



November 5, 2022

**Global Communities**  
**8601 Georgia Avenue Suite 300**  
**Silver Spring MD 20910 USA**

RE: Evaluation of *DOBRE* Program

To Whom it May Concern:

We at Blueprint Consulting have developed an evaluation proposal for the *DOBRE* Program as per the materials provided. In doing so, we have made it our utmost priority to analyze each item with an equity-driven perspective to ensure that all stakeholders and community members are involved in the entirety of the evaluation process. Given the sensitive and difficult context within this report, we have done our best to centre our work around the community and its wellbeing every step of the way. We are eager to present a proposal that we believe will evaluate all aspects of the *DOBRE* Program and we are confident that by incorporating our suggestions into your pre-existing model, all involved parties and citizens will find an inclusive model that fosters genuine community engagement and resilience.

Please find our suggestions via our proposal below, which provides:

- A brief synopsis of the *DOBRE* Program and all current and prospective stakeholders;
- Thorough acknowledgment of the importance and benefit of the program;
- Our logic model for the *DOBRE* Program as well as a logic model narrative;
- An evaluation matrix along with key evaluation questions for each relevant section;
- Evaluation approach & our various data collection methods; and
- Expected program challenges and a string of solutions, as well as key suggestions to ensure the program remains steadily in place as the war progresses and concludes.

Our team comprises five professionals rooted in public health. We pride ourselves on delivering equitable and human-centred solutions. Our elaborate skillset and wide range of lived experiences allow us to approach evaluation projects critically and creatively while remaining open, agile, and adaptable to challenges.

We hope that you find our proposal beneficial and we are truly eager to work together in the near future in continuing this work.

Warmly,  
The Blueprint Consulting team

# Evaluation Proposal for Global Communities

Evaluation of a project to strengthen local governments in Ukraine during the conflict with Russia

**Prepared for:**

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**Prepared by:**

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# 1. Our Understanding

## 1.1 Country & Program Overview

**Ukraine:** Located in Eastern Europe, Ukraine is a unitary republic under a semi-presidential system and is considered a developing country with a Human Development Index of 74. The country gained independence from the Soviet Union in 1991 and has since begun to align itself closer to Western democracies and international organizations while forging its own identity. This realignment has fueled tensions with its Russian neighbor, culminating in the Russo-Ukrainian war that began with the annexation of the Crimean Peninsula in 2014. In February 2022, Russia embarked on a full-scale invasion of Ukraine, a major escalation of the war. This has led to devastating impacts on Ukraine's citizens, the country's autonomy, and long-term stability of the region.

**Global Communities (GC) and the Local Governance Project (LGP):** Global Communities is a non-profit global development organization that works in humanitarian assistance, sustainable development, and financial inclusion. Funded by USAID, Global Communities implemented the Local Governance Project in 2015 to provide assistance to the Government of Ukraine (GOU) following the Revolution of Dignity through three programs: a) Policy for Ukraine Local Self-Governance (PULSE); b) Municipal Finance Strengthening Initiative-II (MFSI-II); and c) [DOBRE program \(Decentralization Offering Better Results and Efficiency\)](#). The hypothesis of the LGP is as follows:



**Decentralization Offering Better Results and Efficiency (DOBRE):** DOBRE's goal is to leverage timely opportunities in the Ukrainian decentralization process to build a stronger, more transparent, and more inclusive local governance. Its two objectives are to ensure that 1) local governments effectively manage resources and services that respond to community priorities, and 2) improve citizen engagement and oversight in local governance. DOBRE uses a participatory approach and tools based on Global Communities' Participatory Approach to Governance Excellence (PAGE), which has been used to improve local governance practices in multiple countries around the world. Recently, the organization received funding from USAID for an extension of the program for the 2022-2025 period. To implement this funding, there should be a refocusing of DOBRE's work during and after the conflict situation faced by Ukrainian communities.

