

Evaluation Consultancy

for the

**Strengthening Cross-Sectoral Collaboration for
Social Cohesion (SC3) Project**

Terms of reference

November 2022

Summary description of the services

The British Council requests evaluation consultancy to carry out an evaluation of outcomes and impact of the Strengthening Cross-Sectoral Collaboration for Social Cohesion (SC3) Project (“the Project”) co-funded by the British Council and European Union. The review should provide a set of recommendations for ensuring that the Project’s stated impact and outcomes have achieved the purpose.

Context and Background

The Strengthening Cross-Sectoral Collaboration for Social Cohesion (SC3) Project is a 36-month project aimed at effectively addressing development challenges and opportunities at local level through improved cooperation between civil society organisations (CSOs) and local authorities (LAs) in Ukraine. It is delivered by the British Council working with three experienced (CSO) co-applicants: NGO “Strong Community” – based in the east of Ukraine, NGO “Youth Platform” – based in the west of Ukraine and Kherson Regional Charitable Fund “Union” – based in the south of Ukraine. The project operates across all of the Government-controlled areas (GCA) of Ukraine.

The overall objective of the project is to address local development challenges and opportunities more effectively and innovatively through joint and mutually re-enforcing initiatives of local authorities and CSOs, leading to greater social cohesion at community level.

Project’s **specific objective 1** (SO1) aims for CSOs based in and working with local communities across Ukraine to enhance their influence and cooperation with state bodies, for greater effectiveness and sustainability. This should strengthen CSOs’ capacity, confidence, and credibility in working in their communities and with local authorities through innovative active citizenship mechanisms. It should also increase their constructive engagement in sustainable cross-country and/or cross-sectoral networks.

Specific objective 2 (SO2) of the action intends that LAs engage more innovatively and productively with communities in addressing local development issues, thereby improving trust and understanding between communities and local government. By achieving this it is expected that LAs’ readiness and ability to promote and enable more inclusive, effective, transparent and consultative citizen-state interactions in communities are to be strengthened.

The SC3 model provides a unique social change intervention in terms of its simultaneous focus on individuals, organisations and communities, going beyond the limits of a traditional capacity-building project. Participating in the project will lead to many positive organisational changes for CSOs, including increased capacity and confidence, stronger partnerships, an enhanced profile, access to new networks, increased visibility and sustainability, and a renewed commitment to inclusion. Individuals benefit from enhanced personal development and renewed values and interpersonal skills, leading to different pathways of change, from becoming community leaders, to gaining new employment

opportunities, while communities are engaged through the social action mediated by CSOs, both as social actors and beneficiaries.

The project design is informed by and built around the British Council's tried and tested global Active Citizens (AC) methodology, which has been delivered in Ukraine since 2014 and provided more than 60'000 people in communities and CSOs with the social leadership skills and the agency to address some of the big social challenges of the 21st century. AC builds trust within and between individuals, communities and CSOs by supporting participants to take action on grass roots issues they care about, underpinned by principles of diversity and inclusion.

The project methodology's particular "niche" and strength lies in addressing specifically community needs rather than pursuing the goals of international development agencies. This originates from Social Action Projects (SAPs) relevance to people needs. The issues they address are chosen by the communities' members themselves, because they are of concern to them and to their communities. Generally, SAPs tend not to aim at change at policy level. They are low-budget projects and have been initiated by people who have not run projects like this before. The important role here is played by usage of local resources (financial or otherwise) in SAPs implementation. The SAPs are important as learning processes. In addition to bringing about changes at community level, these initiatives allow community members to practice what they have learnt in the training - how to identify community needs, how to plan for action, and how to identify and mobilise resources, how to communicate with LAs and other stakeholders. As a rule, the project methodology gives people hope in a region where people are marginalised in decision- and policy-making processes, for instance, in case of internally displaced people from Donetsk and Luhansk regions. The SC3 makes them feel that their actions matter and that a small action can lead to bigger change at the policy level.

