

Call for Consultancy Proposals

Open Society Foundations

2019- 2021¹ OSF Regional Creative Hubs Learning Partner Organization Terms of Reference

OVERVIEW

Foundation Open Society Macedonia (FOSM)² seeks a learning partner to design and manage a two-part participatory and collaborative evaluation of OSF's newly launched anti-corruption initiative 'Regional Creative Hubs: Tapping into the Power of Arts and Culture to Embolden Citizen Action against Corruption'. These virtual, regional platforms will be based in West Africa and the Western Balkans and have an overall aim to empower artists, advocates, and journalists to be more effective in their efforts to influence the public's engagement on corruption issues. The virtual creative hubs (see below for more information) will implement a range of activities including training, convening, exchange, and re-granting. The scope for the learning partner includes refining the outcome framework/milestones, designing data collection plan and appropriate tools, collection of key outcome data (baseline and endline), and facilitating key learning moments for internal³ stakeholders.

FOSM is heavily biased towards learning partners that prioritize organizational learning, have demonstrated capacity to understand and analyze complex and political questions, can apply design-thinking and innovative learning guidance, and make smart use of lean, action-oriented data.

Regional Creative Hubs Initiative Background

Part of a larger global initiative and response at OSF on anticorruption, the Regional Creative Hubs will be temporary virtual platforms where participants can learn how and why to engage creatively on anti-corruption issues, build cross-sectoral relationships, and better understand the role of creative action in influencing the public's perception of corruption. The work will be co-lead by Open Society Initiative for West Africa (OSIWA), four Open Society national offices in the Western Balkans (Foundation Open Society – Macedonia, Open Society Foundation in Albania, Open Society Fund Bosnia and Hercegovina and Open Society Foundation Serbia), and Open Society Foundation's Arts Exchange. The programming for the hubs will be strongly influenced by the expertise and technical leadership of the Center for Artistic Activism (C4AA) in close cooperation with local partner organizations Contemporary Art Center – Skopje (CAC), North Macedonia and La Muse, Guinea, West Africa. The activities of the initiative are envisaged to take place in Western Balkans (Albania, Bosnia and Hercegovina, North Macedonia and Serbia) and West Africa (Ghana, Guinea and Senegal).

¹ Expected to end in April, 2021

² FOSM contracting and managing this evaluation on behalf of a larger group of internal OSF stakeholders

³ We are constrained by resources to do this to its fullest extent and acknowledge this is a difficult tradeoff to make for this type of project. Acting on the interest for participatory and robust learning for all hub participants has very real time and resource implications (eg-language of materials) and we will look to the consultant to provide us with meaningful, but resource-conscious ways to do this (including how to deploy the skills of the two fellows). We also welcome proposals that include activities related to full stakeholder engagement within the allocated budget, if they can be accommodated.

Objectives of Regional Creative Hubs Initiative

1. To create a temporary framework for testing new ideas, methodologies, and multidisciplinary approaches that advance civil society anti-corruption efforts;
2. To assist interested artists, journalists, and CSOs to expand their skills, knowledge, and understanding of creative methodologies, tools, and strategies for affecting public sentiment, behavior, and engagement against corruption; and
3. To facilitate meaningful cross-sectorial partnerships and collaboration in efforts to engage the public in the fight against corruption.

As such, we hope the creative hubs will not only result in greater collaboration and more successful engagement of the public⁴ on corruption issues, but also help OSF better understand if and how to support creative activism as a tool for combatting corruption in a range of contexts.

The high-level work plan for the initiative is:

Year 1:

In the first year, an initial five-day creative activism training will be held in both regions – co-led by C4AA and the lead partner in the region (CAC for Western Balkans and La Muse for West Africa). Training participants will be selected from an open call to artists, advocates, and journalists interested in impacting public perception of corruption from each region. Up to 20 participants in each region will be selected based on their previous experience engaging corruption issues, their interest in collaboration, and their openness to learning new methodologies.

After the initial training in creative activism methodology, each participating Foundation will launch a call for small grants for learning activities on engaging new audiences (up to \$5,000 total per country for 5 grantees). Grants are only open to training participants and are aimed for selected artists, journalists and advocates to test the methodology while being mentored by C4AA and partner organizations. Preference will be given to collaboration, whether with other participants from the Hub or with external partners and to cross-sectorial or cross-country partnerships.

