

Terms of Reference

Plan International Ireland SQRIBE Final Evaluation

Tender Main Facts Table	
Tender reference	Plan International Ireland Tender for the SQRIBE Programme Final Evaluation
Tender launch date	26 May 2026 Request Tender package from Mel Larose at Melanie.larose@plan-international.org
Clarifications	To be submitted by 17.00 GMT on 29 May 2026 to: Tenders.Ireland@plan-international.org
Contract Manager	Deirdre Murray, Irish Aid Team Lead
Deadline for submission of offers	19 June 2026 by 17.00 GMT
Submissions:	Tender submissions are to be submitted with the above reference and to: Tenders.Ireland@plan-international.org
Estimated date of award of contract(s)	1 July 2026
Duration of Contract	4 months

Queries related to this tender must be addressed to:

Tenders.Ireland@plan-international.org

Please include the tender reference above in all correspondence

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1 TENDER FOR THE FINAL EVALUATION OF THE SQRIBE PROGRAMME

Plan International Ireland (PII) is requesting applications from research organisations, universities, academic institutes or think tanks for the final evaluation of PII's multi-annual programme (2023 – 2027), funded under Ireland's Civil Society Partnership (ICSP) for A Better World scheme. The evaluation will take place in 2026, year 4 of the Programme, to satisfy donor requirements, and to feed into the development of the next multi-annual funding opportunity.

If you believe that your company/organisation may be in the position to meet our specified requirements, please contact Melanie Larose - Melanie.larose@plan-international.org – to request the full tender package. **Thereafter, tenderers should complete and submit all the required documents by 17.00 GMT on 19 June 2026.**

This tender dossier has been issued for the sole purpose of obtaining offers for the supply of goods or services against the specification contained within this document and Annexes. PII reserves the right not to enter or award a contract as a result of this invitation to tender. Any attempt by the Tenderer to obtain confidential information, enter into unlawful agreements with competitors or influence the Evaluation Committee or PII during the process of examining, clarifying, evaluating and comparing tenders will lead to the rejection of its offers and may result in the termination of a current contract where applicable.

2 OVERVIEW OF PLAN INTERNATIONAL

Plan International is an independent development and humanitarian organisation that advances children's rights and equality for girls. We believe in the power and potential of every child, which is often suppressed by poverty, violence, exclusion and discrimination, with girls being the most affected. Working together with children, young people, our supporters and partners, we strive for a just world, tackling the root causes of the challenges facing girls and all vulnerable children. We support children's rights from birth until they reach adulthood, and we enable children to prepare for – and respond to – crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge. We have been building powerful partnerships for children for over 85 years and are now active in more than 80 countries.

Established in 2003, PII supports Plan's work worldwide, adding value in several specialised areas: education, protection, inclusion and emergencies, with a particular focus on West and Central Africa. PII plays a key role in driving the agenda of inclusive quality education across its humanitarian and development delivery of programmes. Funding is received from a variety of sources including through the public via child sponsorship, individual giving, Irish Aid, EU, UN, trusts, foundations, trade unions and corporate firms.

PII and Irish Aid are working in partnership to achieve the common vision of a world in which all children realise their full potential. Achieving this vision depends on both boys and girls enjoying their right to inclusive quality education. It is largely recognised, that education is one of the most important investments a country can make and is critical to reducing poverty and inequality.

3 PROGRAMME BACKGROUND

The Irish Aid funding to PII enables the implementation of a multi country programme of Safe, Quality, Resilient, Inclusion-based Education (SQRIBE). PII is in receipt of 4 funding streams, delivering the merged SQRIBE programme (**Long Term Development Scheme** and the **Chronic Crisis Stream**) in 6 vulnerable countries in West and Central Africa – Burkina Faso, Mali, Central African Republic (CAR), Cameroon, Guinea-Bissau and Guinea. The programme focuses on education across humanitarian and development contexts building a nexus approach in Mali. Building on previous programmes there is

an increased focus on improving learning outcomes for out-of-school children and adolescent girls as the key target groups while continuing to support the overall safe, quality, resilient, inclusion-based education eco-system. The embedded **Acute Crisis Stream** enables PII to respond to crises as they occur across the globe. The **Global Citizenship Education Stream** supports programming in Ireland, with youth, raising awareness in relation to SDG4 and Irish Aid's ODA and **is outside the scope of this tender**. See Annex C for details of the Programme.