Detailed information about the project, including expected outcome, outputs, activities and indicators are available in the Appendix I and Appendix II of this document.

Evaluation Assignment

Scope

The aim of this assignment is to provide independent assessment of the *Strengthening Cross-Sectoral Collaboration for Social Cohesion (SC3) Project*, namely its implementation and achievements. Its focus will be on young people's capacities and community engagement supported throughout the project, as well as on its effects on community cohesion and resilience.

Project is implemented across Ukraine and it is expected from the consultant to ensure that this diversity is addressed through the evaluation, especially that voices and experiences of young people from different background and communities are taken into account.

Having in mind that project is focused on local communities and aimed to reduce risk of conflict and build coherence and resilience in communities across Ukraine, it is important that consultant is knowledgeable about Ukrainian context.

Due to the Covid19 and full-scale Russian invasion of Ukraine, and possible travel restrictions, the whole consultancy, including all data collection (both quantitative and qualitative) should be done primarily online and in local language. Many local stakeholders included in the project do not speak English or other languages, so the consultant should be fluent in Ukrainian.

Project team will ensure that consultant has access to all relevant documents, including project background and detailed information about Project methodology, its implementation and achievements.

Throughout the implementation of the project, the project team have collected monitoring data, mostly through registration forms, feedback questionnaires and grant reports. All monitoring data will be available to the consultant.

British Council project team will also provide other logistical support as needed.

Purpose

The purpose of this evaluation is to provide independent assessment of the *Strengthening Cross-Sectoral Collaboration for Social Cohesion (SC3) Project*, namely its implementation and achievements, as well as to provide recommendations for potential continuation of the project. Within this purpose, evaluation should assess how effective was the overall project approach to assess how effective was the project in enhancing cooperation and trust between civil society and local authorities; identify factors that supported or hindered this process; explore projects' effects on social cohesion at the community level; explore how sustainable projects results are; as well as define key learnings and provide recommendations on any improvement for further implementation.

The selected evaluation consultant will design an evaluation approach which addresses the scope and purpose above, within an appropriate budget and time frame. It is expected that evaluation will provide evidence-based answers to following key evaluation questions:

- To what extent was the Project successful in achieving project objectives, namely in improving cooperation and trust between civil society organisations (CSOs) and local authorities (LAs) in Ukraine?
- What effects (if any) have the Project made on social cohesion and development of more inclusive, effective, innovative, transparent and consultative citizen-state interactions at community level?
- How sustainable are benefits and results delivered by the Project?
- Which factors (within the project design and delivery, target communities or wider context) and to what extent supported or hindered programme delivery, attainment of expected results and their sustainability?

Methodology

The evaluation should follow a comprehensive and mixed methods approach using both quantitative and qualitative data to answer the key evaluation questions. The detailed evaluation methodology should be developed by the consultant and may include diverse data collection methods such as: desk research (project documentation, reports, etc.); interviews with the project staff and key stakeholders, including target groups and final beneficiaries; surveys, etc.

As noted previously, all data collection (both quantitative and qualitative) should be done primarily online and in local language.

Both, data collection and analysis should be designed to provide evidence-based answers to key evaluation questions listed above.

Gender, diversity and inclusion.

The evaluation is to be designed and carried out in line with the British Council's Equality, Diversity and Inclusion Strategy. Gender inclusion will need to be addressed throughout the evaluation methodology and all data should be sex disaggregated. All the evaluation outputs will mainstream gender. In particular, gender sensitivity is required in the design and implementation of data collection tools and the analysis of results should consider how the program targets different groups including women and girls.

Expected deliverables for the evaluation

1. **Inception Report including detailed evaluation plan** – Inception report should provide brief understanding of the programme and elaborate in detail on the evaluation plan which should include: (i) evaluation approach, design and methodology (including evaluation matrix); (ii) sampling strategy, data collection methods, tools and instruments and data analysis; (iii) risks and limitations to the evaluation; (iv) evaluation timelines; and (v) evaluation report outline. Purpose of the inception report is to ensure mutual agreement on the approach and expectations from the evaluation process.
2. **Final Evaluation Report** – Evaluation report should include (minimum, but not limited to): executive summary, evaluation purpose and methodology applied, findings, conclusions, recommendations and lessons learnt, relevant section for project completion report, annexes.

