Terms of Reference

Monitoring and Evaluation Consultant

Contracting entity: Terre des hommes Hellas, Greece
Location: Primarily remote, with agreed meetings in the Tdh Hellas HQ in Athens

1. Background and rationale

Terre des hommes Hellas works to strengthen child protection and advance children's rights in Greece through practical methodologies, capacity strengthening, child participation, partnerships and advocacy. Its emerging Strategy 2027–2029 is organised around Prevention and Response programmatic priorities, supported by cross-cutting technical and organisational enablers. The strategy is under development and will inform a results framework and annual operational planning.

In addition, through the European Commission project Unity in Care, Tdh Hellas contributes to strengthening mental health and psychosocial support for vulnerable children and young people by implementing specific methodologies.

Terre des hommes Hellas does not currently have a dedicated Monitoring & Evaluation staff member, however, it requires organizational strengthening with regards to its M&E systems that will enable enabling consistent beneficiary counting, monitoring of outputs and outcomes, and using of evidence for programme improvement, reporting and strategic decision-making.

The assignment will also refer to specific sustainability needs from the Unity in Care project, specifically to support measurement and learning from selected psychosocial and participatory methodologies, with priority given to Walking the JOURNEY, Move on and Engage and Movement, Games, Sports and creativity and I Support My Friends, using the versions and implementation arrangements actually employed by Tdh Hellas.

2. Objectives

The overall objective is to strengthen Tdh Hellas' ability to monitor its impact consistently, understand the changes it contributes to, and use evidence for programme improvement, organisational learning, strategic planning and fundraising.

Working closely with management and staff, the consultant will help establish an M&E approach and toolkit that the organisation can maintain without a dedicated M&E staff member.

The assignment will support Tdh Hellas to:

- Translate the emerging Strategy 2027–2029 into a practical results framework and support the development of its operational plan, including appropriate indicators (KPIs), milestones, achievements and responsibilities.
- Use common definitions and tools to count beneficiaries and monitor activities and results consistently across projects and throughout the years.
- Build staff confidence and skills in collecting, analysing and using information, and clarify internal responsibilities for ongoing monitoring.
- Additionally, strengthen outcome measurement for psychosocial support and child participation methodologies, particularly through Walking the JOURNEY, Move on and Engane , Movements, Games, Sports and Creativity and I Support My Friends, as part of the completion of the Unity in Care European project.
- Identify good practices, lessons learned, implementation challenges and areas for improvement in the application of these methodologies.
- Develop practical recommendations and tools to support the sustainability, continued implementation and potential integration of these methodologies into Tdh Hellas' future programming.

A jointly developed approach

The detailed workplan, priority tools, measurement approaches and capacity-building activities will be agreed with the selected consultant at the start of the assignment, based on existing resources, staff capacity and the available timeframe.

The emphasis is on strategic approach, practical tools and sustainable ways of working. The consultant will provide technical support to the Tdh Hellas strategic and operational planning process; management and staff will retain ownership of organisational choices and targets.

3. Key tasks

Review current practice and agree priorities

Review relevant strategy and project documents, existing data, tools and reporting arrangements. Consult key staff to understand current practice, identify gaps and agree a realistic workplan. Build on existing Tdh Hellas resources wherever possible. Suggest an an evaluation approach that is proportionate to the available resources, timeframe and existing project documentation.

Support the 2027-2029 National Strategy and operational planning

Help clarify the link between strategic priorities, intended outcomes and indicators. Support the identification of feasible targets, milestones and responsibilities, and provide a practical structure connecting the strategy to annual operational planning. Identify baseline information that is available or still needs to be collected and propose a practical monitoring and review cycle that can be incorporated into annual operational planning

Develop a consistent monitoring system

Develop or adapt straightforward tools for beneficiary counting, activity monitoring and results reporting. Address repeat participation and double counting, and agree how information will be collected, checked, consolidated and reviewed throughout the year. Use accessible software that staff can continue to manage.

Strengthen measurement of psychosocial outcomes and impact on children

Review specific methodologies and tools used by Tdh Hellas, particularly Walking the JOURNEY, Move on and Engage, Movement,Games,Sports and Creativity and I Support My Friends. Propose suitable ways to assess changes for children and the quality of their participation, combining quantitative and qualitative information where useful. Explain what the evidence can demonstrate and its limitations. Develop practical recommendations for strengthening the quality, effectiveness and sustainability of the methodologies beyond the project period.

Test tools and build staff capacity

Test priority tools with relevant staff and, where feasible and appropriate, within ongoing activities. Provide practical training and coaching to Tdh programme staff, revise tools based on feedback, and support staff to interpret and use the information they collect. Ensure that the proposed tools are user-friendly and proportionate to staff capacity and the organisation's operational needs.