4 EVALUATION FOCUS

4.1 PURPOSE OF THE EVALUATION

The evaluation will cover the accomplishment of all the expected results as outlined in the programme documents and detailed in the annual work plans during the period of 1st January 2022 –30TH June 2026. Programme result areas, outcomes and activities stated in the Programme Results Frameworks will be assessed. The final evaluation will provide the decision-makers in PII with sufficient information to:

- Make an overall independent assessment about the performance of the programme paying particular attention to the impact of the programme actions against their objectives and targets;
- Contribute to shared learning and provide accountability to partners, project participants and the donor;
- Identify lessons learned and make recommendations to guide and inform future similar projects and programmes, with a specific intention of informing programmatic decisions in relation to the development of an ensuing multi-annual opportunity.

4.2 EVALUATION CRITERIA AND GUIDING QUESTIONS

As per the OECD DAC criteria the evaluation should assess the SQRIBE Programme in relation to relevance, effectiveness, sustainability and impact. It should also explore the themes of Furthest Behind First, Locally Led Development, and Nexus programming. Other criteria that are key to PII's work related to child rights, gender and inclusion and conflict sensitivity should be assessed as well. As per the donor guidelines the following questions should also be considered:

- Has the programme addressed the needs of programme participants in complex and evolving contexts?
- Is there evidence that the SQRIBE Programme is addressing ICSP thematic outcomes and achieving anticipated results?
- Is there evidence that the programme has been effective in achieving anticipated results at multiple levels (micro/meso/macro)?
- To what extent is the programme delivering impactful and coordinated development, humanitarian, and climate initiatives?
- To what extent and how has the SQRIBE Programme changed or improved upon addressing the needs of the furthest behind first?
- To what extent and how has the SQRIBE Programme changed or enhanced how partners engage and integrate concepts of locally led development into their programming?

5 INVITATION TO TENDER OVERVIEW AND INSTRUCTIONS

5.1 OVERVIEW

PII wishes to make a sourcing decision for all the works involved in this tender, creating an agreement with a single supplier. The successful Tenderer will be expected to enter into a service agreement with PII for a period of 4 months (starting in August 2026) at which point the final evaluation report must be submitted by 31 November 2026.

5.2 INSTRUCTIONS TO TENDERERS

These instructions are designed to ensure that all Tenderers are given equal and fair consideration. It is important therefore that you provide all the information asked for in the format specified. Unless stated otherwise, all communications from Tenderers during the period of this procurement exercise must be directed to Tenders.Ireland@plan-international.org and must include the reference: **Plan International Ireland Tender for the SQRIBE Final Evaluation**.

5.2.1 Submission of Tender

The ToR comprises of the documents listed below which must be considered in conjunction with each other; these need to be requested by emailing Tenders.Ireland@plan-international.org. Failure to provide all information required by the tender documents or to submit a tender not substantially responsive to the tender documents in every respect will be at the Tenderers risk and may result in the rejection of its tender.

- Plan International Ireland Terms of Reference
- ANNEX A – Pricing Schedule (required to be completed)
- ANNEX B – Tenderer’s Declaration (required to be completed)
- ANNEX C – Programme Details (for information purposes)
- ANNEX D – Plans General Terms and Conditions (for information purposes)
- ANNEX E – Safeguarding Children and Young People Global Policy (for information purposes)
- ANNEX F – Anti-fraud, Anti-bribery and Anti-Corruption Global Policy (for information purposes)

Full applications will require the necessary documents listed above, as well as the following:

- Cover letter: A short (maximum three pages) letter addressing the evaluation criteria;
- A detailed curriculum vitae of key evaluation staff;
- At least 2 references from organisations for whom you have carried out similar work;
- Examples of recent previous evaluations undertaken;
- Technical Proposal (maximum eight pages) interpreting the understanding of the ToR, outline methodology of executing the task, as well as draft evaluation framework and plan;
- An approximate timeline for the work (based on timeline at 5.2.4);
- The financial proposal should:
 - Provide cost estimates for services rendered including daily consultancy fees related to the consultant(s) who will take part in the final evaluation of the programmes;
 - Include all expenses (transport cost; per diems, stationery, and supplies) related to all the different phases of the assignment.
- A PDF scanned copy of the tender cover letter signed by an authorised officer of the consultancy team outlining the contents of the tender documents.