Year 2:

In the second year, a training of trainers will be held for both regions. Participants will be selected from the initial training cohorts, and selection will be based on commitment to new methodologies and prior experience in training, public speaking, and/or curriculum development. 8-10 participants will be selected for each region. The participants of the training of trainers will become the regional creative activism teams. Members of the regional creative activism teams will become certified trainers, capable to lead trainings for other organizations.

The training of trainers will be followed directly by a regional forum to be hosted in West Africa. The purpose of this forum is to capture learnings from trainings, foster exchange between the two regions and bolster networking.

⁴ All references to ‘the public’ refer to individuals living in the cities, countries, and localities in which the participants reside and/or seek to influence via their work. Given the relatively modest scope of the trainings, our expectations around impact on/to the public are similarly modest—though hopeful.

After the training of trainers, grantees that have shown capacity to become creative activism methodology leaders will apply for grants for creative actions to cultivate local creative activism through training outside groups and creative campaigns on anti-corruption themes (up to \$10,000 for up to 2 grantees for each participating country in respective regions). Grantees will be mentored by the leading partner organization, while C4AA will provide necessary guidance, technical support, and expert advice. Learning and networking opportunities will be available, including one in-person workshop in each region as well as online webinars.

A global forum will be held in early 2021 in North Macedonia, and will be attended by foundations' staff, partners from the two regions, and external advisors. This forum will reflect on the lessons learned over the two-year initiative, share learnings with a wider audience, and allow for additional networking and collaboration opportunities.

Lead Stakeholders

Representatives from the stakeholder groups outlined below will lead this initiative with heavy consultation and advice from experienced practitioners in creative activism methodologies or related grant-making, prominent artists, anti-corruption advocates, and journalists. OSIWA and FOSM will facilitate coordination, communication and cooperation among parties in this initiative, while the Center for Artistic Activism (C4AA) will provide technical and expert support, tailor-made trainings, and mentorship.

Within Open Society Foundations

OSF Arts Exchange (AE) – The Arts Exchange is the Open Society Foundations' global initiative located in OSF' hub office supporting arts for social justice.

Economic Justice Program (EJP) - The Economic Justice Program is a new global program located in OSF's hub offices focused on changing economic systems and practice to advance equity, accountability, and democracy globally. EJP currently acts as facilitator and convener of OSF's global anticorruption efforts and learning and brings this lens and role to the project and learning efforts.

[Foundation Open Society - Macedonia \(FOSM\)](#) – The Foundation Open Society - Macedonia is committed to promotion of open society and building of dynamic and tolerant democracies whose governments are accountable and open to their people.

[Open Society Initiative for West Africa \(OSIWA\)](#) - The Open Society Initiative for West Africa promotes and supports open societies, inclusive democratic governance based on transparent and accountable institutions, active citizenry and economic advancement.

[Open Society Foundation in Albania \(OSFA\)](#) - The Open Society Foundation in Albania deals with the major challenges of open society in Albania: constitutional reform, impunity, civic apathy and mistrust, electoral reform and the marginalization of vulnerable groups.

[Open Society Fund Bosnia and Herzegovina \(OSFBH\)](#) - The Open Society Fund of Bosnia and Herzegovina is committed to building a society based on the principles of civil justice, full

respect for human rights, transparent and accountable institutions, and active participation of citizens in public life.

[Open Society Foundation Serbia \(OSFS\)](#)- The Open Society Foundation Serbia supports a broad range of activities that contribute to building a democratic and inclusive society and a responsible state that enables citizen participation in decision-making .

External Lead Stakeholders

[Center for Artistic Activism](#) - The Center for Artistic Activism trains artists and activists around the world to use their own creativity and cultural knowledge to make positive change.

[La Muse \(Guinea\)](#) - Association Culturelle La Muse is a Guinean civil society organization working towards the promotion of Arts and Culture for Social Justice.

[The Contemporary Art Center - Skopje \(North Macedonia\)](#) - The Contemporary Art Center - Skopje, North Macedonia is a lead civil society organization specialized in Urban Actions that promote and influence positive changes in the society.