## *1.2 Situational Analysis*

***Progress made on government decentralization in Ukraine:*** The Revolution of Dignity in 2014 marked a pivotal moment that re-oriented the political landscape of Ukraine away from the Russian-Soviet authoritarianism leanings of its past and towards integration with Western democracies and European structures. Decentralization is an inherently Western democratic ideal that counteracts the over-concentration of political power seen in authoritarian regimes by enabling better checks and balances (OECD iLibrary, 2022). To align the country towards these new ideals, the Government of Ukraine (GoU) prioritized decentralizing government structures. By October 2020, the GoU completed this process, which transformed 12,000 small unsustainable settlements into 1469 consolidated communities (CC), and merged 490 districts (rayons) into 136 larger ones. The creation of these CCs has meant that decision-making power now lies among its local constituents, allowing for resource allocation to be better tailored to the unique needs of each CC.

DOBRE has ensured the sustainability of Ukraine’s decentralization efforts by working with 100 CCs to maximize opportunities for self-governance. DOBRE is multifaceted in its approach, acknowledging that community-building is not a one-size-fits-all process. The program’s success can be attributed to DOBRE’s core approaches of inclusiveness & active engagement of citizens in decision-making, evidence-based systematic planning, and cross-CC collaboration to share best practices.

***Challenges to decentralization in the context of war:*** Given the deterioration of Ukraine’s infrastructure, security and stability due to the Russian military invasion, decentralization efforts will need to pivot to adapt to this rapidly evolving climate. War has a multitude of devastating impacts on a country’s infrastructure. Societies endure increasing rates of poverty, disability, social decline, malnutrition, and psychosocial illness (Murthy & Lakshminarayana, 2006). The economic costs of war are also important to note when considering local economic growth; these include a decline in human & physical capital (further deteriorating health outcomes), disruption of economic activity, financial uncertainty, and inflation due to resource shortages (Dario Caldara et al., 2022). Unsurprisingly, governing structures are often unable to carry out duties under these conditions.

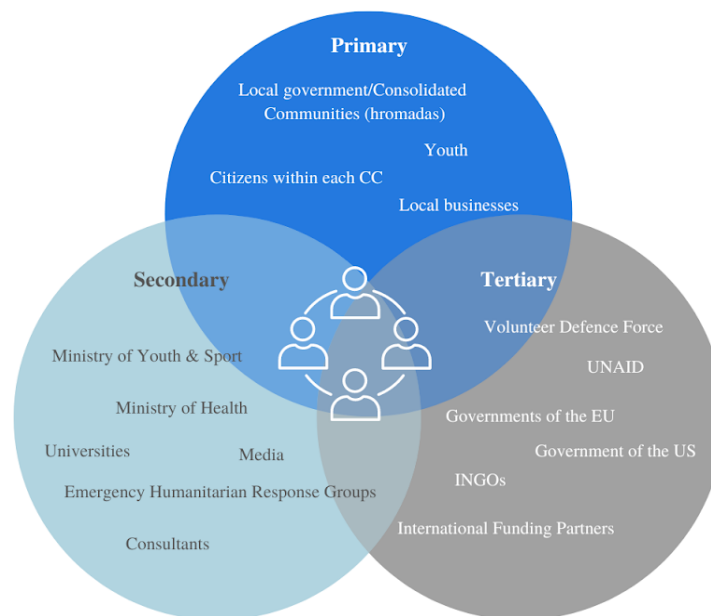
These challenges are of great concern because decentralization processes rely on developing robust infrastructure to build community capacity. Community capacity building is at the heart of decentralization because it ensures that local governments can sustain themselves long-term without reliance on a national governing body while building social cohesion through pride. During wartime, stabilization and continuation of essential services is necessary. These conditions may also lead to some limitations in DOBRE’s operational capacity; forcing the prioritization of some services while halting the operation of others. To aid with the prioritization process, [Table 1](#) aligns high-value initiatives for CCs with proposed services from DOBRE’s program extension.