Report should provide objective and evidence-based findings and actionable recommendations that can strengthen future programmes, support decision-making and organizational learning and accountability.

The draft of the Evaluation Report should be submitted to the British Council manager at the end of the evaluation process for comments by relevant stakeholders.

The Final Evaluation Report should present the final version of the full evaluation by the end of the Project, incorporating comments from stakeholders, focusing on addressing the main evaluation questions.

All deliverables must be copy edited and quality assured to a publishable standard and written in plain English. Evaluation recommendations must be clear and actionable, and all claims must be substantiated with evidence.

Required deliverables and timeline

The total duration of the **project** itself is 36 months (February 2020 – February 2023). Evaluation should cover the whole implementation of the project. It should be planned and delivered in period November 2022 – March 2023.

Proposed timeline for the consultancy

December 2022	Study the project documentation, develop evaluation plan
December 2022 - January 2023	Data collection
January – February 2023	Data analysis and development of the draft Report
March 2023	Finalisation of the Evaluation report based on British Council and stakeholders’ feedback
March 2023	Presentation of the evaluation findings

Risk management

Proposals are expected to set out effective arrangements for risk management i.e. identification and assessing risks, monitoring and mitigation. Among others, the following risks and mitigation measures should be considered and discussed in the proposal:

- **Vastness of the Project across Ukraine**, the project covers a wide range of different activities across the country.
- The full-scale Russian invasion of Ukraine and Covid-19 contexts does not allow for international travel, thus the evaluation should be delivered digitally in a remote way.
- The data under Results Framework was gathered in Ukrainian language. The Supplier should involve consultants fluent in Ukrainian with abilities to conduct interviews in local languages.

Consultant profile and skills required

Strong evaluation expertise including:

- a) Theory-based evaluation and theories of change;
- b) Good knowledge of evaluation designs and approaches

- c) Proven working experience with both quantitative and qualitative methods

Strong sectorial expertise including:

- d) Experience with youth activism, engagement and participation programmes
- e) Knowledge of and familiarity with civil society initiatives and community development in Ukraine

A track record of delivery of evaluations in challenging environments.

Demonstrable ability to provide evaluation expertise in iterative adaptive approaches.

Gender expertise including gender mainstreaming in the evaluation approach and an appropriate gender balance in the team.

Budget and payment schedule

The Supplier should provide a budget breakdown including VAT and other applicable taxes in “Supplier response template” available in Appendix 3. The budget is intended to cover the full evaluation process including all deliverables.

The selected supplier will invoice in arrears based on the agreed number of days completed plus agreed expenses, if applicable, following completion and sign-off by the British Council of final evaluation report.

Contract

Short-term consultancy contract for the period of November 2022 – March 2023. With the possibility of extension if additional service or required or if the project is extended.

Call for proposal details

1. The deadline for application is 07 December 2022, 15:00 (GMT+2, Kyiv, Ukraine).
2. Applicants must send a filled in “Supplier response template” available in Appendix 3 to the following email address: activecitizens@britishcouncil.org.ua
3. The results of the selection will be communicated by 14 December 2022.

Selection criteria

Award Criteria – Responses from potential suppliers will be assessed to determine the most economically advantages call for proposals using the following criteria and weightings and will be assessed entirely on your response submitted:

- Experience with similar projects or consultancies (Weighting 25%)
- Quality of Methodology and Approach (Weighting 30%)
- Workplan (Weighting 20%)
- Value for money (Weighting 25%)

Scoring Model – Any responses not meeting mandatory requirements or constraints (if any) will be rejected in full at this point and will not be assessed or scored further. Tender responses not so rejected will be scored by an evaluation panel appointed by the British Council for all criteria using the following scoring model:

Points - Interpretation:

10 Excellent – Overall the response demonstrates that the applicant meets all areas of the requirement and provides all of the areas evidence requested in the level of detail requested. This, therefore, is a detailed excellent response that meets all aspects of the requirement leaving no ambiguity as to whether the applicant can meet the requirement.

