

Invitation to Tender

Impact Evaluation of four Solidar Suisse Projects in the Area of Participation 2023

The purpose of this evaluation is to carry out an impact assessment of four different projects which Solidar Suisse is supporting, all of which are in the area of ‘Participation’ in the following countries: Bolivia, Burkina Faso, El Salvador and Mozambique. The evaluation shall focus on impact in terms of lasting change to the target groups but also to the involved stakeholders (civil society organisations, local governments, and service providers) and the community at large resulting from the projects interventions.

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1. Background

1.1 About Solidar Suisse

Solidar Suisse is a non-profit civil society organization based in Switzerland, active in the areas of development cooperation and humanitarian aid, committed to achieving a socially, politically, and economically just society. In its development cooperation work it is specialized on the topics of 'decent work' and 'democracy and participation'. Solidar Suisse presently has over 60 projects running in four continents. The Solidar Suisse international programs (turnover 2020: CHF 13 million, 2021: CHF 17.3 million) enjoys the support of the Swiss Agency for Development and Cooperation (SDC). The organization has been certified by ZEWO, the Swiss fundraising monitoring agency, which ensures the economic and effective use of grants and donations for their intended purpose. Solidar Suisse was founded by Swiss labour unions and the Social-Democrat Party. It is a member of the SOLIDAR Network, which comprises over 50 European relief agencies and development NGOs.

1.2 Solidar Suisse 'Focus on Outcomes and Impact' (FOI)

One of the priority topics for action of the Solidar Suisse Strategy is quality development. This includes, among other, a more systematic monitoring and analysis of outcomes and impacts. Solidar Suisse has developed a 'Focus on Outcomes and Impacts' (FOI) concept which identifies four priority areas for action:

1. Global impact model with key indicators
2. Systematic reporting of structural effects
3. Good impact stories
4. Impact studies and dialogues

The FOI concept describes the framework in which the impact studies (point 4) are to be conducted. The studies should be targeted at the higher levels of outcomes and impacts and determines the range of long-term effects of different projects on the same thematic area. This means, in particular: changes of behaviour in the target groups, improvements in the living conditions of the target groups and the sustainability of these outcomes and impacts. For key changes, wherever possible, the contribution of projects to the changes should be assessed by the study. Furthermore, the impact studies, according to the concept, shall be carried out on a regular basis (every 2-3 years) and they shall be science-based.

In 2015-2016 a first impact study was carried out on the topic 'Protection at Workplace and Social Protection Floors'. For this study Solidar Suisse projects in Bolivia, Kosovo, Nicaragua, Mozambique and South Africa were studied.

The second study (2020-2021) focused on the sustainability of the results and impacts generated by 4 youth employability projects in the following countries Bolivia, Burkina Faso, El Salvador and Kosovo.

2. Impact Study Brief

2.1 Purpose of the Study

The purpose of this evaluation project is to carry out an impact assessment for four different projects which Solidar Suisse is supporting.

The evaluation shall focus on the impact in terms of lasting change to the target groups but also to the involved stakeholders and the community at large in the area of "participation".

The area of participation implies that projects may have different emphases in terms of the domains in which citizen participation should bring improvement (Health, GBV, Education, WASH..). For some projects, the domains have been identified in advance, for others this remains open and is defined throughout the participation process. Moreover, the contexts are very different from one country to another and the room for manoeuvre to improve or strengthen democratic and participatory processes is not the same everywhere.

Our hypothesis is that the four projects which have been selected for this evaluation do indeed have a high degree of effectiveness and sustainability. But we would like this hypothesis to be critically analysed by an outside party, applying a sound methodology. We would like to learn which outcomes and impacts can be regarded as *particularly* effective and sustainable and which to a lesser extent.

The purposes of this evaluation are, on the one hand, to broaden the knowledge and application of good practices internally and, on the other hand, to increase the visibility of the impact of our work.

Thus, we want to learn from the results of the study. We want to find out which approaches have proven to be particularly effective to achieve lasting changes. We want to better understand how and where we can improve the effectiveness and sustainability of the positive outcomes of our projects on the different levels. Beyond the different contexts and foci, we would like to know if there are strategies, interventions and impact innovations that could be replicated in other contexts.

We are also interested in getting an outside view on the impact of a selection of projects for communication and fundraising purposes.