Additional stakeholders include the larger OSF network including several other OSF programs and offices actively following this work and the two fellows Creative Hub Fellows (one in each region) who will be available to support documentation and learning activities, and the community of participants who engage in the activities at the hubs.

LEARNING MOMENTS OVERVIEW

Evaluation Timeline and Purpose

Timeline: Q4 2019 – Q1 2021

Phase I: Baseline Assessment & Monitoring Set Up | Q4 2019- early Q1 2020

Purpose: collect and highlight learning and knowledge that will help OSF stakeholders improve activities (*inspired by* formative evaluation)

Key deliverables: refine key milestones and outcomes; design data collection plan⁵, tools, and responsibilities; provide guidance to OSF staff and fellows on monitoring work; document and refine initiative theory of change; collect and analyze baseline information for key outcomes; consolidate and socialize key findings (internally)

Phase II: Endline Assessment and Consolidation of Lessons Learned

Purpose: Evaluate progress towards key milestones and highlight key learning to inform future efforts (*inspired by* summative and outcome evaluation)

⁵ We anticipate that the two fellows (one in each region) will largely take on responsibility for collecting routine monitoring data on the hub activities and can also support the collection of key pieces of information and insight for the baseline. All data collection should be relatively light touch and focus on applied learning as the fellow have a full set of responsibilities across a wide range of activities and stakeholders.

Key deliverables: collect and analyze data on key outcomes and milestones; review and analyze internal monitoring data and implementation plan; review and analyze how key assumptions played out over the life of the project activities; generate key insights and conclusions about contributions and impact; disseminate and socialize key findings (internally and with key partners)

Evaluation/Learning Activities Uses & Users

The primary use for the evaluation and learning activities is to improve internal understanding of this approach and its impact. Given the wide range of internal stakeholders directly involved with this effort, however, this should not be mistaken as a unified or singular audience (see background). Our primary user groups internally include the list of lead stakeholders above and other relevant bodies within OSF network. Given the nature of this effort and its potential as a learning tool for the field, we also want to ensure that learning is thoroughly documented and made available to full range of participants engaged in both regional creatives' hubs⁶ in meaningful ways, and summative lessons about this work externally to wider audiences.

Key Questions to Be Answered

While we anticipate information and data for the entire outcomes and indicators framework (see annex), we hope to focus on evidence and learning that allow us to better answer the following questions:

Impact

- **Knowledge/Skill Uptake:** What changes or impacts are observed in individual artists, advocates, and journalists involved in activities or trainings at the creative hubs? What skills/knowledge shifted and for whom? Which activities seem to have been most effective in knowledge and skill transfer and why?
- **Reach of programming⁷:** What spread or uptake of the method is observed? How do skill acquisition, knowledge transfer, and partnership building differ between direct and indirect trainings/engagement? What does this mean for using/applying this model in the future?
- **Influence to public:⁸** What (early) signs of change to public sentiment about corruption might we expect over this time horizon? What changes, if any, are observed at this stage? What factors might explain this? Acknowledging the work of a broad range of actors in this space and the potential for external events (eg - a major scandal breaks) to effect the outcomes of this

⁶ See footnote 1

⁷ Training of trainers is a critical feature of the hubs' programming/activities so reviewing the extent to which subsequent trainings occurred and the reach/impact of these will be helpful to understand the method.

⁸ The relatively short timeline for this program (vis-à-vis the expected ultimate outcomes related to improved public engagement/response on corruption-related issues) means that that very little progress on the ultimate impact (improved public engagement) is expected in this timeframe. Thus, the focus of our evaluation and learning efforts will be on the early part of the overall theory of change (the five outcomes listed in the annex) and the outcomes mostly directly and explicitly related to activities of the Hubs in the near term. We also know that methods to determine contribution and attribution of interventions into larger environmental and societal behavioral shifts are complex and expensive. However, early insights on the links between these outcomes and the overall impacts we hope to see on a longer time horizon would be helpful even if full methodological rigor cannot be applied to provide specific answers.

work, what potential signs might point to this program's contribution to changes/outcomes (positive or negative)?