7 Good – Overall the response demonstrates that the applicant meets all areas of the requirement and provides all of the areas of evidence requested, but contains some trivial omissions in relation to the level of detail requested in terms of either the response or the evidence. This, therefore, is a good response that meets all aspects of the requirement with only a trivial level ambiguity due the applicant failure to provide all information at the level of detail requested.

5 Adequate – Overall the response demonstrates that the applicant meets all areas of the requirement, but not all of the areas of evidence requested have been provided. This, therefore, is an adequate response, but with some limited ambiguity as to whether the applicant can meet the requirement due to the applicant's failure to provide all of the evidence requested.

3 Poor – The response does not demonstrate that the bidder meets the requirement in one or more areas. This, therefore, is a poor response with significant ambiguity as to whether the applicant can meet the requirement due to the failure by the bidder to show that it meets one or more areas of the requirement.

0 Unacceptable – The response is non-compliant with the requirements of the Terms of Reference and/or no response has been provided.

Data protection

British Council will use the information that you are providing in connection with processing your application. The legal basis for processing your information is agreement with our terms and conditions of application.

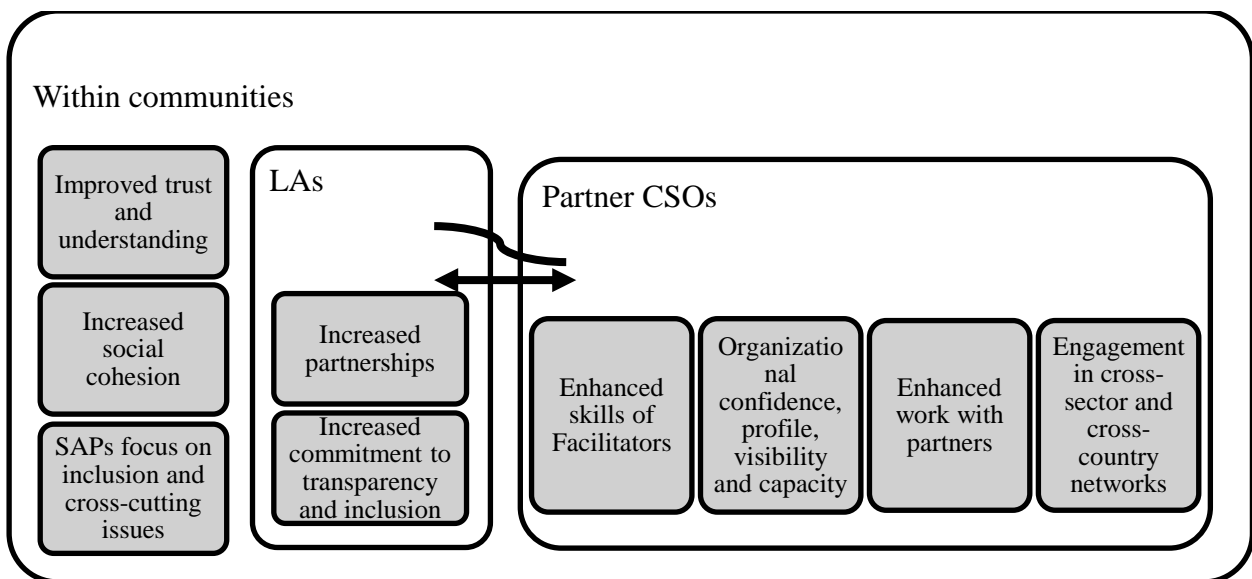
British Council complies with data protection law in the UK and laws in other countries that meet internationally accepted standards. You have the right to ask for a copy of the information we hold on you, and the right to ask us to correct any inaccuracies in that information. If you have concerns about how we have used your personal information, you also have the right to complain to a privacy regulator. For detailed information, please refer to the privacy section of our website, www.britishcouncil.org/privacy or contact your local British Council office.