The impact study shall also demonstrate, in a concrete and understandable way:

- What specific changes have occurred and for whom (direct and indirect beneficiaries, involved stakeholders, community at large)
- What was the contribution of the projects financed by Solidar Suisse to the observed changes? What other factors contribute strongly to change?
- How sustainable are the changes that have occurred?
- How did the changes occur, which were the decisive factors?
- Which of the different approaches applied by Solidar Suisse in 'participation' projects have worked best from a sustainability perspective? Did the respective set-ups of the four projects and their respective embedding in the given socio-economic and political contexts of the respective countries make sense and contribute positively to the sustainability of the impact?

2.2 Scope of the study

The scope of the impact study is four different Solidar Suisse projects in the area of 'Participation' in the following countries: Bolivia, Burkina Faso, El Salvador and Mozambique.

2.3 Overview of the Sampled Projects

2.3.1 Bolivia: PADEM (project no. 3327)

The PADEM project contributes to improving public services at municipality level - especially in the areas of education and health. It strengthens democratic processes in municipalities and good local governance. It also strengthens decentralisation in Bolivia by improving coordination between the municipal level and the next higher administrative levels - the departments - as well as the central (national) level. It encourages citizen participation and promotes innovative ideas to improve and

optimise public services. This ensures that disadvantaged, vulnerable population groups also have access to a good public service and that inequality tends to be reduced. The project focuses on strengthening decentralisation through better coordination between municipalities (micro level) and departments (meso level) and between these and the national level (macro level). On the other hand, it aims to improve public services at the municipal level itself through active citizen participation and initiatives based on the problems identified. There is also a greater focus on the use of digital applications at the local government level to improve information, accountability and transparency of the administration. Accordingly, the project aims to promote e-government tools at all levels. Good practices will be identified, specifically promoted and their multiplication encouraged.

Project period: 2017 - 2024

Annual project volume (CHF): 130'000

2.3.2 Burkina Faso: participatory community development in plateau central and boucle du mouhoun in Burkina faso (project no. 3546)

Since 2015, the security crisis and forced displacement of almost two million Burkinabè have placed significant pressure on the available resources of the central and local levels of government. Internal displacement has led to a high concentration of people in certain towns and villages that offer greater security. At the same time, this has exacerbated concerns about access to basic social services. On top of that, in 2022 two coup d'état have occurred and led to the replacement of the democratically elected government through the military. A transition period until mid of 2024 has been agreed upon.

The project aims to strengthen citizen control over public action at the municipal and sub-municipal levels despite the difficult circumstances. To achieve this, citizen participation at the village level is strengthened by structuring civil society organizations into networks in order for them to monitor the public action. Another focus of the project is to strengthen the role of accountability the government officials (after the coup replaced by special delegations) have towards their citizens. Therefore, a consultation model within the villages is promoted that enables coordinated decision-making - especially in the civic control of public action.

Project period: 2017 - 2024

Annual project volume (CHF): Ca. 170'000

2.3.3 El Salvador: Chalatenango without gender-based violence (project no. 3219)

The project aims to contribute to the reduction of violence against women and teenage pregnancies in all 33 municipalities of the Department of Chalatenango. The project builds on the experience of a previous project. We are expanding our commitment from 22 municipalities to 33 municipalities of the Department of Chalatenango and setting new priorities, especially in strengthening public victim assistance and anchoring gender equality policies in the municipalities.

The project includes two intervention priorities:

1) **Violence prevention and victim support in the municipalities:** The project works together with the departmental victim support centre and 33 municipalities and strengthen the support of victims by the public sector. Victim support is also strengthened through an agreement between 7 municipal equality offices and the Supreme Court. In addition to the strengthening of the equality offices, sensitisation measures are being carried out with the municipal administrations on the topics of violence prevention and gender equality. With the knowledge gained, they develop action plans for the prevention of violence against women, supported by the project.

2) **Raising awareness of sexual and reproductive health and rights** Crucial to the success of the project is that the living conditions and opportunities for women and young people to participate are improved. This includes the reduction of domestic and sexual violence, the prevention of teenage pregnancies and respect and recognition. The project organises training for 360 young sexual and reproductive health and rights activists to raise awareness in their villages and annual campaigns for pupils in 18 communities to prevent teenage pregnancies and to combat sexual violence. The project also supports a broad-based information campaign on the right to a life without violence for girls and women. 22 women's organisations are strengthened by being accompanied in the implementation of their annual plans and by being trained in women's rights.

In three municipalities, the project supports the establishment and development of three new women's organisations. Through intensified violence prevention and detailed knowledge on how to proceed in cases of domestic violence (reporting, competent authorities, networking of women's offices, etc.), the women's associations also make a measurable contribution to the removal of taboos surrounding the issue of domestic and sexual violence.