*Table 1: Proposed Areas of focus based on CC preferences*

CC Identified Capacity-Building Priorities	Proposed DOBRE Initiatives
Financial management and participatory budget process	Developing contingency funds that are operated by community leaders in times of crisis that impede political participation to allow for swift deployment of funds
Sound asset management	Developing informational workshops to empower communities to manage communal land and property
Design and execution of service delivery	Prioritization of emergency aid to the most vulnerable to stabilize community before long-term service delivery planning
Engaging citizens	Capitalizing on the new wave of volunteerism to develop community-led local development initiatives
Skills in developing strategic documents	Improving community capacity and empowering local governments with skills to lead
Writing effective funding proposals	

### 1.3 Program Stakeholders

We have identified the key stakeholders involved in the *DOBRE* planning and evaluation process. These stakeholders are engaged at three different levels as outlined below; leading, supportive and peripheral. Leading stakeholders are those who are consulted regularly, supportive stakeholders should provide support for the evaluation and peripheral stakeholders are not routinely involved in the evaluation process, but are involved on an as-need basis.



*Figure 1: Stakeholder Diagram*

### *1.4 Evaluation Purpose*

The main purpose of the evaluation is to inform the extension of the DOBRE program, assess program successes, and determine indicators to measure community resilience in the context of conflict.

## 2. Logic Model Narrative

Our team created a logic model for the DOBRE program based on the current operating structure and activities. A logic model is a graphic depiction that outlines the relationships between resources, activities, outputs, outcomes, and scope of impact for the program. Additionally, logic models lay out core assumptions used to implement solutions as well as potential risks and external factors that may influence causal linkages.

This logic model operates under the *assumptions* that: (1) funding from the USAID for the program is continuous and uninterrupted; and (2) there is engagement from the communities (stakeholder buy-in) to continue to inform the program's activities.

Blueprint Consulting have also identified three potential *risks* with the *DOBRE* program: (1) community safety and wellbeing due to unstable social, political, and economic conditions due to war conflict; (2) interruption in funding due to political landscape; (3) COVID-19 public health guidelines. The most pertinent *external factor* that will influence the success of the DOBRE program is the ongoing war conflict and the uncertainty it brings regarding the severity and location of affected communities.

Please see [Appendix A](#) for our proposed logic model.

## 3. Evaluation approach and methods

### *3.1 Evaluation Type*

**Developmental Evaluation:** Given the complex and rapidly changing context of the Ukraine crisis and the DOBRE program, we propose a developmental evaluation. This evaluation type is a relatively new edition to the evaluation world, designed to assist social innovators to develop social change initiatives in complex or uncertain environments, such as conflict zones. It works on the basis of iteration, and facilitates real-time feedback to program administrators. We propose this method as we know that evaluations in conflict situations can be made difficult with shifting timelines, unforeseen circumstances and disasters, and missing data. Developmental evaluation's standards include methodological flexibility, adaptability, a high tolerance for ambiguity, openness, and learning to respond to a lack of control, all of which we intend to embed in our evaluation approach and data collection methods.

### *3.2 Evaluation Approach*

**Collaborative/Participatory:** Blueprint is committed to taking an inclusive and human-centred approach when evaluating the *DOBRE* program. Our choice of collaborative/participatory evaluation approach will ensure that we focus on engaging all

stakeholders throughout the process, in order to gain more perspectives and richer findings. Through our community engagement process, we intend to foster true and full participation as best we can given the circumstances.

**Utilization-Focused:** The DOBRE program is clearly intended to promote community resilience, social cohesion, and wellbeing in Ukraine. It already has defined specific, intended primary users, stakeholders, and goals. Thus, it will be more likely that the evaluation findings will be used if they are utilization-focused, which our team proposes as our main evaluation approach. Findings from this evaluation will be used to inform the program's refocusing and define what outcomes of the program, as well as how to measure community resilience.

### **Diversity and Inclusion**

Inclusion is critical to advancing a robust exchange of ideas and supporting problem-solving. Our team believes in and operates on the principles of compassion, ensuring no bias in terms of age, mobility, gender, race, religion, sexual orientation, or culture. We aim to make human-centred decisions and adaptations to our data collection methodology to ensure we exchange ideas from diverse perspectives, including different life experiences, cultural backgrounds, socioeconomic positionality, and various levels of ability, which will allow us to see the bigger picture in this project.

