

**Request for Proposal (RFP) –
Final Evaluation of the Action “Building Capacity for Civilian
Protection in Eastern Ukraine”**

Submissions due Monday, February 1, 2021

Proposal Submission and RFP Questions: Oksana Kikot, CIVIC Program Manager in Ukraine /
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Overview

[Center for Civilians in Conflict \(CIVIC\)](#) is looking forward to identify organization/independent consultant to conduct an external final evaluation of the action “Building Capacity for Civilian Protection in Eastern Ukraine” funded by the European Union. The overall objective of the Action is to strengthen the capacity of the government of Ukraine and the Armed Forces of Ukraine (AFU) to prevent and address civilian harm through the institutionalization and implementation of higher civilian protection standards. The term of the current action is January 2020 – March 2021, which builds upon a previous action implemented December 2017 – August 2019.

I. General Information

Center for Civilians in Conflict is an international nonprofit with offices around the world working to improve protection for civilians caught in conflict zones. Our mission is to work with armed actors and civilians in conflict to develop and implement solutions to prevent, mitigate, and respond to civilian harm. At CIVIC, we believe that parties to armed conflict have a responsibility to prevent and address civilian harm. To accomplish this, we assess the causes of civilian harm in particular conflicts, craft practical solutions to address that harm, and advocate the adoption of new policies and practices that lead to the improved wellbeing of civilians caught in conflict. Recognizing the power of collaboration, we engage with civilians, governments, militaries, and international and regional institutions to identify and institutionalize strengthened protections for civilians in conflict.

CIVIC’s Ukraine activities aim at strengthening the capacity of the Government of Ukraine to prevent and address civilian harm in the conflict-affected areas in eastern Ukraine. Learn more at <https://civiliansinconflict.org/our-work/where-we-work/ukraine/>

II. Project Description

With this Request for Proposals (RFP), CIVIC seeks to hire an organization/independent consultant to conduct an external final program evaluation of the action “Building Capacity for Civilian Protection in Eastern Ukraine” funded by the European Union. The term of the current action is January 2020 – March 2021, which builds upon a previous action implemented December 2017 – August 2019.

The overall objective of the Action is to strengthen the capacity of the government of Ukraine and the Armed Forces of Ukraine to prevent and address civilian harm through the institutionalization and

implementation of higher civilian protection standards. This is done by providing support and guidance to Ukraine authorities so that protection of civilians (POC) policies and mechanisms are implemented and prioritized at all levels, and the AFU commanders have the necessary skills and knowledge to apply POC approaches in their operations. In particular, CIVIC provides support under the following three pillars:

- Support the adoption and implementation of Ukraine's National Strategy on protection of civilians: CIVIC supports the efforts of the Ukrainian authorities to adopt a National Strategy on Protection of Civilians in Armed Conflicts and further develop a Plan of Action underpinning the implementation of the strategy. CIVIC provided technical expertise for drafting the strategy and currently supports its adoption.
- Strengthen dialogue between the Ukrainian military and civilians in the conflict zone: CIVIC engages the military, civilians, and representatives of the military-civilian administrations in conflict-affected communities by facilitating dialogue between them. CIVIC work aims at creating a space for constructive discussions on civilians' protection needs and for the joint development of practical solutions to address such needs.
- Build capacity of the armed forces of Ukraine on protection of civilians: based on the Memorandum of Understanding signed with the General Staff of AFU, CIVIC continues to provide support on developing and enhancing mechanisms to reduce civilian harm, including the operation of the Civilian Casualty Mitigation Team. CIVIC contributes to strengthening capacity of the AFU and other defense and security structures – including through trainings and workshops – to integrate POC in the Ukrainian military education system and into the planning, design, and carrying out of military operations.

III. Scope of Work

1. Evaluation Objective(s)

This external final evaluation, implemented as a donor requirement, is intended to assess the extent to which the planned objectives and results were achieved, what could have been done better, and what implementation strategies could be replicated elsewhere, and respond to several key evaluation questions. The final evaluation is also intended to examine the cumulative outcomes of both phases of the project.

2. Intended user(s) and use(s) of evaluation

This evaluation has several intended primary user groups:

1. CIVIC staff;
2. Action partners;
3. Action stakeholders;
4. Action beneficiaries; and
5. Action donor (the EU).

Secondary user groups may include:

Organizational stakeholders external to CIVIC, such as other donors and advocacy targets.

CIVIC's uses of the evaluation include:

1. Assess progress towards the achievement of the Action's goals;
2. Inform the evidence base for CIVIC's activities/approaches;
3. Share the evaluation's findings broadly across the organization and facilitate meetings to share learnings from and apply findings;

4. Contribute to CIVIC's thought leadership on protection of civilians; and
5. Inform further steps to strengthen protection of civilians in Ukraine.

3. Key evaluation questions

- What are the action's performance and achievements?
- What projects' results and objectives have been achieved (including unintended and/or negative results)?
- To what extent the planned objectives and results were achieved?
- What could have been done better?
- What implementation strategies could be replicated elsewhere?
- What are the cumulative outcomes of both phases of the project (including unintended and/or negative outcomes)?

Potential dimensions for inclusion in the evaluation:

- Gender
- Influencing
- Political will
- Level of results: community, national government, multinational
- Sustainability/durability of outcomes
- Effective advocacy strategies

4. Methodology and approach(es)

Mixed methods – qualitative and quantitative. Possible methods/approaches:

- Outcome harvesting/outcome mapping
- Network analysis
- Document review (internal and external)
- Key informant interviews (internal and external)
- Focus-group discussions
- Analysis of projects' data

6. Roles and responsibilities

The selected organization/independent consultant will be responsible for conducting this evaluation, including methodological preparation, data collection and analysis, and writing of the evaluation report.