Project period: 2017 - 2024
Annual project volume (CHF): 160'000

2.3.4 Mozambique: Utsanana – WASH (project no. 3432)

The Utsanana project aims to improve access to safe drinking water, sanitation, and hygiene for people in three rural districts in central Mozambique, thereby helping to reduce morbidity and mortality caused by water and sanitation-related diseases.

The project focuses on the repair and/or construction of community infrastructure (water sources and sanitation blocks), capacity building of different local actors (maintenance and repair of water sources) and behavioural change (proper water storage, hand washing).

The repair and/or construction of water sources (wells or small water systems) ensures long-term access to drinking water for communities, health centres and schools. Water committees are formed to operate and maintain the facilities. Beneficiaries are not only sensitised, but also learn to promote behavioural change to achieve better water quality at the point of use. The COVID-19 pandemic has indeed reminded us of the importance of hygiene and sanitation.

While the project is working in the domain of access to water and sanitation facilities, it supports an equally important process behind the scenes: promote democratic decision-making processes on local level by encouraging the population to exercise their rights as citizens to democratic participation and co-determination, so that the needs of the population are reflected in the development plans and budgets of district governments.

In general, it is difficult in Mozambique to demonstrate direct impact or to achieve direct impact through citizen participation. The political environment is difficult, civic participation spaces are closing, democracy is taking on authoritarian features. [Civicus has described Mozambique as a country with a "repressed civic space"](#). Nevertheless, in this project, a link can be established between discussions between local governments and civil society and the construction of WASH infrastructure - in other words, a concrete improvement of the public service where Solidar intervenes. The effects observed therefore concern the direct beneficiaries as well as the indirect beneficiaries - the whole community benefits from a water source, even those who did not actively participate in the deliberation and planning process.

Project period: 2017 - 2025
Annual project volume (CHF): 130'000

2.4 Specific Objectives of the Study

Through collection and analysis of evidence (qualitative and quantitative) from a wide range of sources, using appropriate methodology and drawing on existing datasets for comparison where possible, the evaluation is expected to answer/address the following study questions (See an overview of the key questions in annex 1):

- 1) Identify and describe the outcomes and impact (positive and negative, intended and unintended) on the target groups /participants:
 - a) To what extent do people know their rights?
 - b) To what extent do people have the capacity and opportunities to demand their rights?
 - c) To what extent are there [new/enhanced] mechanisms for people to engage with Duty bearers / local government institutions?
 - d) To what extent do people have an improved participation and influence in decision making and resource allocation?

- e) To what extent did people have improved access to [service x]?
 - f) To what extent have young people and women more and better control over their bodies and sexual health?
 - g) Do the approaches of Solidar enhance democratic values within the population and local government institutions?
- 2) Identify and describe the outcomes and impact on the community at large / civil society organisations these:
- a) Has awareness of the issues affecting people increased in the communities?
 - b) Did people increasingly form / strengthen their own organisation and initiatives?
 - c) Did civil society organizations supported by the projects improve democratic local governance structures and processes?
 - d) To what extent did community-based organisations / civil society organizations organisations build and / or strengthen alliances and take or increase collective action with other actors
 - e) Did CSOs improve support for citizens and communities to take collective action and hold Duty bearers to account
- 3) Identify and describe the impact on local or even national local/district/national government body / authorities in the area of participation and the sustainability of these changes:
- a) Did the local government institutions supported by the projects improve democratic local governance structures and processes?
 - b) To what extent do the local government institutions did improve accountability towards the citizens?
 - c) To what extent have policy or legislative changes taken place to improve participation and support for marginalised groups?
 - d) To what extent are national and local government increasing their spending allocated to supporting [issue x/marginalised group x] as a result of democratic co-determination by civil society and participatory planning?
 - e) To what extent have the policies to improve participation and support of marginalized groups been implemented (in the sense of improving the delivery, access, and quality of public services)?
 - f) To what extent is the improvement in the democratic local governance structures and processes of the supported institutions sustainable?
 - g) To what extent does the work of Solidar support or hinder the responsiveness of local government institutions towards the citizens?
- 4) Describe how the changes occurred and assess the chosen approaches/methods:
- a) What caused or affected the changes?
 - b) What was the contribution of the projects financed by Solidar Suisse to the identified changes? Causal approaches (e.g., contribution analysis or quantitative methodologies if possible) should be used for each project to estimate the contribution of the key changes (e.g., for questions 1d), 1e), 2d), 2e), 3b) and 3e))
 - c) Identify the decisive factors that enabled or prevented the changes but also the difficulties in terms of attribution to these changes and thus in term of outcome and impact statements. The study should develop suggestions or recommend measures to make outcome and impact statements possible and easier.
 - d) What worked (better), what didn't work?
 - e) Examine and assess the different work approaches and methods applied by Solidar Suisse (and its local partners) in the four different participation projects, including in terms of effectiveness and sustainability. The study should develop a comparative analysis of the different work approaches.
 - f) Did the respective set-ups of the four projects and did their respective embedding in the given socio-economic and political contexts of the respective countries make sense and contribute positively to the sustainability of the impact?
- 5) Recommendations to Solidar Suisse to increase the effectiveness and sustainability of the desired outcomes and impacts:
- a) Measures that could be taken in future with regard to project design, partner identification, project set-up, project monitoring, project governance, etc.

