



End of Programme Evaluation of Save the Children Denmark's DANIDA SPA Programme 2022-2026

Terms of Reference



Save the Children

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INTRODUCTION

Save the Children Denmark (SCD) is seeking a consultancy team to conduct an end of programme evaluation of SCD's Strategic Partnership Agreement (SPA) with the Danish Ministry of Foreign Affairs. The purpose is also to inform future programmatic and advocacy work in the upcoming 2027-2030 SPA. The purpose is therefore both summative and formative.

SCD's SPA programme covers 10 Country Programmes, 3 Regional Programmes and 4 Global Programmes covering Africa, Middle East and Asia and with an annual budget of 114 mill DKK. SCD has also received 16 top-ups between 2022 and 2024, primarily in the Middle East and Eastern Europe region.

BACKGROUND AND CONTEXT

SCD is part of the Save the Children Alliance (SCA), the world's largest independent organisation for children, with a presence across 113 countries. SCA is the operational platform for the movement, streamlined through the central office in London. Country programmes are managed at country level through SCA. SCA manages further four advocacy offices targeting the African Union, the European Union, the Geneva Institutions, and the United Nations. There are 30 SC member offices who have their own strategy, covering national engagement and contributions to the SC global strategy and programmes.

As a member, SCD does not directly manage programme implementation at a country level and therefore focuses on technical expertise and exerting influence through taking on leadership in a global organisation. Through the membership, SCD has access to an operational platform and a network of civil society partners across 113 countries as well as representation in multiple key international and regional fora and alliances. SCD is a significant and constituting member of SC. Based on SCD's strength within this global movement, SCD is able to ensure that key SCD interests, and those of SCD's core institutional donors such as Danida, are placed firmly within the global strategy of the SC movement – hereby enabling SCD to deliver tactically, strategically and operationally on Danida's priorities including developing national resilience through partnerships with civil society, shifting the attention to fragile states, and focusing particularly on young people and girls as well as children on the move.

In 2018, SCD qualified as a strategic partner to the MFA following a major redesign of Denmark's long-term partnerships with civil society organisations. The 2018-2021 SPA had a yearly budget of 109 mill DKK and was implemented in 10 countries, 3 regional programmes and 4 global programmes.

In 2022, SCD got its second SPA with a slightly increased yearly budget of 114 mill DKK. The second SPA sustained a strong focus on Education in Emergencies (EiE) and Mental Health and Psychosocial Support (MHPSS) and strengthened the focus on local leadership and youth engagement.

The 2022-2026 SPA focuses on marginalised children in fragile states with the overall objective of *increasing the resilience of children, adolescents and youth and their communities affected by climate change, conflict and/or displacement is increased*. The SPA has three main objectives:

1. Strengthening the inclusion and leadership of local civil society actors (CSAs), especially girl-, adolescent-, and youth-led civil society, to claim their rights.
2. Improving learning and strengthening the protection, wellbeing, and resilience of children, adolescents, and youth in fragile, crisis- and climate change-affected contexts.
3. Improving the enabling environment for the realisation of rights for children, adolescents, and youth.

The 2022-2026 SPA consists of four thematic, three regional and ten country programmes. The thematic programmes ensure synergistic work on programming, coordination, research, innovation, and advocacy on the key themes in the SPA; the regional programmes ensure regional advocacy and local to global connectedness.

The four global programmes strengthen the thematic areas of MHPSS, EiE, local leadership and Shifting the Power/youth engagement through SCA. The three regional programmes have different set ups but focuses mainly on MHPSS, local leadership and youth engagement. The ten country programmes are Burkina Faso, Niger, Mali, Somalia, South Sudan, Syria, Yemen, Iraq, Bangladesh and Afghanistan.

PURPOSE

The purpose of this evaluation is to:

1. Identify, analyse and document the most significant changes and outcome level results that the 2022-26 SPA programme has contributed to. The evaluation team will be expected to document results and sustainable changes created by the SPA 2022-2026 for affected people and relevant stakeholders, as per stated objectives in the programme.
2. Extract lesson learnt and provide actionable recommendations to inform future programming and advocacy work including on the best future setup given the new Danish Development Strategy and the reform in the sector.