The evaluation, led by the selected organization/independent consultant, will be managed internally by the Evaluation Management Team. The Team is co-led by CIVIC's Senior Monitoring, Evaluation, and Learning Advisor and CIVIC Ukraine Program Manager. The Team will include key CIVIC Europe Program staff. They are responsible for providing input and feedback on evaluation activities and deliverables and facilitating access to documents and contacts.

7. Timeline and deliverables

The evaluation is expected to be completed between February 15, 2021 – March 31, 2021. All required deliverables and due dates are included the table below. The dates are tentative and will be agreed as a part of the evaluation plan.

| Deliverable | Due Date | Comment |
|-----------------|-------------------|--|
| Evaluation plan | February 20, 2021 | Includes approaches, methods, data collection tools, final evaluation questions, evaluation report template, evaluation workplan, estimated LOE from CIVIC staff, etc. |

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| Inception report | March 5, 2021 | Includes what's known from existing Action reports, desk review, etc. |
| First report draft for review and comment | March 26, 2021 | Draft of evaluation report for CIVIC's review and comment, including internal review process by an evaluation committee |
| Revised draft | April 15, 2021 | Final draft of evaluation report |
| Evaluation Brief | April 15, 2021 | Two-page Evaluation Brief is intended to facilitate sharing of key findings, conclusions, and recommendations |
| Presentation of findings | April 15, 2021 | Presentation of evaluation findings for CIVIC staff/donor/key stakeholders |

8. Report requirements

The data collection tools must be produced in English. The report must be written in English. The finalization of the Final Evaluation will require back and forth consultation and review with CIVIC. This table outlines requirements for the Final Evaluation Report.

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|---------------------|--|
| Language | English |
| Report length | 15 pages maximum (not including annexes). |
| Executive Summary | Brief overview of the assessment purpose, program background, methods, findings, recommendations, as well as lessons learned. |
| Methods | Summary of the assessment methodology. Disclose limitations, especially those associated with the methodology (e.g. selection bias, recall bias, etc.). |
| Evaluation Findings | Provide an overview of the evaluation findings. Then detail the findings for the evaluation questions. |
| Findings | Present findings and data as analyzed facts, evidence and supported by strong quantitative or qualitative evidence. Anecdotes from the data sources is permitted if contextualizing the evidence. Opinions or inferences by the evaluation team should be omitted. |
| Data | Data must be disaggregated by gender. The evaluation team must provide clean data sets (both quantitative and qualitative). |
| Recommendations | Include recommendations for the Action's implementation – what could have been done better and why. What next steps should be taken under each project objective? Any other recommendations with regards to Action's implementation and sustainability of results. |
| Annexes | <p>The following annexes are required:</p> <ul style="list-style-type: none"> • Terms of References • List of Evaluation Questions • Full description of Evaluation Methodologies • All evaluation tools (questionnaires, checklists, discussion guides, surveys, etc.) • Complete list of sources of information (key informants, documents reviewed, other data sources) • Other annexes as applicable |

9. Location

The Action is being implemented at the national and community levels in Ukraine. Community level includes the following settlements: Mariinka, Mariinsky rayon, Donetska oblast; Krasnohorivka, Mariinsky rayon, Donetska oblast; Hranitne, Volnovakhsky rayon, Donetska oblast; Mykolaivka,

Volnovakhsyky rayon, Donetsk oblast; Novotroitske, Volnovakhsyky rayon, Donetsk oblast; Pervomaiske, Yasynuvatsky rayon, Donetsk oblast.

Evaluator is expected to travel to Donetsk oblast communities listed above to conduct in person interviews.

IV Contractor and Proposal Requirements

Evaluator qualities

- Experience conducting evaluations in both Ukraine and multilateral body/operations context
- Experience evaluating international technical assistance projects, preferably funded by the European Union
- Sound expertise utilizing mixed methods approaches to evaluation
- Demonstrated success producing clearly written, focused analysis and substantiated recommendations based on that analysis
- Strong analytical skills and proficiency writing in English
- Fluency in Ukrainian and Russian
- Ability to deliver quality reports/analysis by established deadlines
- On-the-ground presence in Ukraine and openness/willingness to travel to Donetsk oblast communities listed in Location section above to conduct in person interviews.

Application process

Interested applicants are required to submit a letter of interest including their evaluation profile and experience, estimated budget (USD), their resume(s), and references. Based on this, CIVIC will select candidates that best meet qualifications and experience requirements. The deadline for initial submission is February 1, 2021.

The selected candidate applicant(s) will be notified by February 3, 2021 and asked to develop an evaluation proposal and detailed budget for submission by February 10, 2021. CIVIC's proposal review committee will select the winning proposal. The proposal should include the evaluation methodology, data collection processes as well as a preliminary workplan for completing the work and delivering the outputs. The winning proposal will be selected, and consultant(s) notified by February 15, 2021. Work is expected to begin on/around February 16, 2021.

This evaluation contract will be firm fixed price. Payments made based on approval of required deliverables.

V Selection Criteria

Proposals received will be evaluated by CIVIC on the following selection criteria:

1. Letter of interest – 70%
 - a. Evaluation profile and experience
 - b. Resumes
 - c. Relevant references
2. Financial proposal – 30%
 - a. Reasonableness of costs
 - b. Adequacy in assumptions

VI Questions/Inquiries

Inquiries regarding RFP should be made via email to Oksana Kikot via email at okikot@civiliansinconflict.org. All questions must be received by COB, Monday, February 1, 2021.

VII Submissions

To be considered, proposals must be submitted by COB, Monday, February 1, 2021 to Oksana Kikot via email at okikot@civiliansinconflict.org. Early submissions are welcomed.