

**Request for Proposal (RFP) –
Final Evaluation of the Action “Reducing Harm to Men, Women,
and Children in Ukraine through Community-Based Protection
and Effective Civil-Military Engagement”**

*****Submissions due Tuesday, February 25, 2025*****

Proposal Submission and RFP Questions: Andrii Bohdanenko, CIVIC MEL Advisor
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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 “Reducing Harm to Men, Women, and Children in Ukraine through Community-Based Protection and Effective Civil-Military Engagement” funded by the European Union. The overall objective of the Action is to achieve significant contributions through the combined efforts of engaging the Armed Forces of Ukraine and the State Border Guard Service, supporting communities, and reinforcing these efforts through Local Initiatives Fund (CIVIC’s sub-grant program) projects. The term of the current action is November 2023 – April 2025, which builds upon a previous action implemented January 2020 – March 2021.

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 “Reducing Harm to Men, Women, and Children in Ukraine through Community-Based Protection and Effective Civil-Military Engagement”

funded by the European Union. The term of the current action is November 2023 – April 2025, which builds upon a previous action implemented January 2020 – March 2021.

The overall objective of the Action is to achieve significant contributions through the combined efforts of engaging the Armed Forces of Ukraine and the State Border Guard Service, supporting communities, and reinforcing these efforts through Local Initiatives Fund (CIVIC's sub-grant program) projects. This is done by providing Protection of Civilians (POC) and Civil-Military cooperation (CIVMIL) trainings for the AFU and the State Border Services and active CIVIC's work in the local communities, addressing the protection needs and gaps through various protection mechanisms.

In particular, CIVIC provides support under the following four pillars:

- Support selected communities of Chernihiv and Kharkiv oblast by establishing and facilitating Community protection groups (CPGs) work of which is devoted to address gaps in community preparedness/resilience facilitated.
- Support Local initiatives to address civilians' protection. LIF is CIVIC's sub-granting program that provides grant to local CSOs to enhance communities' capacity in physical and informational protection on civilians.
- 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 AFU and State Border Service on POC and CIVMIL, including the training sessions and developing the online course on POC for SDAs, to ensure the sustainability and institutionalization of POC training, produced and disseminated via relevant learning platforms/military education institutions.

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 and sub-grantees;
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?

Potential dimensions for inclusion in the evaluation:

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

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 MEL Officer and CIVIC' Senior Program Manager.

7. Timeline and deliverables

The evaluation is expected to be completed between March 21, 2025 – April 15, 2025. 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	March 21, 2025	Includes approaches, methods, data collection tools, final evaluation questions, evaluation report template, evaluation workplan, estimated LOE from CIVIC staff, etc.
Inception report	March 28, 2025	Includes what's known from existing Action reports, desk review, etc.
First report draft for review and comment	April 4, 2025	Draft of evaluation report for CIVIC's review and comment, including internal review process by an evaluation committee
Revised draft	April 6, 2025	Final draft of evaluation report
Evaluation Brief	April 10, 2025	Two-page Evaluation Brief is intended to facilitate sharing of key findings, conclusions, and recommendations
Presentation of findings	April 15, 2025	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.

Language	English
Report length	10 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	The following annexes are required: <ul style="list-style-type: none"> • Terms of References • List of Evaluation Questions • Full description of Evaluation Methodologies

	<ul style="list-style-type: none"> • 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
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9. Location

The Action is being implemented at the national and community levels in Ukraine. Community level includes the following:

Chernihiv oblast: Mena, Sedniv, Ivanivka, Novyi Bilous communities
 Kharkiv oblast: PISOCHYN, Rohan, Balaklia, Lybotyn communities

Evaluator is expected to travel to 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

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 25, 2025.*

The selected candidate applicant(s) will be notified by COB February 28, 2025, and asked to develop an evaluation proposal and detailed budget for submission by March 7, 2025. 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 March 14, 2025. Work is expected to begin on/around March 17, 2025.

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 Andrii Bohdanenko via email at abohdanenko@civiliansinconflict.org All questions must be received by **COB, Friday, February 20, 2025**.

VII Submissions

To be considered, proposals must be submitted by **COB, Friday, February 25, 2025** to Andrii Bohdanenko via email at abohdanenko@civiliansinconflict.org. Early submissions are welcomed.