### *3.3 Data Collection Methods and Analysis*

We understand that dealing with the complexity and uncertainty of Ukraine's conflict with Russia means we will have to respond to a lack of control in our evaluation. To mitigate challenges that arise with shifting timelines, missing data, and logistics, we have proposed a flexible, iterative data collection process. To implement this, we propose a 3-phased data collection approach, as outlined below:

#### **Phase 1: Iterative environmental scan(s) (ongoing)**

Throughout the evaluation, our team will be conducting bi-weekly environmental scans, and staying on top of media announcements and breaking news to keep our fingers on the pulse on the situation in Ukraine. This will ensure that we have the right information to adapt our methodology as we and DOBRE program leads see fit. The scan(s) will include considerations for our community engagement activities, such as 1) developing areas of conflict; 2) roads and transportation blockages; 3) emerging safety concerns for citizens and our team; 4) basic human rights as a priority, where we will assess the level of basic needs communities receive, such as water, food, shelter, public services, and more.

#### **Phase 2: Community engagement**

This phase of data collection is subject to the ambiguity of the situation and may be further adapted to better meet the needs of the communities, informed by our environmental scans and the DOBRE program leads. Recruitment, size of sessions, and frequency of engagement



will be determined with input from a) DOBRE program leads, b) iterative environmental scans, c) key informants. We propose a selection of human-centred community engagement methods, including:

1. **Key informant interviews (KIIs)** with local government (CCs) staff, cadres, and staff in training. Key informants are individuals who can speak on behalf of a group of people or an organization; these are one-on-one interviews that will touch on the barriers and facilitators for the program activities and will inform future data collection.
2. **Suitcase Project** (Akesson et al., 2014) for war-affected and internally displaced children and youth in CCs across Ukraine. Using an arts-based participatory approach, this engagement will provide accessible psychosocial support for refugee children who struggle(d) daily with experiences of war and displacement. This is a therapeutic and mixed-media approach, where children are encouraged to use suitcases (physical or drawn) to tell stories and express themselves.
3. **Post-event/training focus groups** for women and underserved populations such as people living with disabilities, the elderly, and discriminated-against populations. Local initiatives, projects, and events to foster social cohesion are supported as a part of DOBRE's program activities. As well, existing networks from local actors, such as various women's community centres, LGBTQ+ groups, disability advocacy groups, and elderly support groups will be contacted to engage in DOBRE's training programs. After the events and/or training, our team will facilitate focus groups of 5-8 willing participants to inquire about social cohesion, satisfaction with the training, barriers and facilitators to attending, and [community resilience](#).
4. **CC forums** will be facilitated to be accessible and inclusive for all citizens and IDPs of CCs. Each CC will be supported in promoting and hosting an in-person town hall session.

### **Phase 3: Document review and analysis (ongoing)**

*Quantitative data* will be collected from existing and current documents and records from the DOBRE program leads. This will include: a) any previous DOBRE evaluation materials; b) previous data from representative working groups, citizen surveys, and ongoing feedback and dialogue between LSGs and local residents; c) budget planning documents; d) attendance records of DOBRE training sessions; and e) successful funding proposals. Previous and present [community resilience indicators](#) will be collected where available, and statistically analyzed to interpret any changes from pre- and post-program activities.

*Qualitative data* from community engagement will be thematically analyzed. Through data extraction, coding, and analysis, themes will be developed independently by our researchers. A qualitative data analysis software will be used to efficiently organize a large amount of data; easily sort and categorize data into themes; test ideas and explore emerging patterns;

and, via the use of a shared codebook, ensure coding consistency across team members. KIIs and focus groups will be transcribed.

### 3.4 Community Resilience Indicators

Community resilience is understood as the ability for a community to utilize available resources to respond, withstand and recover from adverse situations over time (Anita Chandra et al., 2011). The following indicators intend to measure community resilience both under normal and war/conflict conditions. The economic indicator will show the ability for citizens to earn and spend money to sustain the local economy. Social cohesiveness is an important indicator, as social connectedness fosters interpersonal support during challenging times. Mental health is a valuable indicator as the experience of war has long-term effects on mental health through conditions such as PTSD, grief, and socio-economic instability. Finally, we chose equity as our second indicator for war conditions because the negative impacts of war disproportionately affect vulnerable and underserved populations.

