

VALUE FOR MONEY OF SOS BØRNEBYERNES STRATEGIC PARTNERSHIP AGREEMENT (SPA) WITH THE DANISH MFA, 2022-2026

SOS Children's villages Denmark is seeking a team of consultants for a Value for Money (VfM) assignment on our strategic partnership agreement (SPA) with the Danish Ministry of Foreign Affairs.

The project is entitled "Leave No Youth Behind": Young care leavers claim their rights in Ethiopia, Kenya and Somaliland.

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1 Context and rationale

1.1 About SOS Children's Villages

SOS Children's Villages is a global federation working in over 130 countries worldwide. We work together with a single vision: every child belongs to a family and grows with love, respect and security.

Uniquely, we provide long-term, family-like care for children and young people who have lost parental care (alternative care service), and we work with vulnerable families and communities to help strengthen them and prevent child abandonment (family strengthening service, FS).

SOS Children's Villages Denmark is a non-governmental organisation that has been active in the field of children's rights and committed to children's needs and concerns since 1964.

1.2 Description of programme and context

The leave no youth behind programme has four outcomes:

- 1) Decision makers put policies/laws in place that strengthen the support for young care leavers.
- 2) Social protection systems respond to the needs and rights of young care leavers on their journey to independent living.
- 3) Young people leaving care claim their right to social protection, assistance, and active participation, - which in turn will make them resilient, self-reliant, and contributing members of society.
- 4) Participating SOS partners utilizes best practices and methods to manage the program more efficiently, measure the results effectively, and increase knowledge-sharing.

The definition of a care leaver is: Any young person who is leaving an alternative care placement (formal and informal) outside the family of origin. This includes residential care, small group homes, foster care, kafala, kinship care - and similar categories depending on the national context. Different placement types have different advantages and disadvantages, and young care leavers may face different challenges depending on the type of placement, the circumstances they encountered before they were put in alternative care and especially the quality of care they received. By working with a variety of care backgrounds, we aim to capture differences and highlight the need for a nuanced approach to care leavers in order to advocate for all their rights to be protected and particularly to address the need for targeted after care services for those most in need. Interventions to improve policies and practices related to care leavers therefore focus primarily on those from formal care placements in residential care, foster care or small group homes. However, informal kinship care, will also be addressed as part of the overall social protection system as many children and young people in kinship care may still experience rights violations. Informal kinship care, means living with relatives with no judiciary or legal entity having ruled or formalised the placement. This remains the most used option for children who have lost parental care in all three countries. Some countries like Kenya aim to increase the registration of kinship care thus formalising this care option.

SOS works with two age ranges for young care leavers:

Age 15-20 pre-leaving care – preparing for independent living

Age 21-25 post-leaving care - transiting into adulthood

1.3 Rationale and overall objective of the assignment

This assignment is commissioned with four overall objectives:

- 1) To do a retrospective value for money assessment of the SPA2 programme.
- 2) To revise our existing VfM methodology and to make it more operational.
- 3) To strengthen the integration of VfM considerations into the ongoing monitoring and evaluation of our SPA programme.
- 4) To support staff in integrating and applying the VfM framework.

Instruction to bidders

Selected bidders are hereby invited to submit their proposal for a retrospective value for money analysis of the SPA2 and to develop a perspective Vfm framework for our next SPA3.

The bidder shall bear all costs of the bid; costs of a proposal cannot be included as a direct cost of the assignment. The proposal and all supplementary documents must be submitted in English. Financial bid needs to be stated in Danish Kroner (DKK).

1.4 Process of Submission of Bids

To facilitate the submission of proposals, the submission duly stamped and signed must be done electronically in PDF format and sent to Mads Gottlieb (mgo@sosbornebyerne.dk). **Electronic submissions only.**

The titles of submitted documents should clearly state "SPA value for money assignment" and be handed in jointly but in separate PDF files.