Full tenders should be forwarded to Tenders.Ireland@plan-international.org before 17.00 GMT on 19 June 2026. E-mails containing tender documents should have the subject: **Plan International Ireland Tender for the SQRIBE Final Evaluation**.

Alternatively, tender documents can also be posted to Plan International Ireland. Tender documents submitted by post should be in a sealed envelope and should be addressed as follows:

To the SQRIBE Final Evaluation Tender Committee
Plan International Ireland,
11 Harrington Street,
Dublin 8, D08 EK7D,
Ireland.

The offer and all correspondence and documents related to the tender must be written in English. Each Tenderer or member of consortium or sub-contractor may submit only one offer.

The contract shall be awarded based on expertise and experience as well as cost and adherence to necessary time frame. A contract will be signed by the consultant upon commencement of the

evaluation which will detail additional terms and conditions of service, aspects on inputs and deliverables. The team must be available to begin the assignment in August 2026 and complete it by 30 November 2026.

*Please send any questions relating to the tender via Tenders.Ireland@plan-international.org and by the date indicated above. These will be consolidated and responded to in a consistent and fair manner to all tenderers by the deadline.

5.2.2 Pricing

Tenderers are required to complete the pricing schedule attached separately in Annex A. All prices must be quoted in Euros and exclusive of Value Added Tax (VAT).

In relation to fee structure, we are happy to consider *pro bono*, *low bono*, fixed fee, day rates and other options, but we will need to ensure:

- The costs are reasonable, competitive and predictable for each work package/article,
- The costs can be defended with our other partners in this project (noting that our legal services will be provided *pro bono*)
- *Pro bono*/reduced rate services are offered to competitive service levels (our *pro bono* partners typically commit to service levels that are equivalent to fee paying clients and we commit to treating *pro bono* service providers with the same courtesy)
- There is clarity on the weekly fee rate
- Fee rates are adjusted based on the type of service provided.

Tenderers will submit a realistic budget for the scope of the work to be carried out (see below). Tenderers should note:

- Travel & Subsistence: The consultant’s travel from base to the field and back will be included in the current contract; it is a requirement of Plan that consultants have valid HEAT certification.
- Professional fee: The consultant will propose the professional fee as part of their financial proposal;
- Tax and insurance: The consultant shall be responsible for their income tax and/or insurance during the evaluation.

5.2.3 Period Validity

On submitting tender responses, tenders will remain open for acceptance by PII for a maximum period of 90 days after the tender return deadline.

5.2.4 Proposed Timeline

The timescale for the tender review is shown below and may be subject to change as the tender progresses.

Activity	Deadline Date
Launch of tender	26 May 2026
Deadline for supplier submission of clarifications questions*	3 June 2026
Deadline for Plan to respond to clarification questions	5 June 2026
Deadline for submission of offers (Tender Deadline)	19 June 2026 17.00 GMT
Supplier shortlisting	22 - 24 June 2026
Supplier presentation / interview	29 - 30 June 2026
Contract Award	1 July 2026
Expected Contract Signature	3 July 2026
Mobilisation Period	July 2026
Inception Phase	Mid-August – Mid September 2026
Field Investigation Phase	Mid Sept – early October 2026
Draft Report	Early November 2026
Final Report	31 November 2026

6 SPECIFICATION AND SCOPE OF REQUIREMENTS

The evaluation will review the ICSP funded SQRIBE Programme, where the cross-cutting thematic is Inclusive Quality Education. The evaluation should be carried out between August and November 2026, and due to the level of insecurity and inability to access many of the operational locations, it will involve:

- A desk study of all 7 country programmes in the **SQRIBE programme**;
- Consultant-led field research being undertaken in 2 countries, namely **Guinea (Long Term Development) and Cameroon (Chronic Crisis)**
- A desk study of the **ACS (Acute Crisis Stream)**

6.1 SCOPE OF WORK

The overall supervision of the evaluation will rest with PII. The consultant will report to a designated manager and will be expected to work closely with, and interact with the implementing agency, the Ministries of Education, relevant in-country staff and implementing partners across the SQRIBE programme. The phases of the evaluation are detailed below.

