

Terms of Reference

External Evaluation of the *Upscaling Young Coach Education Program*

1. Introduction and Context

This program is co-funded by Fondation Botnar and implemented by the Scort Foundation.

Fondation Botnar

Fondation Botnar is a Swiss-based foundation whose core purpose is improving the health and wellbeing of children and young people in growing secondary cities around the world. We do this by investing in sustainable solutions, learning with, connecting and catalysing diverse partners.

At Fondation Botnar, we recognize the value of learning in effectively driving towards systemic change, and are committed to cultivating and nurturing learning both within and outside of the organization (Strategic Learning and Evaluation Framework, see SLE Handbook in our application system).

Scort Foundation

The Scort Foundation is a Swiss-based organisation who believe that every child has the right to learn and play, irrespective of their gender, background or ability. In 2007, Scort established the Football Club Social Alliance, an innovative way for professional football clubs to get sustainably engaged in international development work.

Through the work of the foundation, motivated young women and men learn to use sport and play to improve the health and wellbeing of underprivileged children. These young people become mentors and leaders in their communities.

Scort is responsible for all conceptual and organisational tasks, including the project management, fundraising, evaluation and partnerships of the Football Club Social Alliance. Scort cooperates closely with both governmental and non-governmental organisations. By connecting experts from the footballing world to those involved in development allows the foundation to address a myriad of social challenges in an efficient and powerful way.

Program Description

The Scort Foundation -together with the support of many partners and various professional football clubs- has trained hundreds of young people, generally aged 18-28 years old (referred to as Young Coaches), who in turn passed their knowledge onto thousands of other people (referred to as Peer Young Coaches).

The objective of this project is to equip young leaders (Young Coaches and Peer Young Coaches) with the capacity to have a positive impact on the behaviours and life choices of children, aged 6-12 years old, within their communities. Activities provide a fun and safe environment which is conducive to disseminating important health messages, as well as offering the psychosocial support that children require. This creates an environment where children have role models who they can confide in and can develop healthy habits, such as regular exercise, socialisation, health and hygiene, environmental awareness, self-regulation and decision-making. In addition, it builds community cohesion and promotes long-term well-being within the target group.

Fondation Botnar funds support the upscaling of the program activities in order to increase the number of beneficiaries. To date, the project has extended to the following countries: Lebanon, Rwanda, Vietnam, Tanzania and Mexico.

Timing of evaluation regarding the project cycle

The project started on 1 September 2017 and will end 31 December 2020. This evaluation shall take place in late 2019/early 2020.

The project involves the implementation of ten Young Coach Education programmes. To date, six Young Coach Education programmes have either started or reached completion (as detailed below).

The implementation phase for each project lasts approximately 6-9 months. Each project consists of three separate education modules, with an interval of at least two months in between modules for the Young Coaches to practically apply the learned content.

Project Lebanon (Sep 2017- Mar 2018)
Project Rwanda 1 (Nov 2017- Oct 2018)
Project Rwanda 2 (Nov 2017- Oct 2018)
Project Vietnam (Oct 2018- Jul 2019)
Project Tanzania (Apr – Oct 2019)
Project Mexico (May 2019- Feb 2020)

Geographical focus of the evaluation

The evaluation shall take place in the Scort Foundation Headquarter in Basel, Switzerland.

2. Objectives of the Evaluation

Purpose of the Evaluation

The purpose of this evaluation is threefold: First, we would like to generate knowledge for the grantee as well as for Fondation Botnar. The goal is to have a clear understanding of what works and what doesn't in terms of the upscaling. Second, through this knowledge generation exercise, we would like to stimulate learning processes and program improvements. Finally, this evaluation shall measure program results for accountability.

Performance Indicators and Sample Questions

The unit of evaluation is the program, its results and its upscaling.

The assessment of the program plan and its activities shall be carried out on the following performance indicators:

Indicator	Example Questions
Growth	Did the program grow in its size, in terms of participants, beneficiaries, etc.?
Replication	Was the program replicated successfully? Was program quality tracked and maintained?
Transformation	Did or will this program lead to significant change within the targeted communities?
Learning	How is learning captured and being used?

Additionally, the program shall be analysed in terms of its alignment to Fondation Botnar key strategic elements, such as:

Fondation Botnar Areas of Interest	Example Questions
Fondation Botnar Learning Questions	How can this program contribute to our learning journey?
KFPE Principles ¹	Are these principles reflected in the program monitoring & evaluation plan?
Local stakeholder and beneficiary involvement	How have beneficiaries and local stakeholders of the community been involved in the program so far?
Partnership and coordination	How successfully have programme interventions worked with other organisations and stakeholders to achieve results they would not have been able to achieve independently?
Community and system change	What factors or processes are associated with the rate of community or system change

3. Expected Results

Scope of the evaluation

Following aspects of the evaluation object are to be evaluated:

Theory of change	test ² , re-construct, adapt, confirm
Process	Test if implementation according to theory, if extra process necessary, adapt, confirm