1.5 Documents to submit

- Bid submission / identification form
- Previous experience format
- Price schedule form (in a separate PDF file)
- Technical proposal
- CVs of the research team member(s) including current geographical location(s)
- Three references
- An example of a recent/relevant evaluation report (if available for public use)

1.6 Deadline for submission

The proposal must be received no later than August 19 (EOB). Proposals received after the deadline will not be considered.

1.7 Modification and withdrawal of bids

Proposals may be withdrawn on written request prior to the closing date of this invitation. Corrections or changes to already submitted proposals are only allowed prior to the closing date. In such instances, a new submission will replace the previously made submission.

1.8 Signing of the contract

SOS Children's Villages Denmark will inform the successful bidder electronically and will send the contract form within 2 weeks after closure of the bid submission deadline.

The successful bidder shall sign and date the contract and return it to SOS Children's Villages Denmark within five working days of receipt of the contract.

After the contract is signed by two parties, the successful bidder shall deliver the services in accordance with the delivery schedule outlined in the bid.

1.9 Rights of SOS Children's Villages

- contact any or all references supplied by the bidder(s);
- request additional supporting or supplementary data (from the bidder(s));
- arrange interviews with the bidder(s);
- reject any or all proposals submitted;
- accept any proposals in whole or in part;
- negotiate with the service provider(s) who has/have attained the best rating/ranking, i.e. the one(s) providing the overall best value proposal(s);
- contract any number of candidates as required to achieve the overall evaluation objectives

1.10 Evaluation of proposals

After the opening, each proposal will be assessed primarily on its technical quality and compliance and secondarily on price. The proposal with the best score, technical merit, and price, will be considered for approval. The technical proposal is evaluated on the basis of its responsiveness to the Terms of Reference (TOR). Bidders may additionally be requested to provide additional information (virtual presentation or phone interview) to SOS Children's Villages in Denmark on the proposed services. After reviewing the bids, the evaluation team may decide to call for an interview.

The criteria for selection are:

1. *Method*: The proposed method for reviewing the programme is suitable
2. *Timetable/work plan*: The timetable/work plan is realistic and meet the needs of the programme
3. *Cost*: The cost of the proposal is reasonable and feasible, given the other aspects of the proposal
4. *Experience*: The training and experience of the consultants, and recommendations from organisations for which the consultant(s) has previously worked

2 Terms of Reference (ToR)

2.1 Objectives of the assignment

2.1.1 Overall objective

The overall objective of this assignment is to do a retrospective Value for Money (VfM) analysis of our SPA2, and to strengthen SOS DK's ongoing VfM considerations, use, and practices.

SOS CV Denmark's evaluation policy emphasises capacity-building, participation, utilization of findings, and we expect this assignment to use the same overall principles. Therefore, we give preference to proposals that supports – or adds innovation to - these principles.

2.1.2 Specific objectives

We expect the following four work packages to be delivered:

1. Retrospective Value for Money Analysis of SPA2 (2022–2026)

Conduct a retrospective Value for Money analysis of the current SPA period, drawing on existing programme, MEAL and financial data. The analysis should explore the extent to which existing evidence can be used to assess economy, efficiency, effectiveness and equity across selected interventions, outcome areas or programme components.

2. Refine and operationalise our existing VfM methodology approach

Review and give practical recommendations on how to further operationalise our internal Value for Money analysis approach and method paper. This may include assessing the methodology paper itself and to clarify and unfold how it is linked to existing organizational processes and systems, such as monitoring, evaluations, learning processes, financial management, and project management. The review must identify opportunities to strengthen the practical use and integration of VfM considerations across the organization and enable us to carry out internal VfMs.

3. Review and give recommendations to our SPA3 (2027-2031)

Review the current results framework for the SPA3. This will include a review of the proposed economic indicators, data sources, and means of verification, and to give recommendations on how to cascade this to the country level, and to explain it narratively in our proposal and upcoming internal grant management guideline.

