Danish Refugee Council (DRC)

External Summative Performance Evaluation of the Project “Social Entrepreneurship and Enhanced Development-Based Skills-SEEDS- in Georgia and Ukraine**”**

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For the project

“Social Entrepreneurship and Enhanced Development-Based Skills-SEEDS- in Georgia and Ukraine”

Donor:

European Union

Terms of Reference

2025

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# **Introduction**

DRC (Danish Refugee Council), founded in Denmark in 1956, is Denmark’s largest and the world’s leading non-profit, independent, rights-based refugee organization. Organization’s vision is to assist refugees, internally displaced people, and their host communities to a dignified life. DRC protects lives and human rights and empowers beneficiaries throughout conflict displacement by providing shelter, food, and hope in terms of work, education, and integration towards a sustainable future. Since 1998, programmes in the South Caucasus are designed through a “protection lens”, ensuring that all activities integrate protection principles. As such, organization will continue to work on expanding its knowledge and ensure durable solutions are provided to IDPs, returnees and host communities, and as well as make IDPs, returnees, host communities and persons in a refugee-like situation aware of and actively claim their rights, through legal assistance and awareness raising.

# **Project Overview**

## **General Information**

**Project title:** Social Entrepreneurship and Enhanced Development-based Skills (SEEDS) in Georgia and Ukraine

**Donor:** CPMA - **Central Project Management Agency**

**Implementing Agencies:** DRC Georgia, Youth Innovations Centre (YIC), Georgia’s Innovation and Technology Agency (GITA), Tallinn University, Association ATINATI, Centre for Expert Solutions and Advocacy (CESA).

**Locations:** Georgia and Ukraine

**Duration:** 18 months

## **Project Summary**

**Overall Objective:** To improve social entrepreneurship eco-systems by placing Social Entrepreneurship at the core of an integrated State - CSO response framework to systemically promote the inclusion of disadvantaged youth and contribute poverty reduction in Georgia and Ukraine following a Go Green and Go Digital agenda.

The project builds upon the collected evidence, experience and lessons learnt from the first phase of EU4Youth action during which DRC in Georgia and Ukraine as of December 2018 till September 2021, in partnership with the Mariupol Youth Union in Eastern Ukraine and one partner in Imereti region in Georgia, which tested innovative dual skills development schemes for vulnerable youth NEETs (Not in Education, Employment or Training). The project also establishes a strong connection with the expected roll out in Georgia as of January 2023 of the World Bank-UNHCR founded initiative Ultra-Poor Graduation (UPG) approach which accompanies most vulnerable segments of the population in their trajectory out of poverty through long-term multifaceted interventions in an integrated manner.

The project will pay specific attention to reducing structural gaps by engaging strategically on the path of social entrepreneurship mainly through the establishment of innovative incubators in partnership with the Youth Innovations Centre (YIC), the Georgian State Legal Entity under Public Law GITA (Georgia’s Innovation and Technology Agency) and the local NGO Atinati in Georgia, the Tallin University in Estonia with its instrumental link with the local development program NULA Incubator, and finally the Mariupol Youth Union (MYU) in Ukraine for scaling up purposes.

**The project ‘s results are as per below:**

**Outcome 1:** To create an institutionalized competence framework at state level in Georgia to position with participation of CSOs Social Entrepreneurship at the center of youth inclusion and career management policy in Georgia in anticipation of a viable replication to Ukraine in support of its recovery efforts.

**Output 1.1**: Best practices and expertise from Estonia in the sector of Social Entrepreneurship and career management are shared with Georgia state and non-state stakeholders for greater inclusion of disadvantaged youth.

**Output 1.2**: Digital and non-digital tools and methodology for online and face-to-face modular courses on social entrepreneurship based on Estonian model with the technical support from Tallinn University are developed, adapted and contextualized to Georgia within the perspective of the adoption by the Georgian State of the World Bank labelled Ultra Poor Graduation (UPG) as of 2023, and for further replication to Ukraine.

**Output 1.3**: One innovative Go Green and Go Digital Social Entrepreneurship Incubator model is developed and rolled out in Georgia with coaching and mentoring by Estonian partners.

**Output 1.4:** Knowledge sharing/peer learning events towards Ukrainian counterparts are facilitated by Georgian stakeholders to accompany Ukraine in its recovery efforts along innovative models of Social Entrepreneurship and career management.