6.1.1 [Phase 1: Inception Phase](#)

The main tasks during this phase will be to:

- Finalise the proposed evaluation methodology, in agreement with PII;
- Review the programme documents;
- Review relevant country policies;
- Develop a detailed workplan for the completion of the evaluation.

The methodology for the evaluation will be proposed and developed by the consultants, considering the scope and complexity of the SQRIBE programme. However, PII would expect to see a mixed methods approach, as programme indicators are both qualitative and quantitative in nature.

6.1.2 [Phase 2: Field Investigation Phase](#)

All Country Office (CO) programmes will be reviewed **as a desk study**. Given the fact that many of the operational areas are inaccessible due to considerable levels of insecurity, **in person visits will only take place in Guinea (Long Term Development) and Cameroon (Chronic Crisis)**. These visits will include facilitating data collection on various parameters of the evaluation which are directly related to identified outcomes and indicators in the results frameworks. Sites and participants for data collection within countries include:

- Programme teams;
- Students, teachers and leaders in participating schools;
- Officials within education ministries;
- Parents in participating communities.

Primary data collection in the remaining 5 project locations will not involve consultant-led field research due to security considerations. A considerable range of qualitative and quantitative data is available for analysis and desk study. The consultants are asked to propose a complementary method to substantiate this data which could take the form of:

- Remote online interviews with programme participants, ministry representatives, partners;
- Web surveys etc, bearing in mind that in some locations there is limited connectivity.

6.1.3 [Phase 3: Analysis and Reporting](#)

This phase is mainly devoted to the preparation of the draft and final report in English. The consultant will submit the draft evaluation report to the PII evaluation contact point for review. On the basis of comments expressed by PII the consultant will amend and revise the draft report by:

- Receiving feedback and comments from PII (and COs);
- Preparing and submitting the final report to PII (and COs);
- Presenting the final findings to PII and the respective Country Offices in a Final Evaluation Report.

PII expects both the draft and final reports to follow a standard format encompassing an executive summary, methodology overview, analysis, conclusions and recommendations.

6.2 EVALUATION QUESTIONS

The evaluation will be based around the core evaluation criteria of relevance, effectiveness, sustainability, and impact. The key evaluation questions and related sub-questions under each criterion are outlined below.

6.2.1 [Relevance](#)

To what extent has the SQRIBE Programme responded to the needs and problems of participants in the evolving context?

- Did the programme's Theory of Change hold true?
- Were the risks and assumptions valid?
- Did PII and the various COs adapt appropriately in response to changes in the context and lessons learned from implementation of the intervention?
- What is the level of awareness of participants of the results of the programmes?

6.2.2 [Effectiveness](#)

Is there evidence that anticipated results were achieved at each stage of the Programme?

- To what extent can the emerging results be attributed to Programme Grant and HPP funding?
- What are the major factors (both internal and external) influencing the achievement or non-achievement of the objectives?
- Have programme management, coordination, communication, monitoring and evaluation, technical backstopping support given to the Programme by all parties concerned been adequate?

6.2.3 [Sustainability](#)

To what extent did the organisation build institutional capacity of local partners?

- Did the programme enhance local ownership and capacity to influence policy?
- Where relevant, did the programme contribute to localisation of humanitarian aid?
- What has worked well/not worked well and why?
- Where relevant, were cross-cutting issues (gender equality, environmental impact and good governance) appropriately accounted for and managed from the outset of the Programme?
- Is the Programme compatible with relevant country policies?

6.2.4 [Impact](#)

What are the most significant changes that can be attributed to the programmes?

- To what extent have the programmes had an impact on teaching and learning?
- Have there been any unintended consequences of the programmes? How did these occur?

When assessing impact, the consultants should bear in mind that PII has been operational in some of these areas with Irish Aid funding since 2012.