We will keep your information for a period of 7 years from the time of collection

APPENDIX I

Theory of Change

The diagram below shows how social change intervention take place within the communities. By taking part in the project's training partner CSOs got their facilitators trained with project's methodology which builds up CSOs' organisational confidence, profile, capacity and visibility. Strengthened in this way CSOs get better in working with various partners and within networks which has as a result their more active engagement in cross-sector and cross-country networks. This leads to deepened mutual cooperation with local authorities that results in increased partnerships and commitment to transparency and inclusion from all parties involved in cooperation. Healthy and open cooperation between CSOs and local authorities has direct impact on level of trust and social cohesion within communities which can be seen by social action projects implementation by citizens with the support of authorities.



The presence of a pronounced vertical flexibility, informed by a true co-partnership between community members and local actors, gives room to an effective co-shared process and generates an essential framework wherein the individual and their community are both targeted in equal terms. Project's logic grounds on the learning journey, which focuses on three fundamental levels: individuality (me), dual interaction (me & you), and community (us). Through this training, the participants are instructed to assume their role in social activism.

In this regard, SC3 project goes beyond the limits of a traditional capacity building programme by investing on individuals and their communities at the same time. The learning journey is simplicity leading to complexity; it allows a global programme to work with, not for, communities around the world by fostering trust and understanding to stimulate sustainable change. Such sustainability is fostered by the balanced and unique relationship with delivery partners, which is at the core of the programme. Flexibility allows them to shape the programme at local level to a great extent. Furthermore, it allows the programme to attract a diversified sample of participants, characterized by substantial differences in age, socio-economic background, community of origin, motivations. Through the programme, such a diverse community is engaged, empowered, and exposed to difference.

Project details

Project Activities:

Activity 1.1.2 National Facilitators Development Workshop (NFDW)

We have delivered two virtual NFDWs, aimed to train facilitators representing partner CSOs, during the project period in the format of a 10-day virtual/digital workshop:

- 28 June – 7 July 2021 (32 participants, 22 female, 10 male)
- 11-22 October 2021 (25 participants, 19 female, 6 male)

NFDW was designed to develop the following knowledge and skills of the new facilitators:

- facilitation skills and confidence, including competences in digital facilitation,
- competences in intercultural dialogue,
- project design as a “social action”,
- community networking,
- competences in cross-cutting issues (gender, inclusion etc).

NFDW is a practical workshop. Facilitators worked in “homegroups” to use their knowledge in practice under supervision of master-facilitators (trainers).

Each NFDW featured a session on “Equality, diversity, and inclusion” to mainstream cross-cutting issues of inclusion, gender, ethnicity, etc.

Activity 1.1.3 Cascade training of partner CSOs at community level

An average cascade training is a 3–5-day session for 15-25 people depending on partner CSOs approach. If virtually/digitally then the activity is delivered for 5 days, or sessions are appropriately distributed within convenient timeframe. Participants of local trainings are the representatives of the local communities, they gain:

- skills and values for intercultural dialogue and networking,
- increased knowledge about their local communities,
- skills for, and experience of, social action at community level,
- the capacity to cascade learning to their community.

18 partner organizations were supported with a local training delivery grant to deliver series of virtual/digital cascade trainings for the total about of EUR 18,264.72, specifically:

- 11 in July 2021 for EUR 10,989.40,
- 7 in November 2021 for EUR 7,275.32.

By February 2022 767 persons (607 female, 151 male), have participated in cascade trainings under Active Citizens methodology.