SCOPE

The evaluation will focus on SCD's 2022-25 SPA programme and will cover global/thematic programmes, regional and country programmes across both LOT DEV and LOT HUM, the humanitarian flexible funding, co-financed projects and top-ups. We expect the evaluation to examine the extent to which the SPA programme achieved intended and unintended outcomes for affected populations and partners across country, regional, and global/thematic programmes including humanitarian flexible funding, co-financed projects and top-ups. Within the evaluation, we expect the consultancy team to focus on SCD's thematic and cross-cutting approaches, paying special attention to documenting the results of the SPA's efforts in a) shifting the power and engaging adolescents and youth, b) driving forward local leadership, c) engaging children and vulnerable communities in climate action and d) applying a gender transformation lens to programming.

OBJECTIVES AND QUESTIONS

We expect the evaluation team to apply the OECD DAC evaluation criteria – relevance, effectiveness, coherence and sustainability – across the SPA 2022-2026 in its entirety.

The approach to answer evaluation questions for each criterium will be detailed by the Team Leader in the Inception report upon discussions with SCD's internal evaluation reference group. We expect the evaluation to focus on the following:

Relevance:

The evaluation must assess the relevance of the programme to the needs and contexts it is working in:

- To what extent are the efforts and investments of the SPA relevant to the fragile contexts and the needs where it operates?
- To what extent do the SPA respond to and align with humanitarian and development sector global needs and context; SCI strategic priorities, and Danida strategic priorities.
- How can the SPA continue being relevant through contextual and systemic changes caused by the reset of the sector and the restructuring of SCI?

Effectiveness:

The evaluation must assess if and how the SPA has created results and changes (positive and negative):

- To what extent has the SPA delivered results, both intended and un-intended, and how significant have the results been for the achievement of the overall impact of building resilience for children, adolescents, youth and communities affected by conflict, climate change and displacement? What is the existing evidence for these changes?
- To what extent has the SPA planned objectives and overall goals have been reached?
- What were the major factors influencing the achievement of the objectives of the programme?
- Are there specific interventions that contribute more significantly to the changes observed (both positive and negative)?
- What are the most effective approaches that contribute to positive change in fragile settings? What are the most significant challenges and opportunities facing the SPA going forward, especially when applying a nexus approach to programming?

Coherence:

The evaluation must explore the complementarity of the SPA with other interventions; both local, national and international.

- To what extent has the SPA programme been in synergy with other interventions at country level?
- To what extent has the SPA programme harmonised and coordinated with other organisations (local, national and global)?
- To what extent has the SPA been capable of complimenting and supporting aspirations of local civil society, rather than duplicate efforts in the countries where it operates?
- To what extent have the country programmes been aligned with national humanitarian response plans and country strategic plans? And how can SPA continue to do so in a rapidly evolving environment?
- How can SCD and the SPA best optimise synergies with other actors in countries of operations – i.e. through area-based approaches, programme-based approaches and/or others.

Sustainability:

The evaluation must assess the long-term sustainability of results (intended or unintended) and how these results can be sustained and taken forward in the next SPA.

- To what extent has local ownership of results been built and how likely are results to be sustained beyond the programme cycle?
- To what extent have nexus approaches supported sustainability of SPA results in the fragile contexts where it operates?
- To what extent has the programme sufficiently included and influenced the enabling environment in design and implementation?

METHODOLOGY AND PROCESS

This is an outcome-based evaluation focusing on assessing and documenting changes (intended and unintended) that the programme has contributed to. The focus is on identifying what changes have been made and how the programme has contributed to these changes as well as key lessons learnt.

The evaluation should apply a mixed method outcome-based evaluation methodology looking both at intended and unintended effects and impacts of the SPA programme interventions. We expect the consultancy team to make extensive use of participatory and qualitative methods, including outcome harvesting, however, we would also like the team to explore the possibility of implementing a survey amongst affected people and beneficiaries



to quantify and triangulate certain data. The evaluation should focus on results achieved for affected populations and be based on discussions with key SCD staff, SCI staff and relevant Country Offices, partners in the South and North, and with affected children and communities when possible and looking at both primary and secondary data. Due to the fragility of the contexts where the SPA operates, the consultancy team may be required to conduct remote data collection.