**Outcome 2:** To pilot in Georgia based on one newly defined competence framework an innovative social entrepreneurship incubator model and career management paradigm in the green and digital economy as a foundation for the adoption of more integrated youth entrepreneurship trajectories in Georgia and Ukraine

**Output 2.1:** Up to 3 regional incubators are established in partnership with GITA in Georgia and SE promotional activities implemented in both countries to stimulate and nurture youth led start-up SEs along with “Go Green” and “Go Digital” concepts.

**Output 2.2:** Upskilled youth leaders establish SEs in Georgia and acquire recognition by public-private partnerships and create employment/self-employment opportunities for disadvantaged conflict-affected youth in regions.

**Output 2.3:** Existing Youth-led SEs are supported in Ukraine under early recovery efforts to further address acute community needs.

**Output 2.4:** Career management skills of school aged young population in regions of Georgia are upgraded in partnership with state institutions for transfer to Ukraine.

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| --- |
| **Activity list** |
|  |
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|  |
| ***Develop project management and coordination strategy*** |  |
| ***Recruit project staff for Tbilisi office*** |  |
| ***Organise a project planning workshop with participation of all project and partner staff*** |  |
| ***Formalization of partnerships (Sub-grantee Agreements signing)*** |  |
| ***Project steering committee meetings*** |  |
| **A.1.1.1 – MoU with Tallin University** |  |
| **A.1.1.2 – Scoping mission of Estonian experts to Georgia** |  |
| **A.1.1.3 - Landscape Analysis of Social Entrepreneurship in Georgia identifying key gaps, challenges, and characteristics, to support improvement of ecosystem in place through transferring and contextualizing Estonian expertise and best practices** |  |
| **A.1.1.4 - Analysis of Career Guidance and Management system in Georgia, identifying needs and opportunities to develop respective tools for adaptation of Estonian expertise and best practices, with the aim to support enrollment of potential talents in SE ecosystem** |  |
| **A.1.2.1 – Definition and adoption of the incubator’s pedagogical methodology on the basis of Estonian model** |  |
| **A.1.2.2 – Development of incubator technical tools per sequenced modules, to be contextualized to Georgian ecosystem** |  |
| **A.1.2.3 – Mainstreaming of Go green and Go Digital agendas into the modules to be developed and contextualized** |  |
| **A 1.2.4 – Digitalization of produced tools and exercises into e-platform to be attached to and incorporated into the UPG platform** |  |
| **A.1.3.1 – Training of incubator team on pedagogical aspects of Social Innovation Spiral** |  |
| **A.1.3.2 – Training of incubator team on technical aspects of Incubator model, coaching and mentoring** |  |
| **A.1.4.1 – Onboarding visit of Ukrainian experts to Georgia** |  |
| **A.1.4.2 – Observation visits during roll out of 3 incubators in Georgia** |  |
| **A.1.4.3 – Site visits to Georgia for 10 assisted SEs in Ukraine** |  |
| **A.2.1.1 – Establishment of 3 regional incubators along with adopted model in Georgia by YIC** |  |
| **A.2.1.2 – Conducting of the cycle of trainings on digital literacy in 3 regions of Georgia** |  |
| **A.2.2.1 – Support to Talent SEs selected as a result of the incubation process** |  |
| **A.2.2.2 – Escalation and diversification of funding streams for 3 SEs in Georgia** |  |
| **A.2.3.1. – Conducting of SE training & promotional activities through up to 10 community consultations /mentorships/ trainings in UKR** |  |
| **A.2.3.2. – Delivery of early recovery grants for up to 10 existing SEs in Ukraine** |  |
| **A.2.4.1 – Capacitation of schoolteachers in Georgia to promote social entrepreneurship** |  |
| **A.2.4.2 – Activation of test schools through existing or pre-existing youth clubs in 3 regions of Georgia** |  |
| **A.2.4.3 – Preliminary exposure to the incubation process** |  |
| **A.2.4.4 – Dissemination of acquired knowledge along career management with Ukrainian counterparts** |  |
| ***Final Evaluation*** |  |