Learning

- **Lessons on collaboration:** What does it take to meaningfully convene and incentivize collaboration among diverse stakeholders to deploy creative approaches to combat corruption? What worked and what didn't?
- **Lessons on context:** To what extent does context play a role in shaping the activities, membership, and overall results of the creative hub? What seemed to work in both places and what had very different results? What does this mean for future attempts in these or other regions for similar efforts?
- **Lessons for future OSF efforts:** What are the key insights and lessons OSF should take forward about this effort and model for the future? All things considered, should we continue investing resources in this way? What are ways to improve/change the model, process, or strategy for the future?

SCOPE

Scope of Work

We expect the selected consultant(s) to work deeply and proactively with members of OSF's internal stakeholders as this evaluation can only serve its full value and purpose if the team fully understands and acknowledges the significance of its methods and results.

Expectations

- Consultation with relevant stakeholders including members of OSF team, C4AA, grantees, creative hub participants, and relevant field experts
- Mixed method evaluation and learning activities and moments of Regional Creative Hub programming that provides compelling and comparative analysis on the key outcomes and milestones of the project
- Commitment to usable and tangible learning products and recommendations tailored to program implementers to guide improvements in program delivery and future interventions
- Cultural sensitivity, context analysis and understanding, and flexibility are fundamental to evaluation and learning activities
- Work with OSF team to vet and integrate recommendations and findings throughout the study process, including advising on the application of findings at various stages

Expected Deliverables

- Inception report covering full methodology and evaluation/learning activity timelines
- Data collection plan and tools with guidance/training on collection [at baseline]
- Review and refine (if needed) project outcomes and indicators and produce simplified Theory of Change diagram [at baseline]

- Baseline and endline data collected for indicators⁹ and analyzed (alongside internally collected data) against all project indicators and milestones
- Reflection and learning conversations facilitated with internal stakeholders at key moments (minimum of one post baseline and one post endline) with consolidated lessons and recommendations¹⁰
- Final evaluation and learning report with comparative analysis from baseline to endline and between regional hubs with an executive summary (no more than 5-7 pages)
- Public-facing final evaluation/learning products (eg blog, executive summary) with key findings and recommendations

Team Profile

- Demonstrated experience conducting formative, summative, and outcome evaluations of strategies, initiatives, systems, or other complex and broadly defined programs or interventions using rigorous qualitative methods
- Experience leading interactive and meaningful learning and reflection moments which enable decision-makers and implementers to make changes that improve the impact and efficacy of their work over time
- Knowledgeable on evidence, tactics, and approaches related to anticorruption, collaboration, creative activism, public engagement, cross-sector and cross-cultural partnership building
- Demonstrated experience working in Western Balkans and West Africa or a profile that exhibits strong ability to rapidly learn and respond to context factors to right-size evaluation and learning moments
- Ability to work on a tight timeline, in dynamic consultation with OSF staff, and resourcefully drawing on additional outside expertise as needed to complete the work
- Commitment to and experience employing OSF core values working to build vibrant and inclusive societies, respect for human rights and the rule of law, free exchange of thoughts and ideas, participation and inclusion in policy decisions and government, accountability for power holders, and a belief in the fundamental, dynamic role of civil society in advancing these values.

SUBMISSION AND SELECTION PROCESS

Confidentiality

The entire evaluation procedure is confidential, subject to the FOSM policies on access to documents. The evaluation committee's decisions are collective and its deliberations are held in closed session. The evaluation reports and written records of the selection process are for official use only.

Selection and award criteria

The following selection criteria will be applied:

⁹ See annex for data collection we anticipate as the responsibility of the learning partner versus internally

¹⁰ We anticipate that the final report out and conversation with this learning at the Global Forum hosted in North Macedonia in March 2021.

- 1) Professional and technical capacity of offeror as presented in team profile (sufficient ongoing staff resources and expertise to be able to handle the proposed contract; extensive experience to be able to handle the proposed contract i.e. the offeror has successfully completed contracts with a similar budget; the offeror has worked successfully on projects in fields and regions related to this contract in the past five years)
- 3) Proposed methodology and ideas related to the scope of work
- 4) Proposed price (the most economically advantageous offer which is a combination of quality of services / price)

Submission

Candidates and teams with proposals under \$120,000 encouraged. We anticipate travel to meet with OSF teams and key stakeholders in both regions will be required and should be included in the budget.