Activity 1.1.4 Digital and online material development

During the project we created two online courses on the platform VUM online:

1) “Do you have an idea? Implement it!” was <https://vumonline.ua/course/do-you-have-an-idea-embody> . By October 2022, it has been watched by 2691 people, 1247 of them (46%) received certificates

2) “From idea to change: project management for social initiatives” was launched on 25 November 2021 on the platform VUMonline: <https://vumonline.ua/course/from-ideas-to-changes/>. By October 2022, it has been watched by 726 people, 300 of them (41%) received certificates

Activity 1.2.1 National conference

We have delivered two National conferences so far. The first National conference “Active Citizens and Government - Towards Partnership”, took place on 30 April 2020 online: the representatives of active citizens and government were discussing the challenges they have in communication and how to overcome them. The conference had 139 registered participants. The second National conference “Laboratory of cooperation” was delivered online via website: <https://sc3conference.com.ua/> 7-9 December 2021.

The conference consisted of educational and interactive components. The programme included communication with practitioners during panel discussions and small group discussions on six different topics led by Active Citizens programme’s master-facilitators:

- Partnership with local authorities - how to gain support and develop a sustainable partnership.
- Volunteer management - how to gather a team and motivate volunteers.
- Force majeure, risks and mistakes - what to do and how to act.
- Communications - how to talk about the project so that everyone knows about you.
- Additional resources - how to attract more opportunities for project implementation.
- Community-business -building a lasting partnership.

435 participants have registered for the Conference. The shorter versions of video-materials are available to wider audiences at the website: <https://sc3conference.com.ua/home/#gallery> – each section of the conference has its materials placed under appropriate header.

Activity 1.2.2 National Study Visit was cancelled due to changes suggested to the Project as the response to Russia Federation’s full-scale war against Ukraine.

Activity 2.1.1. Local community pitch planning and preparation

Activity 2.1.2. Social action projects pitch for CSOs at community level

In Year 1 of the project implementation 6 local pitchings were delivered in 4 oblasts (Kharkiv, Mykolaiv, Zakarpattia and Ternopil). 173 applications received; 57 social action projects were supported.

In Year 2 of the project implementation 8 local pitchings were delivered in 7 oblasts (Zaporizhia, Kyiv, Kherson, Poltava, Lviv, Zhytomyr, Volyn). 230 applications received; 74 social action projects were supported.

Local community pitches are cancelled in Year 3 due to Russia Federation's full-scale war against Ukraine.

Activity 2.1.1. Local community pitch planning and preparation

Activity 2.1.2. Social action projects pitch for CSOs at community level

An online platform for public voting has been launched: <https://activecitizens.in.ua/>

24 Oblast pitchings were delivered in 24 Oblasts of Ukraine.

933 applications received; 189 social action projects supported.

Activity 3 Internal evaluation of projects results

National partners provide both narrative and financial reports on a quarterly basis (12 reports received during Year 2). Local CSOs or initiative group that receive grant support prepare narrative and financial reports after delivering the SAPs. Project team consisting of British Council staff and national partners conducts internal evaluation of these reports.

Appendix 2

Logical Framework

	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline</i> (value & reference year 2018)	<i>Target</i> (value & reference year 2022)
Impact (Overall objective)	To address local development challenges and opportunities more effectively and innovatively through joint and mutually reinforcing initiatives of local authorities and CSOs, leading to greater social cohesion at community level.	1) Social cohesion level measured by the amount of joint initiatives/ solutions to local development challenges	0 (Not evaluated)	48
		2) Communities' members, CSOs and LAs satisfaction level on joint initiatives.	0 (Not evaluated)	65% of respondents strongly agreed or agreed that they are able to address local development challenges and opportunities more effectively and innovatively through joint initiatives.
Outcome 1 (Specific objective 1)	CSOs based in and working with local communities across Ukraine enhance their influence and cooperation with state bodies, for greater effectiveness and sustainability.	1) Number of CSOs enhanced their influence and cooperation with state bodies.	0 (Not evaluated)	1.1) 50 1.2) 65% of respondents strongly agreed or agreed that they enhanced their influence and cooperation with state bodies.
		2) Increased level of CSOs effectiveness in addressing local development challenges (through co-funding opportunities, various contributions, partnerships with authorities)	0 (Not evaluated)	65% of respondents strongly agreed or agreed that they increased their effectiveness in addressing local development challenges
Outcome 2 (Specific objective 2)	LAs engage more innovatively and productively with communities in addressing local development issues, thereby improving trust and understanding between communities and local government.	1) Improved level of LAs effectiveness through new productive partnerships and other innovative practices applying in engagement with community members (initiative groups/CSOs) at: - community level - oblast level	0 (Not evaluated)	65% of respondents strongly agreed or agreed that they have improved level of innovative techniques and practices in engagement with community members at community level.
Output 1.1	CSOs' capacity, confidence and credibility in working in their communities and with local authorities are strengthened through innovative active citizenship mechanisms	1) Number of newly recruited CSO's in the network	25	50 (new)
		2) Delivery of 2 National Facilitator development workshops	2) 1	2) 2 (new)