1. **Evaluation Summary**

Table . Evaluation Overview

|  |  |
| --- | --- |
| **Programme/Project** | Social Entrepreneurship and Enhanced Development-Based Skills-SEEDS- in Georgia and Ukraine |
| **Programme Phase** | November 15, 2023 – May 15, 2025 |
| **Objectives of the Evaluation** | The purpose of this final evaluation is to measure achievement of activities, outputs and outcomes, assess the SEEDS project’s design, implementation and overall effectiveness in achieving its intended objectives, and synthesize key lessons learned.  The external evaluation aims to generate evidence-based insights on the project's impact on youth social entrepreneurship, the sustainability of its interventions, and its contribution to policy and institutional frameworks. The findings will inform future programming, enhance project scalability, and provide recommendations for improving social entrepreneurship support mechanisms in Georgia and Ukraine. |
| **Primary Methodologies** | Mixed methods design:   * Desk reviews * Quantitative surveying; and * Qualitative Key Informant Interviews (KIIs) and Focus Group Discussion (FGDs) |
| **Evaluation Start and End Dates** | May 10 2025 – July 5, 2025 |
| **Anticipated Final Evaluation Report Release Date** | July 10, 2025 |

1. **Evaluation purpose and objectives**

**Purpose of the final evaluation:** will assess the project’s performance based on its logical framework (log frame) and key outcome indicators. It will focus on measuring the extent to which SEEDS has contributed to fostering social entrepreneurship, enhancing economic resilience, and institutionalizing support mechanisms for young entrepreneurs.

**Scope of the evaluation:**

**Assess the Achievement of Project Objectives:**

1. Measure the endline values of the logframe impact, outcome and output indicators**,** including (but not limited to):

* % of targeted disadvantaged youth participating in the enhanced and operational SEs in Georgia and Ukraine (specifically targeting the inclusion of disadvantaged youth and contributing to poverty reduction).
* The number of Endorsed tools and materials for SE incubators that are integrated in Georgia into the overarching UPG digitalized platform with proposed curricula and are applied at SE level in Ukraine for initial incubation, piloted through Business Incubators that contributes to Increased entrepreneurial skills of youth.
* The number of targeted stakeholders in Georgia and Ukraine reporting an increase in skills regarding Social Entrepreneurship incubation approach and methodology.
* The number of beneficiaries reporting an increase in their skills as a result of SE development activities.
* The number of beneficiaries reporting an increase in their income as a result of SE development activities.
* The number of SEs supported in Georgia and Ukraine are operational as a result of the incubation process.

1. Evaluate the **effectiveness** of project interventions : by determining how well project activities (e.g., training sessions, mentorship programs, policy engagement) have contributed to the intended outcomes of increasing youth employment opportunities, strengthening community-driven social enterprises, and institutionalizing social entrepreneurship education..
2. Measure the **impact** of project: by assessing the project’s role in promoting the inclusion of disadvantaged youth and contributing to poverty reduction in Georgia and Ukraine
3. Assess the **sustainability** of the project: by examining the likelihood of project outcomes continuing beyond the implementation period, focusing on policy integration, the long-term viability of the incubator model, and ongoing support for social enterprises.
4. Review the **efficiency** of project: Evaluate the cost-effectiveness of the project by analyzing resource allocation (time and HR), expenditure against budget, and stakeholder contributions.
5. Identify **Lessons Learned and Best Practices**: by documenting insights gained from the implementation process to inform future initiatives and policy development in Georgia and Ukraine.

**Important Note:**

\*The Evaluation echoes the AGDM (Age, Gender and Diversity Mainstreaming) policy of DRC – The Research report should be gender sensitive. Vulnerability, age and gender issues should be considered in the Evaluation, interpretation of results/findings and recommendations.

\*The Evaluation echoes the GDPR (General Data Protection Rules) policy - Research process should follow GDPR policy. Data collected as part of the Evaluation (personal information of KII and FGD participants) must be deleted/cleaned after the Evaluation is completed by contracted consultant/institution/company.

1. **Evaluation Methodology**

The Danish Refugee Council in Georgia will select a local research consultant/institution/company to conduct the Summative Performance Evaluation. The Evaluationwill be carried out through a desk review, survey, KIIs and FGDs with relevant key stakeholders. Target areas for this research are Georgia and Ukraine (online).

Research methods are selected in accordance with the specific objectives and indicators. Possible key respondents, detailed data source and methods, Key questions, as well as the tools (KII and FGD Guideline) of the Evaluation will be developed by the selected consultant/institution/company in close cooperation with DRC Georgia.