4. Capacity Development and Institutionalization

Facilitate a capacity development process for relevant SOS staff to strengthen understanding and application of Value for Money principles and approaches. This should include practical training in the application of the proposed VfM framework and support staff in translating new knowledge into day-to-day practice.

2.1.3 Scope

The first part of the assignment (the retrospective VfM) must cover the full SPA2 programme, identifying and analysing a selection of interventions, outcome areas, programme components that provide the strongest basis for assessing Value for Money. The analysis should utilize existing evidence and organisational data systems, including MEAL data, outcome monitoring databases, a recently started final evaluation, financial information, annual reporting and other relevant documentation. The latter part of the assignment (objective 2-4 above) should also examine how current organisational systems and processes support the generation and use of VfM and identify opportunities for strengthening institutional VfM practices for SPA3.

The assignment will result in the deliverables described in section 2.2. The documents should be in English. In addition, SOS CV must receive all data collected during the assignment. All confidential information should be kept in a separate annex to protect participants. The final documents must be provided electronically.

2.2 Work plan and expected deliverables

Work package 1: Carry out a retrospective Value for Money analysis for SPA2 (September-November)

Collect and analyse evidence to assess to what extent the project represent value for the resources used, and how the value could be increased. Evaluate the VfM as per the agreed methodology and assessment criteria; economy, efficiency, effectiveness and equity, according to the predefined metrics.

The expected deliverable is a VfM analysis of the current SPA2, ideally presented in the reporting template already developed by SOS Børnebyerne.

Work package 2: Operationalize our internal VfM methodology (November-December)

Review the existing SOS VfM method paper and its organizational application.

The expected deliverable is a revised method paper, or a list of recommendations and a practical process describing how to use the VfM method paper.

Work package 3: Refine our SPA3 Value for Money monitoring framework (September)

Provide input to an updated SPA3 results framework, with an emphasis on our VfM-indicators, a description of the sources of verification, and proposed data collection methods (e.g., evaluations, outcome harvests or annual reports).

The expected deliverable is a revised summary results framework pointing out the revised or added indicators, source and means of verification, and proposed targets.

Work package 4: Support the implementation of VfM, through a workshop (December-January)

Develop a workshop and training on the use of the proposed VfM approach, including interpretation and use of programme and financial data for learning, decision-making and reporting purposes. Including a participant action planning process resulting in practical institutional plans for how participants can apply the approach within their respective functions and responsibilities.

The expected deliverable is the facilitation of a workshop, a workshop report, and action plans for each participating organisation.

2.3 Requirements of the evaluator(s):

The evaluator must:

- a) Have proven competency (record of experiences) in Value for Money, ideally from Danida projects
- b) Excellent understanding of international development work in East and Horn of Africa
- c) Excellent facilitation, organisational and interpersonal skills
- d) Proven experience in participatory processes and data collection methods (including age appropriate data collection methods)
- e) Strong analytical and conceptual skills
- f) Excellent written communication skills
- g) A good understanding of child rights and issues affecting vulnerable children, youth and their families, advocacy, HRBA, and public sector services

2.4 Logistical arrangements

If the consultant need to travel to a programme location, accommodation and transport to the field will be organised by the member association, during the entire stay of the researcher(s), but all costs must be included into the price proposal.

2.5 Timetable

The assignment is planned to be carried out between September 1st, 2026 and January 31st, 2027.