*Table 2:* Community resilience indicators and measurable outputs

Context	Indicator for measuring community resilience	Measurable outputs
Normal conditions	1. Economic	# new businesses; % local spending; # development projects completed; % household income decrease/increase.
	2. Social cohesiveness	# community events (e.g., markets, dances, festivals, music, and arts); # community initiatives; % violence.
Conflict/War conditions	3. Mental Health	% hospital admissions due to mental illness (where records available); % suicide; % hopelessness, depression, PTSD (where validated scales are available), % substance abuse.
	4. Equity	% wealth stratified by gender, disability, sexuality, religion, race, and ethnicity.

### 3.5 Timeline

A developmental evaluation is intended to be an iterative process that captures real-time data to inform the development of a program. Keeping in mind that the refocused DOBRE program will be implemented from 2022-2025, the evaluation timeline is expected to span the duration of the program.

## 4. Challenges and mitigation strategy

In the table below, we have identified key challenges that may be encountered throughout the evaluation process and our strategies to overcome them.

**Table 3: Anticipated Risks & Barriers and their Respective Mitigation Strategies**

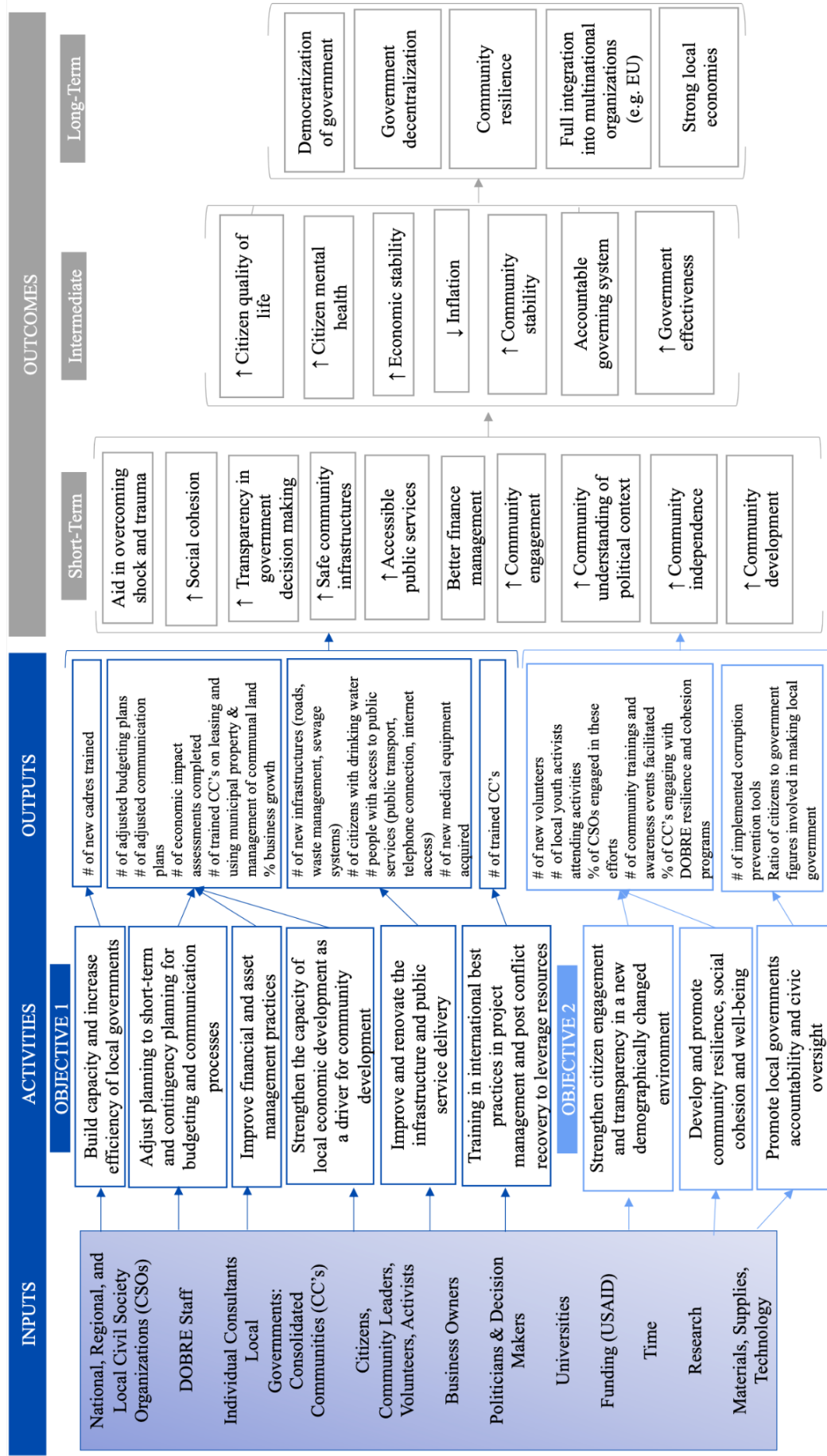
Severity or likelihood	
High	Moderate
	Low
<b>Risk</b>	<b>Strategy</b>
<b>Community engagement and data collection barriers</b>	
Bringing together community members for town halls & focus groups may not be possible due to safety risks.	<ul style="list-style-type: none"> <li>• In-person events will only be held after obtaining safety clearance from the volunteer defense force and local law enforcement.</li> <li>• Blueprint Consulting will continue to prioritize the physical safety and wellbeing of community members and will modify data collection strategies as needed.</li> </ul>
Physical data, documents, and records needed to conduct the environmental scan may be inaccessible or destroyed.	<ul style="list-style-type: none"> <li>• Blueprint Consulting will utilize available documentation and supplement gaps with oral knowledge collected from key informants where needed.</li> </ul>