The selected evaluator (s) shall review the existing documents created in the frames of the project such as project proposal, budget, Logical Framework Approach (LFA), progress reports, thematic publications, and other related documents. All respective resources that might contribute to the fulfilment of the final external evaluation will be shared with the selected evaluator.

Final evaluation shall be conducted as performance evaluation using qualitative methods: document review (progress reports, mid-term evaluation), key informant interviews, focus group discussions, baseline-end line comparison. Quantitative data collected during performance monitoring, baseline and end-line data collected by the project implementing partners should be incorporated into the analysis. The selected evaluator (s) shall review quantitative surveys (their data) done by partners previously and conduct quantitative survey.

Afterwards, Secondary and Primary data collection activities will be conducted to test the Theory of Change and the hypothesis, literature review of all the relevant documents, such as budget, progress reports, existing monitoring, and evaluation records (e.g., baseline, and end line data, monitoring reports etc.) will be carried out. Based on the literature review, information gaps (e.g., no data available or outdated data) will be identified and appropriate primary data collection tools developed.

The choice of primary data collection method will be determined. Primary data collection tools will be developed such as questionnaires or survey forms for stakeholders and project beneficiaries with evaluation questions guiding the content of the tools.

Based on the evaluation tools, methods, targets and purposes are suggested in Table 2:

Table Suggested Evaluation Tools and interviewees

|  |  |  |  |
| --- | --- | --- | --- |
| **Method (How?)** | **How Many?** | **With WHO?** | **WHY?** |
| Interviews | 7 to 10 interviews, individual or group interviews. | Project team and partner organizations in Georgia (offline) and Ukraine (online) and any other relevant stakeholders involved in the project components. | The interview results will help answer the questions about the project efficiency, effectiveness as well as help develop data collection tool targeting the project beneficiaries. |
| Structured Surveys | The project has a total of 500 beneficiaries (in Ukraine and Georgia: Khoni, Kaspi, Zugdidi, Poti) A representative sample from (1) all the components will be interviewed.  The breakdown ratio will be agreed with the DRC's management. | Interviews will cover not only successful graduates of the project interventions but also those project beneficiaries who could not succeed, to identify what worked for whom and why. | To gain a deeper understanding of the project’s influence and measure the endline values of outcome indicators. |

After data collection is completed, data analysis will be carried out to develop the draft report and lessons learned note that will be shared with DRC for approval.

1. **Timetable for evaluation activities**

Table Deliverables Timeline

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activities** | **June**  **I-II week** | **June**  **III-IV week** | **July**  **I-II week** | **July**  **III-IV week** |
| Kick off meeting with desk review materials provided by DRC team and delivery of inception report |  |  |  |  |
| Secondary data review |  |  |  |  |
| Primary data collection tools’ development |  |  |  |  |
| Primary data collection |  |  |  |  |
| Data processing and analysis |  |  |  |  |
| Development of draft report and lessons learned note |  |  |  |  |
| Finalization of the report and lessons learned note |  |  |  |  |
| Interpretation workshop with project team members |  |  |  |  |
| Development of two pager fact sheets |  |  |  |  |

1. **Time Plan and Deliverables**

The Evaluation is expected to be carried out over an overall total of approximately 60 days. Table 4 outlines the main deliverables of this research:

Table Key Deliverables

|  |  |
| --- | --- |
| Deliverable 1 | Inception report including detailed work plan, before June 5, 2025. |
| Deliverable 2 | The final draft evaluation report by June 20, 2025 ( English). |
| Deliverable 3 | Final evaluation report agreed with the DRC (English) July 10, 2025. |
| Deliverable 4 | Interpretation workshop by July 10, 2025. |
| Deliverable 5 | Development of two pager fact sheets by July 10, 2025 |

A detailed work plan needs to be developed by the contracted consultant/organization and agreed upon with DRC. Acceptance will be acknowledged only if the deliverables are judged to be in accordance with the requirements set out in the contract, to reflect agreements reached and plans submitted during the contract process and incorporate or reflect consideration of amendments proposed by DRC. Deliverables will be regarded as delivered when they have been received electronically by the Evaluation Manager and confirmed acceptance of them.

1. **Logistics**

The fieldwork logistics will be organized by the evaluator and supported by the project team.