We expect the consultant to submit a detailed and realistic time plan in the proposal. However, to balance expectations, we present an indicative timeline below:

Activities	Time frame	Location
All work packages: Prepare questions to SOS DK about the assignment and submit data collection methods, revised timeline, and other relevant information in an inception report, presented in a meeting.	2 weeks (September)	Home
All work packages: Desk research	4 weeks (September / ongoing)	Home
Work package 3: Submit and present revised results framework and VfM indicators to SOS DK (this deadline is critical as we need to submit a SPA3 proposal on October 1, using this information)	September 28, 2026	Virtual or SOS DK
Work package 1: Conduct data collection (interviews, surveys, etc.)	2 weeks (October)	East Africa and DK
Work package 1: Analyse data and prepare report	2 weeks (October)	Home
Work package 1 and 2: Prepare VfM analysis and review method paper	6 weeks (November-December)	Home
Work package 4: Prepare and facilitate workshop	2 weeks (January)	East Africa

2.6 Duration of the contract and terms of payment

Payment will be made only upon SOS Children's Villages acceptance of the work performed in accordance with the above-described deliverables. Financial proposals should include proposed stage payments. Payment will be affected by bank transfer in the currency of billing and is due 30 days after receipt of invoice and acceptance of work.

Funding and Payment: The consultant will be paid by SOS Children's Villages as follows:

25% after inception report is approved (September 2026)

50% after work packages 1, 2 and 3 are completed (end of November or December 2026)

25 on completion and delivery of workshop (work package 4), and approval of final handover note (January 2027)

The contract is effective from the moment it is signed until the SOS CV DK person in charge, have accepted the work.

2.7 Budget

The budget for this assignment is DKK 400,000 including all salaries, associated cost, VAT, taxes, and all travel-related costs of the consultant(s). The cost of the participants in the workshop (step 4) is not part of the proposal and will be covered directly by SOS CV. However, the cost of facilitating the workshop and associated costs, must be included in the financial proposal.

2.8 Notice of delay

Shall the successful bidder encounter delay in the performance of the contract which may be excusable under unavoidable circumstances; the contractor shall notify SOS Children's Villages in writing about the causes of any such delays within one (1) week from the beginning of the delay.

After receipt of the Contractor's notice of delay, SOS Children's Villages shall analyse the facts and extent of delay, and extend time for performance when in its judgment the facts justify such an extension.

2.9 Copyright and other proprietary rights

SOS Children's Villages shall be entitled to all intellectual property and other proprietary rights including, but not limited to, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for SOS Children's Villages under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract. The Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for SOS Children's Villages.

All materials: plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of SOS Children's Villages and shall be treated as confidential, and shall be delivered only to SOS Children's Villages authorized officials on completion of work under the Contract. The external consultant is obliged to hand over all raw data collected during the assessment to SOS Children's Villages.

2.10 Termination

SOS Children's Villages reserves the right to terminate without cause this Contract at any time upon forty-five (45) days prior written notice to the Contractor, in which case SOS Children's Villages Denmark shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

SOS Children's Villages reserves the right to terminate the contract without any financial obligations in case if the contractor is not meeting its obligations without any prior notice:

- agreed time schedule
- withdrawal or replacement of key personal without obtaining written consent from SOS Children's Villages
- the deliverables do not comply with requirements of ToR

2.11 Safeguarding and Ethical Issues

SOS Children's Villages is committed to ensuring that any evidence-generating activities undertaken by SOS Children's Villages and its partners strictly follow ethical standards and comply with the organization's Child Safeguarding Policy. The consultant should provide a detailed plan of how they intend to uphold the highest standards of protection, dignity, and respect for children, youth, and other vulnerable groups.

Being that the consultants will be conducting research and/or data collection, from and with young people and potentially other vulnerable populations. For this reason, they are required to observe SOS Children's Villages' safeguarding principles, ensure ethical research standards involving children (ERIC) environments, and avoid any practices that may expose participants to harm or discomfort.

To safeguard participants, relevant Project Coordinators and MEAL Coordinators in the project locations will ensure that the consultants:

- Receive orientation on SOS Children's Villages Core Policies (including Child Safeguarding, Code of Conduct, and Data Protection).
- Sign and adhere to these policies throughout the evaluation engagement.
- Use data collection approaches that respect participants' rights, dignity, and confidentiality.
- Avoid collecting any personal, sensitive, or identifying information beyond what is required for the intended study.