¹ https://naturalsciences.ch/organisations/kfpe/11_principles_7_questions

² Test the assumptions, test the logic relations, stress-test for example by trying to find examples which do not work with the ToC

Systems	Analyse and assess dimensions of systems (components, interrelations...); capture unexpected results
Outcome monitoring	Assess short-term change linked to the outcomes
Learnings	Summarize, communicate
Fondation Botnar strategy	Contribution of this program to Fondation Botnar learning questions and other strategic elements

4. Methodology and Approach

Methods and tools for data collection

No primary data collection is required. For the different phases, data and information will be obtained through different methods, such as:

- Analysis of documents
- (Semi-) structured interviews; face-to-face and/or by phone
- Group discussions
- Electronic communication

Level of the assessment

The program shall be evaluated at the headquarter level. Virtual meetings with local program staff in selected countries are to be held if necessary.

Evaluation Process

- Planning phase including kick-off meeting and desk study
- Implementation phase including data collection, data quality assurance, data management & cleaning
- Learning consolidation phase including incorporating input to finalize the report and provide feedback to grantee and donor

5. Required Expertise

- Studies (Master's or PhD degree) in a relevant field (public health, sociology, social assistance, psychology, political science, etc.);
- Minimum of 3 years of experience as a professional evaluator including but not limited to:
 - design monitoring systems and prepare evaluation plans, manage/implement M&E activities, qualitative data analysis, descriptive statistical analysis, report writing and data visualization
 - Demonstrated ability to develop realistic project milestones and timelines and manage projects according to a mutually agreed-upon plan

- Cross-cultural communications track record. Experience working in the development sphere while based in a developing country desirable
- Familiarity with the evidence base related to Sports and Development
- Excellent research writing and communication skills in English;
- Demonstrated ability to critically analyse and synthesise a range of material from secondary data sources and to present information in a concise yet thorough form.
- The evaluator is aware of and willing to adhere to [AEA Guiding Principles](#)

6. Schedule, Timelines and Deliverables

The evaluation activities shall start as soon as possible but no later than mid-December 2019/January 2020.

Work packages / action	Responsible
(Virtual-) Kick-off meeting with grantee and donor	Fondation Botnar
Submission of Kick-Off meeting minutes and customized outline for the final report	Evaluator
Desk study of project documents provided by the grantee	Evaluator
5-Day Field visit	Evaluator
Elaboration of the draft evaluation report	Evaluator
Submission of draft evaluation report	Evaluator
Feedback on the draft report	Fondation Botnar
Inclusion of feedback and submission of the final report and accompanying briefing slide deck	Evaluator
Closing meeting and presentation of results	Fondation Botnar

Kick-Off Meeting

The evaluator is expected to attend a Kick-Off meeting and summarize and share its outcomes with Fondation Botnar and the Scott Foundation.

The Kick-Off meeting shall, among other things, provide an opportunity to review and customize the evaluation report template and discuss the learning and communication plans.

Evaluation Report

The evaluator is expected to deliver a report and a briefing slide deck that can be repurposed for various audiences in terms of learning. See annex for the proposed structure of the evaluation report.

7. Specific conditions

Ownership/use of results

The ownership of the results/deliverables obtained in the framework of the study/context analysis, including the intellectual property right, belongs to the Scort Foundation and Fondation Botnar as the beneficiary of the evaluation.

8. Application Process and Deadline

Application

The application file must include:

- Short description of a methodological approach/plan (max. 3 pages);
- Evaluator capability statement (max 300 words);
- CV in English;
- A list of research papers/ articles published indicating the sources where these papers can be accessed;
- A financial offer which includes all costs and fees related to the evaluation tasks. Costs must be shown in CHF.

Deadline

Interested experts are requested to send their application package by 8 November 2019 at 11 am. Applications in pdf format can be electronically submitted to emoldovanyi@fondationbotnar.org.

Annex

Evaluation Report

Part A – Background Information

This section shall include information about the organisation and project: project identification data such as the name of the organisation, project title, project duration etc. Additionally, information about the evaluator, such as name, affiliated organisation, dates of the evaluation etc.

Part B – Executive Summary

This section shall give a short summary of the project description, its overlying objectives and targeted beneficiaries, key findings, lessons learned, alignment to Fondation Botnar strategic elements and recommendations.

Part C – Methodology and Approach

This section shall cover the evaluator's methodology and approach to conducting this evaluation.

Part D – Program Analysis

This section shall cover the learning and knowledge generation part of the program and analyse the program in terms of its alignment to Fondation Botnar key strategic elements. Questions around engagement of local stakeholders and beneficiaries, partnership and coordination, community and system change shall be answered.

This section must include key success factors and failures/challenges.

Part E – Project Plan and Activities

This section shall cover the assurance of accountability and analyse the program in terms of the performance indicators. Questions about the theory of change, methodology, approach, milestones and their achievements, resource management, sustainability, monitoring and the use of data shall be answered.

It must also include key success factors and failures/challenges.

Part F - Recommendations

This section shall capture any recommendations related to the performance indicators and