2.5 Expected Deliverables

2.5.1 Inception Report

In line with the overall brief, the inception report will outline a detailed, finalised methodology, as well as a work-plan, suggested approach, data collection tools and timeline. The inception report will be developed in collaboration with Solidar Suisse. A draft report should be developed first, and feedback incorporated, before the final inception report is submitted. The inception report should be around 8 – 10 pages.

2.5.2 Four individual Project Feedback Reports

A brief feedback report of approx. 10 pages (excluding annexes) for each of the four projects reviewed, including project-specific data contributing to evidence of impact in line with the objectives in Section 2.4 above. A case study per project as an annex should be developed to illustrate the approach / good practices and describe the qualitative impact. Draft reports should be developed first, and feedback incorporated, before the final Project Feedback Reports are submitted.

2.5.3 Photographs & videos

At least four informative, eye-catching and high-quality digital photographs of the work of each of the projects visited, each of which is accompanied by a quote from the person photographed and a text which tells us who is depicted in the photograph and what it shows. Each photo should also be accompanied by confirmation that the project leadership and those depicted in the photograph (except for large group photos) have consented to the photograph being used and published by Solidar Suisse for education, publicity, awareness-raising and/or fundraising purposes. At least two of the photographs and accompanying text should tell a significant story of change in the lives of the people depicted. Ideally also one short (3'-5') video film clip is made for each of the four projects showing the impact generated. Our Photo guidelines will be communicated during the inception phase.

2.5.4 Final Report and Summary PowerPoint Presentation

A final report collating evidence, key observations and learning considering all four projects reviewed, also including a comparative analysis of the approaches and targeted recommendations for each project. A visualization of certain aspects (approaches or how changes happened) would be highly appreciated. A draft report should be developed first, and feedback incorporated, before the Final Report is submitted. This final report should be around 15 to 20 pages and should include an Executive Summary. A PowerPoint presentation capturing the key insights and findings from the evaluation, both at the individual project level and, more importantly, in terms of overall learning (20-25 succinct PowerPoint slides: the photographs referred to above may be incorporated).

2.6 Study Stakeholders

| Study Stakeholder | Roles and main responsibilities |
|--|--|
| Internal support and learning group, consisting of: <ul style="list-style-type: none"> - Project leader for this impact study (MEAL Officer) - Team Leader Development Cooperation - Representative from Fundraising Dept. - Representative from Communication Dept. | <ul style="list-style-type: none"> - Determine scope of the 3rd Solidar Suisse impact study - Approval of invitation to tender document - Final selection of evaluator / evaluation team - Approval of inception report - Review and provide feedback on the project-specific reports - Review and provide feedback on Final report - Finalization of the management response - Participate in internal learning workshop |