As in some locations SCD has been engaged in Danida-funded programming over the course of a number of years, we would like the consultancy team to explore the possibility of conducting a small-scale tracer study to uncover the impact of Danish development cooperation over time. This will be explored during inception and agreed upon with SCD's evaluation reference group.

We expect the evaluation team to conduct two visits to programme location across the SPA portfolio. The exact selection of the countries and sites within countries will happen upon consultations between the Team Leader, SCD's evaluation reference group and other relevant SCD staff, also based on assessments of the security situation. We expect travel to take place in one country in Africa and one in either Middle-East or Asia.

The evaluation team will be expected to detail the study design, evaluation questions, sampling strategy, data collection sources and methods for data analysis in the Inception Report. All primary data collected during the study must facilitate disaggregation by gender and age.

SCD will NOT provide enumerators to assist with primary data collection. It will be a requirement of the study team to source additional external data sources to add value to the study, such as government administrative data. The team should also indicate how data triangulation will be realised.

A range of project documentation, internally and external evaluations and studies will be made available to the study team that provides information about the design, implementation and operation of the program. The external consultants will have full discretion to form analysis, findings and recommendations.

The evaluation team is required to adhere to the [Save the Children Child Safeguarding; Protection from Sexual Exploitation and Abuse; Anti-Harassment, Intimidation and Bullying](#); SCD's AI policy; and Data Protection and Privacy policies throughout all project activities.

ETHICAL CONSIDERATIONS

It is expected that this evaluation will be:

- **Child participatory.** Where appropriate and safe, children should be supported to participate in the evaluation process beyond simply being respondents. Opportunities for collaborative participation could include involving children in determining success criteria against which the project could be evaluated, supporting children to collect some of the data required for the evaluation themselves, or involving children in the validation of findings. Any child participation, whether consultative, collaborative or child-led, must abide by the [9 Basic Requirements for meaningful and ethical child participation](#).
- **Inclusive.** Ensure that children from different ethnic, social and religious backgrounds have the chance to participate, as well as children with disabilities and children who may be excluded or discriminated against in their community.
- **Ethical:** The study must be guided by the following ethical considerations:
 - Safeguarding – demonstrating the highest standards of behaviour towards children and adults.
 - Sensitive – to child rights, gender, inclusion and cultural contexts.
 - Openness - of information given, to the highest possible degree to all involved parties.
 - Confidentiality and data protection - measures will be put in place to protect the identity of all participants and any other information that may put them or others at risk.

- Public access - to the results when there are not special considerations against this
- Broad participation - the relevant parties should be involved where possible.
- Reliability and independence - the study should be conducted so that findings and conclusions are correct and trustworthy.

It is expected that:

- Data collection methods will be age and gender appropriate.
- Study activities will provide a safe, creative space where children feel that their thoughts and ideas are important.
- A referral mechanism will be in place in case any child safeguarding or protection issues arise.

EXPECTED DELIVERABLES

The study deliverables and tentative timeline (subject to the commencement date of the study and detailed negotiations between the evaluation team and SCD's evaluation review group) are outlined below. The evaluation team and SCD's evaluation review group will agree on final milestones and deadlines at the inception phase.

Deliverables and Tentative Timeline

Deliverable / Milestones	Timeline
The study Team is contracted and commences work	1 st December or as soon as possible
The study Team will facilitate a workshop with the relevant stakeholders at the commencement of the project to develop the inception report.	Week 50
The study Team will submit an Inception Report including: • Study objectives, scope and key study questions • description of the methodology, including design, data collection methods, sampling strategy, data sources, and study matrix against the key study questions • data analysis and reporting plan • caveats and limitations of study • risks and mitigation plan • ethical considerations including details on consent • key deliverables, responsibilities, and timelines • resource requirements • data collection tools (in line with the study matrix)	Week 51
Final data collection tools: • Interview protocols with detailed questions • Potential survey instruments	Week 2 2026
Interviews selected staff at SCD and SCI (online)	Week 2 – Week 3 2026
TL Debrief with SCD's evaluation review group	End week 3 2026
Potential fieldwork / Data collection	Week 4 – Week 7 2026
TL Debrief with SCD's evaluation reference group	Week 8 2026
An Interim Report / Power Point Presentation including a summary of preliminary findings from the study. The focus will be on: • Summary of preliminary findings • Any emerging program issues or risks (if applicable) • Any changes that have had to be made to the study design (if applicable)	End February 2026
Draft Evaluation Report including the following elements: • Executive summary	1 st week March 2026