Key informant interviews with the local government cadres who are new to their role may not be able to provide the full picture of the situation.	<ul style="list-style-type: none"> <li>• Blueprint Consulting will mobilize its best efforts to capture available knowledge and supplement gaps through documentation, research, and reaching out to displaced officials where possible.</li> </ul>
Interviewing and collaborating with local leaders may impose an added burden on their already-heavy workload.	<ul style="list-style-type: none"> <li>• Partner wellbeing will remain a top priority in this work. This collaboration will be contingent on the process of informed consent and respect for autonomy, so partners may step away from the joint efforts at any time if needed.</li> </ul>
<b>Impact assessment</b>	
Measuring a program’s impact is difficult in times of war	<ul style="list-style-type: none"> <li>• The iterative and participant-informed process proposed will capture community opinions and adapt to rapidly changing community needs.</li> </ul>
Programs and initiatives must be adaptable and sustainable, weathering challenges during the war, and persisting sustainably post-conflict.	<ul style="list-style-type: none"> <li>• Blueprint Consulting will adopt a community empowerment approach to ensure our partners are equipped with the knowledge and skills needed to sustain efforts independently.</li> </ul>
Potential inability to follow up with stakeholders to track progress due to conditions of instability.	<ul style="list-style-type: none"> <li>• Communication streams will be made accessible: using the internet, telephone, and in-person channels where needed.</li> <li>• Timelines will remain flexible and adaptable, to account for delays due to communication.</li> <li>• Knowledge gaps will be supplemented with research and knowledge from available key informants.</li> </ul>
Priorities may differ within communities, creating the potential for disagreement.	<ul style="list-style-type: none"> <li>• Town halls and focus groups will capture the voices of all community members, especially disadvantaged groups.</li> <li>• Recommendations made by Blueprint Consulting will be informed by community voices and prioritized based on majority vote.</li> </ul>