| | |
|--|--|
| <p>Project leader for this impact study</p> | <ul style="list-style-type: none"> - Management and internal coordination of this impact study overall - Organize meetings of internal support group - Draft invitation to tender - Send out invitation to tender - Set up contract with evaluator / evaluation team - Contact point for interested and selected evaluator(s) - Preparation of management response - Organize internal learning workshop at the end of the impact evaluation study process |
| <p>Desk Officers:</p> <ul style="list-style-type: none"> - Bolivia / Mozambique - Burkina Faso - El Salvador | <ul style="list-style-type: none"> - Supply all relevant project information to the project leader and to the selected evaluator(s) - Inform the country representatives and introduce the evaluator(s) to them - Review and provide feedback on inception report and the project-specific reports - Review and provide feedback on Final report - Participate in internal online learning workshop |
| <p>Solidar Suisse Country Representatives in:</p> <ul style="list-style-type: none"> - Bolivia - Burkina Faso - El Salvador - Mozambique | <ul style="list-style-type: none"> - Provide the relevant information and contacts to the evaluation team - coordinate or organise the involvement of partners where necessary - Give logistical support to the evaluation team, where necessary - Review and provide feedback on inception report and the project-specific reports - participate in internal online learning workshop |
| <ul style="list-style-type: none"> - International Programs Department - Country Representatives - concerned or interested Solidar staff | <ul style="list-style-type: none"> - Participate in internal online learning workshop / event |
| <p>Management of Solidar Suisse</p> | <ul style="list-style-type: none"> - Approval of the management response - Participate in internal learning workshop / event |
| <p>External peers / institutional donors / experts / partners from research or other NGOs</p> | <ul style="list-style-type: none"> - Receive the final approved version of the study - Possibly they can attend a presentation of the study results (will be decided at a later point in time) |
| <p>Donors / wider public</p> | <ul style="list-style-type: none"> - It is intended to publish the main findings of the impact study in the Solidar Suisse Magazine 'Solidarität' in 2024 - It is intended to use the study in our contacts with donors (institutional donors, foundations) - The study and a summary of the main finding will be published on the Solidar Suisse website - Article in annual report - Instagram / Facebook posts (with infographics, pictures, videos, and testimonials) |

2.7 Timeframe

| Phase | Timeframe | Activity focus |
|---|---------------------------------------|--|
| Publication of invitation to tender | 24th November 2022 | |
| Deadline for submission | 15th December 2022 | |
| Selection of individual/ organisation to carry out the study | 20th December 2022 | |
| Contract completion | 3 rd week of December 2022 | Signing of contract and transfer of the 1 st instalment (40% of total cost) |
| Phase 1: Inception | End January 2023 | Includes inception meetings, initial interviews with key stakeholders, including Solidar Suisse coordination offices and partners, and first scan of strategic and project documents. The Inception Report submitted at the end of this phase will finalise agreed criteria, methodology and assessment framework, data collection tools and project visit schedule, with provisional agreed dates for Phase 3. |
| Phase 2: Desk study | End February 2023 | Review of key documents and establishment of key objectives to be verified, including both Solidar Suisse policy objectives and project-level output/outcome objectives. |
| Phase 3: Primary research and drafting of preliminary project feedback reports/ reviews | End April 2023 | Primary research in each of the sampled projects to assess the criteria / evaluation questions agreed in the inception phase. Each project visited will receive a short feedback report. These reports will be finalised after validation meetings with each project team, where key findings are discussed and feedback, where appropriate, is incorporated. It is critical for Solidar Suisse that the reviewers ensure meaningful participation and ownership of initial findings, while also allowing dialogue for learning with project partners. |
| Phase 4: Analyses and reporting | End May 2023 | Analysis will combine the insights from the desk study, primary research and additional data collection. A draft Final report will be produced and submitted for comment to Solidar Suisse. |
| Phase 5: Validation and Report Finalisation | End June 2023 | Final validation will take place with Solidar Suisse staff in Zurich after draft reports are submitted. Feedback from this validation session, where appropriate, will be incorporated before final reports are submitted. |

2.8 Support from Solidar Suisse

Solidar Suisse will provide all relevant documentation for the evaluation, including Solidar Suisse strategy and policy documents (such as the FOI concept) and project documentation. Solidar Suisse will provide introductions to the respective Solidar Suisse Country Representatives (through the respective HQ Desk Officers) as well as to the implementing partner organizations (through the Country Representatives). In addition, Solidar Suisse will provide logistical advice, and support where possible, to the evaluator/ evaluation team.

3. Tender Outline and Assessment Criteria

Tender proposals shall not exceed 10 pages (but annexes may be added as extra) and should be structured according to the following assessment criteria:

3.1 Evidence of relevant expertise (max. 10 points)

- Methodological experience
- Excellent written and spoken English
- Good/sufficient Spanish and French language skills
- Provide a CV for every member of the evaluation team, including any external consultants with whom the tenderer may be partnering

3.2 Experience conducting impact evaluations of development projects (max. 10 points)

- Experience conducting multi-country evaluations
- Experience conducting evaluation projects in the “participation” area
- Experience evaluating the sustainability of development project outcomes/impacts

3.3 Demonstrated understanding of the brief (max. 20 points)

- Tender proposal, overall, must demonstrate a detailed understanding of what an impact evaluation is, the strategic purpose and specific objectives, as well as Solidar Suisse’s expectations and intended use of deliverables.

