

INTRODUCTION DOSSIER

2025(...)

To the core of things s.l.u



**TO THE CORE
OF THINGS**

Consultancy services. Evidence based solutions

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INTRODUCTION

We include hereby To the core of things s.l.u consultancy branch dossier with the main principles of action from our consultancies, a track record of our latest assignments and the details of our relevant net of collaborators.

TO THE CORE OF THINGS TRACK RECORD

	Date	Location	Donor/Commissioner	Description
53	03/2026 – 06/206	DAC countries (Global)	A.S Hornby Trust (Oxford Advanced Learners Dictionary Trust)	<u>EDUCATION, STRATEGIC ORGANISATION'S EVALUATION / Phase II</u> Impact evaluation of all the educational activities of the Trust (Team: 5 people) impact evaluation of the Hornby Trust's global education portfolio (ELT, lexicography and teacher associations) from 1962 to the present. Led a 5-person team in a mixed-methods design centred on outcome harvesting and contribution analysis, complemented by quantitative data structuring, database development and dashboarding. Responsibilities included qualitative coding and synthesis of c.100 project reports, the design and implementation of three online surveys (c.200 respondents), and the coordination of interviews, focus groups and workshops with around 80 unique stakeholders (trustees, alumni, partners, teacher association leaders). The study applied a range of qualitative and quantitative techniques to trace pathways of change from classroom practice to system-level outcomes, and to generate actionable recommendations for strategic portfolio management and future investment in English language education.
52	09/25-12/25 (phase I)	Worldwide *case studies Somalia, South Sudan, Iran, Lebanon, Colombia and Honduras	Norway Refugee Council	<u>Education in Emergencies & Shelter and Settlement / Evidence mapping links between Shelter & Settlement and Education in Emergencies</u> (team: 4 people) Phase I evidence-mapping consultancy for the Norwegian Refugee Council on the links between shelter and settlements and Education in Emergencies for refugees, IDPs, returnees, migrants and host communities worldwide. Worked in a 4-person team to conceptualise the monitoring and evaluation system, develop the theory of change and evidence framework, and systematically map existing knowledge on how shelter and settlement conditions affect children's and young people's access to, participation in and learning through education. This initial phase synthesised theoretical and practical evidence and generated a structured basis for piloting and then rolling out a global M&E system to capture impacts across diverse displacement and host-community contexts
51	07/25 – ongoing	Worldwide	OCHA – SWEO / Particip Gmbh	<u>STRATEGIC EVALUATIONS – HUMANITARIAN & SDG / inter-agency framework contract for the Provision of Evaluation Services for OCHA and SWEO with a global scope</u> To the core of things is a complementary partner of the consortium led by Particip Gmbh to conduct Inter Agency Humanitarian Evaluations, OCHA corporate evaluations and System-wide evaluations of the United Nations Development System. Framework contracts were signed in July 2025 and first evaluations are expected in 2026.
50	03/25 – 12/25	DAC countries (Global with case study in Argentina)	A.S Hornby Trust (Oxford Advanced Learners Dictionary Trust)	<u>EDUCATION, STRATEGIC ORGANISATION'S EVALUATION / Phase I</u> Impact evaluation of all the educational activities of the Trust (Team: 4 people) Feasibility study of the Hornby Trust's global education portfolio (ELT, lexicography and teacher associations), as the first step in a multi-phase organisational evaluation. The work combined an in-depth documentary and stakeholder review with the reconstruction of the Trust's overarching theory of change, covering historical and current activities. Responsibilities included mapping and assessing available evidence, designing and piloting targeted surveys with scholars, British Council staff and teacher associations, and leading a country case study in Argentina to test and refine the evaluation questions, tools and assumptions for the subsequent full impact evaluation.