1. **Ethical considerations**

To ensure that ethical principles are considered, the following steps should be completed:

**Informed consent** will be received from participants before they take part. This means that before they agree to take part, the evaluator will explain to them exactly what is the study about and what they are being asked to do, how/why they were selected as the respondents, and what the information will be used for; will inform them that, even if they agree to take part, they can change their mind at any time, without giving an explanation.

**Maintain Anonymity** by removing the respondents’ names, as well as other information that can help to identify people.

**Respect the privacy and confidentiality** of respondents participating in evaluation through considering of how much information the respondent wants to reveal or share, and with whom; privacy in the processes of information gathering/data collection and storage that allows the exchange of information to be confidential to those involved.

Evaluator/consultant/institution/company involved in the process will sign CoC.

1. **Itemized budget**

Overall budget and detailed budget breakdown to be proposed by the applicant.

1. **Professional requirements for the consultant/institution/company**

The evaluation will be conducted by a consultant/institution/company. The selection of the consultant/institution/company will be based on the qualifications and experience of potential candidates as described in their expression of interest for the assignment.

**The Evaluation** **consultant/institution/company staff should have:**

* At least five years of experience in conducting final project evaluations for international development programs, particularly in social entrepreneurship, economic resilience, or youth employment.
* Demonstrated expertise in social entrepreneurship and economic inclusion, with a strong understanding of incubation models, startup ecosystems, and policy frameworks.
* Proven experience in evaluating EU-funded projects and applying OECD-DAC evaluation criteria.
* Strong analytical and methodological skills, including expertise in qualitative and quantitative research methods, data collection, and statistical analysis.
* Experience in assessing project impact, sustainability, and efficiency using logframe-based performance indicators.
* Ability to engage effectively with diverse stakeholders, including policymakers, youth NEETs, civil society organizations, and private sector actors.
* Excellent reporting and communication skills, with a proven track record of preparing structured, high-quality evaluation reports with clear findings and recommendations.
* Language proficiency: Fluency in English and Georgian is required; knowledge of Ukrainian is an asset.
* Capacity to conduct field research in Georgia and online data collection for respondents in Ukraine while ensuring ethical research standards, data protection, and gender-sensitive analysis.

1. **Application package to be submitted by the applicant organization**

* CVs of Evaluator or Evaluation team members.
* List of project final Evaluation conducted within the last 3 years.
* A sample of a previous final evaluation report conducted by the applicant.
* Reference Contacts from Previous Donors/Contractors.  
  Contact details of at least two previous donors/contractors who can provide references regarding the applicant’s performance in similar assignments. Please include name, organization, email address, phone number, and the project evaluated.
* Technical proposal with detailed timeline, involved human resources, and estimated budget (with a detailed breakdown of costs per unit) in EUR.
  + Budget should be presented without VAT.

The abovementioned documents should be sent in PDF format to: [rfq.geo.tbs@drc.ngo](mailto:rfq.geo.tbs@drc.ngo), no later than **May**  5th, 2025 17:00 pm**, 2025.** Please indicate the following assignment title in the subject line of the email “**"Final Evaluation of the SEEDS Project”** otherwise your application will not be considered.

**Proposal Evaluation and Selection**

The evaluation is made on a technical and financial basis. The proposed technical offers by bidders will be evaluated using the following criteria, and points will be allocated on a scale from 1 – 10 for each of the criteria stipulated below, whereas the weighting is as follows:

|  |  |
| --- | --- |
| **Qualifications (50%)** | * Documented experience working in requested sectors (Social Entrepreneurship Development - e.g., startup incubation, youth-led enterprise support; Economic Resilience Programming - e.g., livelihood support, income generation, poverty reduction; Youth Employment and NEET Inclusion Programs - e.g., skills development, career planning; Policy Development/Engagement related to Social Enterprises or Youth Economic Inclusion; EU-funded or International Donor Projects in Georgia, Ukraine, or comparable contexts) (30%) * Documented experience of developing projects’ evaluation reports (20%) |
| **Proposed services (50%)** | * Content of the proposal is suitable for and meeting DRC’s requirements (30%) * Demonstrated understanding of DRC’s profile (20%) |
| **Total** | **100%** |

All bidders must obtain an **average score of at least 50%** for the total technical scoring in order to proceed with the financial evaluation. The financial offer will then be weighed against the technical offer.

The final decision will be made after the interview considering applicants’ relevant experience, qualification, and cost efficiency of the offer.