External Factors	
	<p>Uncertainty due to war.</p> <ul style="list-style-type: none"> <li>• The proposed evaluation is adaptable/flexible in its methodology.</li> <li>• Iterative environmental scans and the human rights watch will ensure that our efforts are informed by relevant and updated knowledge. This will be supplemented with constant and open communication with national government officials to maintain updates on the current landscape.</li> </ul>
	<p>Surges in COVID-19 cases.</p> <ul style="list-style-type: none"> <li>• The Blueprint Consulting team is fully vaccinated and boosted.</li> <li>• The team will continue to follow public health and national guidelines throughout the evaluation and any related programming.</li> </ul>
	<p>Establishing a bound timeline is difficult in states of distress.</p> <ul style="list-style-type: none"> <li>• Blueprint Consulting has set out a dynamic timeline that works with the 2022-2025 vision of DOBRE and can be adjusted or adapted based on challenges and new requirements arise.</li> </ul>

## 5. References

- Akesson, B., D’Amico, M., Denov, M., Khan, F., Linds, W., & Mitchell, C. (2014). “Stepping back” as researchers: Addressing ethics in arts-based approaches to working with war-affected children in school and community settings. *Educational Research for Social Change*, 3, 75–89.
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# Appendix A: DOBRE Logic Model



## Appendix B: Evaluation Matrix

Evaluation Question	Indicator	Data Source	Data Collection
<b>1. Is the DOBRE program being implemented locally as intended?</b>			
1.1) How does <i>DOBRE</i> affect Ukrainians in various local communities?	<ul style="list-style-type: none"> <li>Statistical analysis of training records, existing resilience indicators (as provided from GC) and any pre-existing records from the initial launch of DOBRE.</li> <li>KII session feedback from local government officials.</li> <li>Direct community dialogue through forums and focus groups.</li> </ul>	<ul style="list-style-type: none"> <li>CCs</li> <li>National government institutions (NGIs)</li> <li>Community</li> <li>Institutions</li> </ul>	<ul style="list-style-type: none"> <li>Stats analysis of existing records and indicators from GC</li> <li>KIIs with CCs</li> <li>Regular, rotating focus groups and forums, oriented to and by the community</li> </ul>
1.2) What are the barriers and facilitators of implementing the program?	<ul style="list-style-type: none"> <li>Barriers and facilitators experienced and shared by individuals and DOBRE program leads.</li> <li>Recorded barriers or disruptions to program activities.</li> </ul>	<ul style="list-style-type: none"> <li>CCs</li> <li>NGIs</li> <li>USAID</li> <li>Community</li> </ul>	<ul style="list-style-type: none"> <li>Post-event/training focus groups</li> <li>Community engagement forums</li> <li>KIIs with CCs</li> <li>Document review &amp; analysis</li> </ul>
1.3) How is the program empowering the community to engage and participate in local governance?	<ul style="list-style-type: none"> <li>Uptake from the community who are participating in events and forums and sharing their voices.</li> <li>Number of government officials also attending or participating (in some capacity) in events and forums and interacting with the community.</li> </ul>	<ul style="list-style-type: none"> <li>CCs</li> <li>Cadres</li> <li>NGIs</li> <li>Community members</li> </ul>	<ul style="list-style-type: none"> <li>National, regional, and local governmental engagement (KIIs)</li> <li>Document review &amp; analysis</li> <li>Community engagement in forums and focus groups</li> </ul>
1.4) Are local governments effectively managing resources & services that respond to community priorities?	<ul style="list-style-type: none"> <li>KII session feedback from local government officials.</li> <li>Direct feedback from the community through forums and focus groups, as well as internet submission and engagement (when possible).</li> <li>Direct engagement with local media to expand and share resources and services, increasing accessibility/transparency.</li> </ul>	<ul style="list-style-type: none"> <li>CCs</li> <li>NGIs</li> <li>Cadres</li> <li>Emergency Aid Providers</li> <li>Media</li> </ul>	<ul style="list-style-type: none"> <li>Staff/Volunteer focus groups</li> <li>National, regional, and local governmental engagement (KIIs)</li> <li>Iterative environmental scans.</li> </ul>