Ensure safe practice and a sustainable handover

Apply Tdh safeguarding and confidentiality requirements and appropriate data-protection practices. Any engagement with children must be voluntary, accessible and supported by agreed consent and safeguarding arrangements. Agree internal ownership, provide clear user guidance and identify the next steps for continued implementation.

4. Deliverables

The consultant will provide the following deliverables. Their detailed content, formats and delivery schedule will be agreed with Tdh Hellas during inception, within the available budget and contract period.

No.	Deliverable	Description
1	Inception report and assessment of existing practices	Review of existing organisational M&E systems, relevant project documentation, available data and methodology resources. Identification of gaps, priorities and an agreed workplan and methodology.
2	Strategy results and operational planning framework	Development of a results framework for the 2027–2029 Strategy, including strategic outcomes, proposed indicators, KPIs, milestones, targets and responsibilities. Development of a practical

		template linking the strategy to annual operational planning.
3	Organisational monitoring and reporting toolkit	Development of a set of editable tools for beneficiary counting, activity monitoring, output and outcome measurement, data consolidation and reporting, accompanied by practical guidance on definitions, data quality, internal responsibilities and monitoring procedures.
4	Unity in Care methodology evaluation and measurement framework	Assessment of Walking the JOURNEY, ISFM, MGSC and MoE, including implementation quality, available evidence, outcome measurement, good practices, challenges, lessons learned and recommendations for improvement.
5	Methodology-specific monitoring tools and sustainability recommendations	Development or adaptation of appropriate qualitative and quantitative tools and indicators for assessing the outcomes of the four methodologies, accompanied by practical recommendations for their continued implementation, improvement and sustainability beyond the project period.
6	Staff capacity building and final handover	Delivery of practical training and coaching sessions for relevant staff, submission of final revised tools and user guidance, and preparation of a handover document outlining internal responsibilities, outstanding needs and recommended next steps for 2027.

Delivery arrangements

All final deliverables must be submitted by 31 December 2026, with time for staff feedback and revisions built into the agreed workplan. Reports and frameworks will be in English; staff guidance and participant tools will be available in Greek, as agreed. All tools must be editable and usable by Tdh Hellas after the assignment.

The consultant will report to the Executive Director and collaborate with designated staff. The project-specific and wider organisational components will be agreed transparently at inception, in line with the confirmed funding arrangements.

6. **Required qualifications and experience**

Required qualifications and experience:

- University degree in Statistics, Social Sciences, Development Studies, Public Policy, Psychology, Education, or a related field. A postgraduate qualification in Monitoring and

Evaluation, Statistical Analysis, Project Management or a relevant discipline will be considered an asset.

- At least 5 years of professional experience in monitoring, evaluation, accountability and learning, preferably within NGOs, international organisations or development and child protection programmes.
- Demonstrated experience in developing organisational M&E frameworks, results frameworks, indicators and monitoring tools.
- Experience in evaluating psychosocial support, child protection, child participation or other interventions involving children and young people.
- Proven experience in qualitative and quantitative research and data analysis.
- Experience in developing practical recommendations for programme quality, sustainability and organisational learning.
- Excellent report-writing and communication skills in English.

Desirable qualifications:

- Previous experience with EU-funded projects and their monitoring, evaluation and reporting requirements.
- Knowledge of child safeguarding, child participation and ethical research involving children.
- Experience working with organisations with limited dedicated MEAL capacity.
- Familiarity with GDPR and data-protection requirements in research and evaluation**.**

The consultant must have the legal capacity to provide the requested services and issue the relevant legal invoice.

7. Evaluation Criteria

Applications will be evaluated based on the following criteria:

Criteria	Maximum Score
Relevant academic background and professional background	10
Relevant experience in MEAL system development and organisational strengthening	30

Experience evaluating relevant programmes and psychosocial, child protection and child participation methodologies	30
Quality of technical proposal	20
Financial offer	10
Total	**100**

8. Application Procedure

Interested candidates are invited to submit:

1. Updated CV or resume
2. Technical proposal outlining the proposed methodology and approach
3. Financial offer indicating daily fee and total estimated cost, including all applicable taxes and expenses
4. Examples of relevant previous work

Applications shall be submitted electronically to: grc.logistics@tdh.org

Subject line: "Monitoring and evaluation Consultant – [Applicant's full name]"

Deadline for submission: 23rd of November 2026

9. Payment Conditions

Payment will be made based on the successful completion and approval of deliverables, according to the contractual arrangements agreed between the parties.

The financial offer shall include all applicable costs, taxes, fees, and any other related expenditures, unless otherwise agreed.

10. Ethical Considerations

The selected consultant shall comply with:

- principles of confidentiality and data protection
- Tdh's child safeguarding policy
- anti-discrimination and gender equality principles