	<p>2.1 Number of newly trained facilitators disaggregated by gender, age, urban/rural, small/medium towns, disability, affected by war(displaced)</p> <p>2.2. Participants are satisfied with the facilitator development workshop</p>	<p>2.1) 40</p>	<p>2.1) 100 (new)</p> <p>2.2) 65% of respondents strongly agreed or agreed that event met their expectations</p>
<p>3) Cascade training:</p> <p>3.1 Partner CSOs deliver cascade trainings</p> <p>3.2 Number of participants trained in cascade training disaggregated by gender, age, urban/rural, small/medium towns, disability, affected by war(displaced)</p> <p>3.3 Participants of cascade training are more self-confident, and they have better understanding of the relationship between personal, local and global connections.</p>	<p>3.1) Not evaluated</p> <p>3.2) 7210</p> <p>3.3) Not evaluated</p>	<p>3.1) 100</p> <p>3.2) 24000 (new)</p> <p>3.3.1) 65% of respondents strongly agreed or agreed that they are more self-confident</p> <p>3.3.2) 65% of respondents strongly agree or agree that they better understand of the relationship between personal, local and global connections.</p>	

		4) Number of digital instruments on active citizenship for CSO (e.g. online courses)	0 (Not evaluated)	2
Output 1.2	CSOs working at community level have increased their constructive engagement in sustainable cross-country and/or cross-sectoral networks	1) Delivery of cross-country study visits: 1.1 Number of participants who took part in cross-country study visits disaggregated by gender, age, urban/rural, small/medium towns, disability, affected by war(displaced) 1.2 Participants of cross-country study visits' have developed skills for dialogue and networking across different cultures.	20 people per visit	1) 2 (new) 1.1) 40 1.2) 65% of respondents strongly agreed or agreed that they have developed skills for dialogue and networking across different cultures
		2) Deliver national conferences 2.1 Number of people that took part in national conferences disaggregated by gender, age, urban/rural, small/medium towns, disability, affected by war(displaced) 2.2 National conference participants have developed skills for dialogue and networking across different cultures.	0 (Not evaluated)	2.) 2 2.1) 100 ppts per conference 2.2) 65% of respondents strongly agreed or agreed that they have developed skills for dialogue and networking across different cultures.
Output 2.1	LAs' readiness and ability to promote and	1) Delivery of pitches: 1.1 community level pitches	12	1.1) 24 (new)

	enable more inclusive, effective, transparent and consultative citizen-state interactions in communities are strengthened	1.2 oblast level pitches		1.2) 24 (new)
		2) Number of LAs' representatives trained/briefed on community engagement at community level disaggregated by gender.	0 (Not evaluated)	24
		3) Social action projects:		
		3.1 Number of newly granted social action projects (SAPs), disaggregated by oblast.	3.1) 119	3.1) 430 (new)
	3.2 Number of people impacted by the SAPs' implementation disaggregated by gender, age, urban/rural, small/medium towns, disability, affected by war(displaced) (where applicable).			
	3.3 Number of people involved in SAPs' implementation disaggregated by gender, age, urban/rural, small/medium towns, disability, affected by war(displaced).			
		3.2) 0	3.2) 4300	
		3.3) 0	3.3) 1290	