3.4 Quality of proposed methodology (max. 20 points)

- Robustness of proposed methodology and data collection technique
- Meaningful participation by key stakeholders

3.5 Clarity and feasibility of proposed plan (max. 20 points)

- Provide a detailed, phased work-plan with milestones, key dates and a timeline for completion of all tasks.
- If the tenderer intends to sub-contract parts of the execution of the evaluation to third-parties, like consultants based in the four countries the projects were carried out in it is expected that the tenderer can demonstrate/assure that these subcontracted third-parties are familiar with and will adhere to the methodology and data collection technique chosen by the tenderer.

3.6 Proposed budget / consultancy days / value for money (max. 20 points)

- The fee proposal submitted shall be in the form of a lump sum in Swiss Francs (CHF) inclusive of VAT and all expenses (including travel costs and including any sub-contracting to individuals or organisations partnering in the tender) with a detailed breakdown of logistical costs, expenses and billable consultancy time (cost per day and number of days required for each task, the daily or hourly rate for all members of the proposed evaluator/evaluation team, as well as the amount of hours/days each member will contribute to each task).
- The subcontracting of parts of the execution of the evaluation to third-parties in the four countries in order to increase the value for money by reducing travel costs and time (and thus also reducing the carbon footprint of this study) will be rated positively.

4. Terms

4.1 Budget

The total budget, including fees, VAT and all other expenses ((including travel costs and including any sub-contracting to individuals or organisations partnering in the tender) are to be in the range of **CHF 35'000 – 45'000**. The overall fee will be paid on a phased basis as follows:

- 40% upon signing of contract
- 40% upon completion of Phase 3
- 20% upon acceptance by Solidar Suisse of all deliverables.

4.2 Copyright and Ownership

Copyright and ownership of all documentation relating to this evaluation must be assigned to Solidar Suisse. All documents produced by the successful tenderer in connection with this appointment and submitted to Solidar Suisse will be considered the property of Solidar Suisse and may be used by us at any time, including for other projects, without prior approval.

4.3 Child Protection Policy and Code of Conduct

The evaluator(s) will be expected to adhere to the Solidar Suisse Child Protection Policy and will be required to sign the Solidar Suisse Code of Conduct.

5. Tendering Procedure

Requests for additional information can be made via e-mail to **impact@solidar.ch** in advance of submitting a tender proposal. A log will be kept of such queries and any additional information provided will be shared with other prospective tenderers. Preliminary indication by e-mail of an intention to submit a tender proposal will ensure you are on this communication list.

Tender proposals will not exceed 10 pages in length (Appendices may be provided in addition if relevant) and will form part of the Terms of Reference in addition to this invitation to tender document. It is envisaged that the preferred tenderer will be selected within 4-5 days of submission deadline and contracts signed immediately thereafter (by End December).

Tender proposals must be submitted by e-mail to **impact@solidar.ch** with the subject line “Tender Proposal: Impact Evaluation Solidar Suisse”.

Submission deadline for tender proposals is **15 December 2022**.

Annex 1 - Study focus "Participation" – Key Evaluation questions

People / Civil Society

local government institutions

Knowing rights

- To what extent do people know their rights ?

- To what extent do the local/district/national government body / authorities improve accountability towards the citizens?
- Did the local government institutions improve democratic local governance structures and processes?

Processes / Struct. for accountability, transparency, participation

Getting organised

- To what extent CSOs build/ strengthen alliances and take collective action with other actors
- Did CSOs improve support for citizens to take collective action and hold duty bearers to account

- To what extent have policy or legislative changes taken place to improve participation and support of citizens / marginalized groups?

Policy / Legislation change

Influence

- To what extent do people have an improved participation and influence in decision making and resource allocation ?

- To what extent are national / local government increasing their spending allocated to supporting citizens / marginalized group as a result of participatory planning?
- To what extent have the policies to improve participation and support of citizens / marginalized groups been implemented?

Policy / Legislation Implementation

Access to services

- To what extent did people have improved access to [service x] ?

Cross-cutting: How changes happen / how sustainable are the changes
 Does the work of Solidar support or hinder the responsiveness of local government institutions towards the citizens ?
 To what extent is the improvement in the democratic local governance structures and processes of the supported institutions sustainable?