6.3 KEY DELIVERABLES

The key deliverables expected from the consultants will be as follows:

- Methodology outline, including data collection tools;
- Inception report;
- Draft evaluation report in relation to the SQRIBE Programme and ACS;
- Final evaluation report in relation to the SQRIBE Programme and ACS;
- Cleaned datasets.

7 REQUIREMENTS AND SELECTION CRITERIA

7.1 REQUIREMENTS

The following are the qualification requirements for the evaluation consultants:

- Advanced University Degree in public education, international development, humanitarian assistance, evaluation or related field;
- A minimum of ten (10) years of relevant professional experience in the areas of basic/ primary education, teacher development, capacity building of education administrations, education economics and in the definition and implementation of sectorial policies in the education sector;
- Excellent understanding of both development and humanitarian principles and programming;
- Extensive experience in the evaluation of technical assistance projects, preferably, those under the education portfolio;
- Fully conversant with the principles and working methods of project cycle management. A knowledge of the activities of multilateral development donors will be an added advantage;
- Solid knowledge of, and practical experience with gender analysis and planning;
- Full working knowledge of English and French;
- Excellent report writing skills;
- Competence and adequate experience in the use of qualitative and quantitative methods of data collection and analysis including sampling, desegregation of data, structured and semi-structured interviewing, focus group discussions, and observation and triangulation research methods.
- Ability to interpret and analyse complex qualitative and quantitative data, and to present findings and recommendations concisely;
- Excellent inter-personal communication skills including experience of facilitation and presentation;
- Ability to work equally well with local and international organisations;
- Knowledge and sensitivity to political and social contexts of West and Central African Communities;
- Experience in West and Central Africa would be an advantage;
- Understanding of key safeguarding issues relevant to the assignment and experience of designing and implementing M&E activities that ensure the safety and rights of vulnerable participants are protected.

7.2 SELECTION CRITERIA

Tenderers response to the specification and other information as requested in this ToR, will be evaluated against the requirements outlined;

- Tender Compliance & Completion
- Experience in the INGO sector
- Expertise & qualifications
- Scheduling & Methodology
- Pricing Schedule

The contract will be awarded to the Tenderer who, in the opinion of PII, having regard to the selection criteria set out in the table above, offers the best approach to minimising risk and value for money tender. PII reserves the right not to accept the lowest, or any, tender. Award of the contract will be through written notification and a subsequent service agreement put in place.

8 EVALUATION OF OFFERS

PII, at its sole discretion, will select the winner of this tender and shall be free to:

- Accept the whole, or part only, of any tender;
- Accept none of the proposals tendered;
- Republish this request for tenders.

PII will not be liable for any costs or expenses incurred in the preparation of the tender. PII reserves the right to keep confidential the circumstances that have been considered for the selection of the offers. Part of the evaluation process may include a presentation from the Tenderer and a site visit by PII staff.

Value for money is very important to PII, as every additional euro saved is money that we can use on our humanitarian and development work throughout the world. Tenders are therefore encouraged to explore and propose innovative ways for achieving the required performance measures in more cost-effective ways.

9 CONTRACT PAYMENT TERMS

Tenderers are invited to note that, a schedule of payments will be agreed when the contract is awarded, between the Tenderer and PII.

10 DISCLAIMER

It should be noted that PII

- Reserves the right to alter the schedule of tender and contract awarding.
- Reserves the right to cancel this tender process at any time and not to award any contract.
- Reserves the right not to enter or award a contract as a result of this invitation to tender.
- Does not bind itself to accept the lowest or any tender.
- Shall not be liable in respect of any costs incurred by the Tenderer in the preparation of the offer nor any associated work effort, including the production of presentation materials, brochures, product specifications or manuals for evaluation.
- In justified cases, after receiving bids and/or during the negotiation, PII is entitled to split the contract between two or more suppliers so that each of them will supply part of the contract. This decision must be announced to all bidders so that they have chance to modify their bids.
- Where additional services would prove to be necessary for finalisation of the activity for which this tender is published, PII reserves the right to procure them from the winner of this tender under a negotiated procedure.

11 REQUIREMENTS FOR A COMPLIANT TENDER

The onus is on the Tenderer to ensure that its offer is complete and meets PII's requirements. Failure to comply may lead to the offer being rejected.