## Appendix B: Evaluation Matrix

2. How effective are the DOBRE programs being provided to the Ukrainian CCs? a. Including community resilience, inclusivity, equity, and wellbeing.			
2.1) How effective is the program in fostering a sense of social cohesion for the local community?	<ul style="list-style-type: none"> <li>Forums with the community, where members can share their perspectives and lived experiences, as well as thoughts on the services and resources being offered to them.</li> <li>Implementation and uptake of programs targeted at CCs that acknowledge the shock and trauma of the community, and instead embody this into social cohesion.</li> </ul>	<ul style="list-style-type: none"> <li>CCs</li> <li>Community</li> <li>IDPs</li> <li>Businesses and media</li> </ul>	<ul style="list-style-type: none"> <li>Community social cohesion training               <ul style="list-style-type: none"> <li>Post-event training</li> </ul> </li> <li>Community engagement forums</li> <li>Outreach in community, as well as utilizing media when possible</li> </ul>
2.2) How applicable is the program in promoting elements of equity, diversity, and inclusion?	<ul style="list-style-type: none"> <li>Specific questions and sessions related to EDI will be included in forums and focus groups, and specific sessions to prioritize equity for marginalized community members.</li> <li>Client satisfaction with care and respect; and participation rates within specific demographics.</li> </ul>	<ul style="list-style-type: none"> <li>Marginalized community members (ex. Women, IDPs, disabilities)</li> </ul>	<ul style="list-style-type: none"> <li>Document review &amp; analysis</li> <li>EDI-related questions in forums &amp; focus groups</li> <li>Partnerships with local EDI-targeted groups.</li> </ul>
3. How will the DOBRE program continue to prioritize community needs while holding the local governments accountable? a. Both during the war, as well as after the war concludes.			
3.1) How will CCs ensure community wellness is prioritized after the war ends and/or declines?	<ul style="list-style-type: none"> <li>Community feedback and continued engagement.</li> <li>Commitment from all levels of government to meet and discuss with the community through forums, as well as regular reports to stakeholders and funding partners/institutions.</li> </ul>	<ul style="list-style-type: none"> <li>CCs</li> <li>Community</li> <li>Cadres</li> <li>Funders</li> <li>Institutions</li> </ul>	<ul style="list-style-type: none"> <li>Continued community engagement in focus groups               <ul style="list-style-type: none"> <li>Post event training</li> </ul> </li> <li>Institutional reports &amp; updates to funders and institutions.</li> </ul>
3.2) How will civil oversight over government decisions become embedded as a long-term commitment?	<ul style="list-style-type: none"> <li>Regular sessions with the community, similar to a town hall that allow for constant, direct, local engagement.</li> <li>Constant movement towards decentralization, where feedback is embedded into change on a regular basis.</li> <li>Invitations to community members to join local dialogue.</li> </ul>	<ul style="list-style-type: none"> <li>CCs</li> <li>Community</li> <li>Funders</li> <li>Media</li> <li>Institutions</li> </ul>	<ul style="list-style-type: none"> <li>Institutional reports &amp; updates (Document review and analysis).</li> <li>Engagement with businesses, institutions, and the community.</li> <li>Media engagement with CCs.</li> </ul>
3.3) Have aspects of sensitivity and equity been applicable to all community members and their overall experiences?	<ul style="list-style-type: none"> <li>Satisfaction with feeling respected and a sense of cultural/situational sensitivity experienced by the community.</li> <li>Noticeable changes in the wellbeing and feedback from the community members after war concludes and a sense of “normality” is ideally fostered.</li> <li>Acknowledgement of trauma and personal experiences.</li> </ul>	<ul style="list-style-type: none"> <li>CCs</li> <li>Community</li> <li>Marginalized individuals</li> <li>IDPs</li> <li>Institutions</li> </ul>	<ul style="list-style-type: none"> <li>Document review &amp; analysis</li> <li>EDI-related questions in forums &amp; focus groups.</li> <li>Engagement with businesses, institutions, and the community.</li> </ul>