Informed consent remains essential. The consultants must ensure that participants understand the purpose of this work, their voluntary participation, and their right to withdraw at any time without consequences. This reinforces respect for participants' autonomy, capacity, and wellbeing.

3 Annex

3.1 SOS Children's Villages child protection policy and code of conduct

SOS Children's Villages International has a child protection policy and code of conduct that all consultants will be expected to comply with and will be required to sign a statement of commitment to the policy. This will happen upon signing of contract, together with an orientation of consultants on internal child safeguarding processes and data protection regulations.

Before the actual start of data collection, a police check is to be provided, in case any direct contact with programme participants and/or any sensitive data is planned.

In addition to the above mentioned, the following key areas for ethical consideration need to be taken into account: <http://childethics.com/ethical%20guidance/>

Graham, A., Powell, M., Taylor, N., Anderson, D. & Fitzgerald, R. (2013). Ethical Research Involving Children. Florence: UNICEF Office of Research - Innocenti.

The successful bidder is requested to obtain written consent from all participants of the evaluation process and/or their official guardians/representatives (when applicable).

3.2 Bid submission / identification form

This bid form must be completed, signed and returned to SOS Children's Villages. Bids have to reflect the instructions described in this Terms of Reference.

Any requests for information regarding this proposal shall be send to [insert name and email address].

The Undersigned, having read the complete Terms of Reference including all attachments, hereby offers to supply the services specified in the schedule at the price indicated in the Price Schedule Form, in accordance with the Terms of Reference included in this document.

Offering service for: [insert organization and name].

Company/Institution Name/Individual's Name _____

2. Address, Country: _____

3. Telephone: _____ Fax _____ Website _____

4. Date of establishment (for companies): _____

5. Name of Legal Representative (if applicable): _____

6. Contact Person: _____ Email: _____

7. Type of Company: Ltd. Other _____

8. Number of Staff: _____

9. Subsidiaries in the region:

Indicate name of subsidiaries and address

- a) _____
- b) _____
- c) _____

Validity of Offer: valid until: _____

Date

Signature and stamp

3.3 Previous experience form

Description (services and products provided to the clients relevant to the current RFP)	Client	Contact person/phone, e- mail address	Date of assignment (from/to)

3.4 Price schedule form

The financial proposal needs to include all taxes.

	Activity	Staff involved (indicate profile)	Number of people	Number of days	Daily rate	Total price per row	% of total price
			A	B	C	D=AxB xC	E=D/F
1	Inception phase						
2	Work package 1 (retrospective VfM)						
3	Work package 2 (review SOS DK VfM approach)						
4	Work package 3 (ongoing VfM considerations)						
5	Work package 4 (implement VfM and workshop)						
	Total Price (F)						100%

Costs covered by Member Association are not to be included into the price proposal above, but as an annex describing the type of costs expected to be covered by the additional budget described in section 3.7.

This proposal should be authorized, signed and stamped

(Name of Organisation)

Name of representative

Address:

Telephone/Fax/Email:

3.5 Technical proposal (guideline)

Name of Organisation/Firm/Independent Consultant	
Name of contact person for this proposal (for organisation/firm)	
Address:	
Phone/Fax:	
E-mail:	

The technical bid should be concisely presented and structured in the following order to include but not necessarily be limited to the following information listed below.

1. Quality and Relevance of Technical Proposal

- Describe all actions related to defining data collection methodology and conducting the vfm assignment
- Realistic work plan with timelines in accordance with ToR
- Detailed quality assurance process for data collection, analysis, and reporting

2. Qualification and expertise of organisation/team or consultants/consultant submitting proposal

- Reputation of firm/organisation and staff and individual consultant/s (competence and reliability) in carrying out evaluations
- Relevance of:
 - Specialized knowledge
 - Proven expertise in carrying out formative evaluations
- CVs for key staff