• Background description of the program and context relevant to the Study • Scope and focus of the study • Overview of the study methodology and data collection methods, including an evaluation matrix • Findings aligned to each of the key evaluation questions • Specific caveats or methodological limitations of the evaluation • Conclusion • Actionable and targeted recommendations • Annexes (Project logframe, study ToR, Inception Report, Study schedule, List of people involved)	
The Draft Evaluation Report should not exceed 20 pages excluding Annexes	
SCD consolidated comments to Draft Report	2 nd week March 2026
Final Report The Final Evaluation Report should not exceed 20 pages excluding Annexes and should include the following: • Executive summary • Background description of the program and context relevant to the Study • Scope and focus of the study • Overview of the study methodology and data collection methods, including an evaluation matrix • Findings aligned to each of the key evaluation questions • Specific caveats or methodological limitations of the evaluation • Conclusion • Actionable and targeted recommendations • Annexes (Project logframe, study ToR, Inception Report, Study schedule, List of people involved)	3 rd Week March 2026
Evaluation Dissemination and Learning Workshop	End March 2026

WORKDAYS

Estimated workdays across the consultancy team:

60 Workdays in total (including two country visits of 7-10 days each including travel days, depending on location)

EVALUATION TEAM COMPOSITION AND required COMPETENCIES

To be considered, the evaluation team members combined must have demonstrated skills, expertise, and experience in:

- A minimum of 10 years designing, conducting and leading programme evaluations
- Solid and proven experience with applying OECD-DAC evaluation criteria in evaluations, particularly utilisation and learning focused evaluations.
- Experience within SCD's key thematic and crosscutting focus areas of Climate Change, Education in Emergencies, MHPSS, Gender, Localisation and Youth is desirable.

- Solid and proven experience with both design, conducting and leading mixed-method evaluations. Experience with participatory evaluation methods, including outcomes harvesting, will be a strong advantage.
- Experience with organisational development.
- Extensive experience of theories of change and how they can be used to inform evaluations.
- Solid experience with Danida funded programme evaluation and the Danish Civil Society sector
- Solid experience from the Humanitarian sector and with programming in fragile states
- Strong written and verbal (English and Danish) skills in communicating technical and/ or complex findings to non-specialist audiences (especially report writing and presentation skills)
- A track record of open, collaborative working with clients
- Fluency in Danish, English and at least one team member with fluency in French.

HOW TO APPLY

Submission of bids

Interested consultants will be required to submit an Expression of Interest consisting of a brief cover letter (max 2 pages) outlining the key qualifications and experience of the consultants and the suggested approach; at least 2 final reports of comparable evaluations recently carried out; an updated and tailored CV and a suggested topline budget covering only number of days suggested broken down by deliverables (in line with about tentative outline of Workdays), daily rate of the International Consultants and the Total Budget excluding any travel costs.

Applicants shall submit the following documents:

- A cover letter with a brief description of relevant previous experiences in evaluation and an outline of suggested approach for the evaluation;
- At least 2 final reports of comparable evaluations recently carried out;
- In the Cover Letter contact details of 2 references expected to support claims of knowledge, skills and experience;
- A Curriculum vitae (CV), including references to licences, certifications, accreditations, etc.
- A proposed budget in a separate file

Please submit any queries and proposals to evaluation@redbarnet.dk

DEADLINE FOR SUBMISSION OF PROPOSALS: November 23rd, 2025, at 23:59 CET

BUDGET AND SCHEDULE OF PAYMENT

The total budget and remuneration for this piece of work is: 400,000 DKK

The following payments will be made to the consultant using and agreed mode of payment

- Upon approval of inception report and tools: 20%
- Upon submission of First Draft study Report: 30%
- Upon approval of final study report: 50 %

ANNEXES

1. [Strategic Partnership Agreement with the Danish Ministry of Foreign Affairs 2018-21](#)
2. [Danida Strategic Partnership 2023 Performance Report](#)