Interested candidates should send a brief proposal (in English language) describing their interest in the work, the qualifications and experience that they bring, methodological considerations or ideas relative to the scope of work, the key questions and concerns that this TOR elicits for them, and an initial budget for undertaking the consultancy on the timeline identified, expressed in US\$ (template is provided in annex).

Questions should be send to slavica.indjevska@fosm.mk and adrijana.lavchiska@fosm.mk no later than August 26th, 2019. Answers will be provided until August 29, 2019. Please send all submissions (in PDF format) to slavica.indjevska@fosm.mk and adrijana.lavchiska@fosm.mk no later than **Friday, September 13, 2019**. Any offer received after this deadline or incomplete offer will not be considered. It is envisaged that results of this call will be announced to participants in two-weeks after the submission deadline.

Annex | Key Outcomes and Indicators for Initiative

Below find the current draft of outcomes and indicators (co-designed by internal OSF stakeholders with consultation from C4AA in the early phase of this initiative). All italicized information is data we anticipate generating/collecting internally but would seek guidance on optimizing this collection and designing tools to do this from the learning partner.

Outcome 1: Improved skills/knowledge of hub network in using creative methodologies to inform and engage the public on anti-corruption

- 1.1 Change in knowledge, understanding, skills and confidence of hub participants in applying new and innovative methodologies in their work (fellows, trainees, MCAT, CAC and La Muse)
- 1.2 *Number of locally-based organizations/individuals able to successfully conduct the Creative Activism training*
- 1.3 Increased motivation, enthusiasm and inspiration of hub participants to work and explore further the creative methodologies in their civic engagement.
- 1.4 Extent of application of new skills and knowledge / number of civic actions using artistic activism approach (3.1)

Outcome 2: Enhanced frequency and quality of transnational and cross-sectoral partnerships within hub network

- 2.1 *Number of transnational collaborations and/or partnerships within hub network, through transnational civic collaboration (joint grants, campaigns, exchanges, strategies and plans for future actions, etc.)*
- 2.2 *Number of cross-sector/actor collaborations and/or partnerships within hub network (joint grants, campaigns, knowledge exchanges, strategies and plans for future actions, etc.)*
- 2.3 *A new roadmap for Western Balkans National Foundations to use in future in cross-foundation collaborative efforts.*
- 2.4 Effectiveness and impact of transnational and cross-sectoral partnerships.

Outcome 3: Increased innovation and creativity in civic actions against corruption.

- 3.1 Number of civic actions using artistic activism approach and tools in attempting to change the public understanding on the role and extent of corruption in their communities.
- 3.2 Increased effectiveness and impact of civic actions in informing/engaging audiences, by using creative methodologies to address specific corruption issues.
- 3.3 *(5.4) Cataloging creative tactics/case studies on anti-corruption in Actipedia*
- 3.4 *Number of external publications produced on hub practices and collaborations*
- 3.5 *(4.3) Case study developed, documenting approach, process, and results*

Outcome 4: A successful “roadmap” for OSF Foundation Region to Region collaboration developed for use in future collaborative efforts

- 4.1 *Evidence of intended future collaboration, coordination, or exchange plans between OSIWA and Western Balkans Foundations (plans, strategies, etc.)*
- 4.2 *Number of meetings and events jointly hosted by OSIWA and Western Balkans Foundations (1 or more)*
- 4.3 *(3.5/5.3) Case study developed documenting approach, process, and results*

Outcome 5: Increased knowledge of OSF network on successful tactics for supporting creative and innovative approaches to anti-corruption

- 5.1 Number of convenings, webinars, brown bags, and internal events highlighting the approach, process, and results of the hubs
- 5.2 Number of OSF staff participating and being exposed to creative methodologies and best practices (trainings, meetings, global and regional forums, learnings workshops, etc.)
- 5.3 (3.5/4.3) Case study developed documenting approach, process, and results.
- 5.4 (3.3) Cataloguing creative tactics/case studies on anti-corruption in Actipedia