coherent and comprehensible way in an impact matrix and that the responsibilities of the individual local partners are visible in the Global Programme. A superordinate impact matrix and the individual matrices (modules) below it are created for each local partner. The impact, outcome and outputs of the entire programme are shown in the superordinate matrix. The individual matrices show outcomes (as a contribution to the overall outcome), outputs and the activity pools for each partner. A separate module should present overarching common objectives and interactions between the partners and, where appropriate, other actors.