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49	03-05/2026 03-04/2025 03-04/2022 07-11/2021	European Union	European Commission - European Education and Culture Executive Agency (EACEA) – DG JUSTICE	EDUCATION, CULTURE, CIVIL RIGHTS AND CSO STRENGTHENING / Panel of experts evaluating proposals: Director engaged as expert evaluator and rapporteur for ERASMUS+ proposals and two calls under the Citizens, Equality, Rights and Values (CERV) Programme. Serves as thematic expert on non-formal learning opportunities for young people with fewer opportunities, equality and anti-discrimination, and civil society and citizen engagement and participation, assessing project quality and providing structured, criteria-based feedback to the European Commission.
48	08/24 – 11/24	Armenia, Georgia, Moldova, Azerbaijan, Ukraine, Belgium	EU INTPA - EU Delegations / Particip Gbmh	RESEARCH AND EDUCATION / Particip GmbH Results Oriented Monitoring. Lead multi-country and national ROM exercises in research and education. Focus on adaptive management and monitoring set-up, effectiveness and M&E systems/indicators, including the EaP Connect 2 project, which supported national research and education networks in Eastern Partnership countries to provide digital solutions for higher education institutions and research centres through a partnership-based approach.
47	03/24 – 09/24	India, Peru, Mexico, UK	British Council/DFID	EDUCATION – MUTUAL RECOGNITION TREATIES / DAC evaluation of the journey to mutual recognition treaties between the UK and three case study countries (India, Peru and Mexico) DAC evaluation of the journey towards mutual recognition of qualifications (MRQs) between the UK and three case-study countries (India, Peru and Mexico), working in a 5-person team of senior education specialists including the UNESCO Secretary for the Global Convention on Higher Education. The study applied a Development Assistance Committee (DAC) lens to low-visibility, politically sensitive processes, combining a feasibility assessment of data and stakeholder access with the identification of “sensitive intervention points”, and delivered three in-depth country case studies plus practical products, including MRQ roadmaps for each country.
46	12/23 – 02/24	Slovakia, Romania, Moldova, Ukraine	Japan emergency fund / UNESCO (1,5 mill USD)	HUMAN RIGHTS – ACCESS TO INFORMATION / Internal evaluation of the project Refugee response through media. DAC based evaluation of the project with a focus on the internal monitoring and result based management systems. The consultancy included outcome harvesting techniques and two online surveys to local media outlets and Ukrainian refugees.
45	07/2023 12/23	Worldwide	UNESCO Culture sector	STRATEGIC CONSULTANCY: lead researcher of the benchmarking exercise for the identification of the best suitable monitoring mechanism for the review process of the UN normative instruments (6 Conventions and 3 Recommendations) implemented worldwide. - Participatory qualitative research with a strong scoping component to assess UNESCO in-house and external normative instruments that could be used as a benchmark for the envisioned unified monitoring system of the Culture sector. The review scope 10 monitoring mechanisms from top multilateral standard setting organisations including (UN Human rights Council, OECD, the Council of Europe, ILO, IMF, and UNEP).
44	02/2023 Ongoing (expected 2025)	Worldwide	UNESCO Communication & Information	HUMAN RIGHTS – MEDIA INFORMATION LITERACY - FREEDOM OF EXPRESSION / UNESCO Media and Information Literacy multimedia platform (Team: 7 people) - Design, launching and fundraising for the Implementation of a media literacy platform in partnership with UNESCO, the International Federation of Libraries, the University of Barcelona and the University of Sarajevo. - To the core of things is in charge of M&E and implementing component five (MEL services to media literacy practitioners and stakeholders through the development of a Worldwide MIL practices database and an associated Machine learning software to provide assistance in the design, monitoring and evaluation of MIL

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				interventions.
43	02/2023 – 06/2023	EU Wide – Worldwide	EU COMMISSION DG INTPA / IDEM Consulting	DEVELOPMENT COOPERATION – STRATEGIC CONSULTANCY: assessment, review, drafting and implementation of the new quality assurance guidelines for conducting ROM reviews worldwide. (team 4 people) Methodological review and participatory assessment of the QA criteria of results oriented monitoring mission with a view to contribute to result based management objectives of the EU Commission. Identification, hiring and coordination of a team of senior ROM reviewers to test and implement the new QA guidelines.
42	01/2023 – 04/2023	ARMENIA	EU INTPA / UNDP, UNFPA, UNICEF, OSCE (11 mill EUR)	HUMAN RIGHTS – ROM LEAD: Accountable Institutions and Human Rights Protection in Armenia. Joint programme UNDP, UNFPA, UNICEF, OSCE Programme include three components on capacity building of national human rights institutions, capacity building of police forces and enforcement of a constitutional reform following UPR recommendations on law enforcement, access to justice and combat discrimination.
41	09/2022 – 02/2023	Worldwdide (THA, MDG, ZAF, NGA, MDG, COL, GTM, GEO)	OHCHR (USD n.a)	HUMAN RIGHTS – STRATEGIC CONSULTANCY: knowledge management consultancy focused on the review of the reporting function and resource mobilization strategy of the organization. Lead of the methodological design of the exercise that touched upon the overall programmatic, management and monitoring architecture of the organization and global field presences worldwide as well as the full pool of donors.
40	04/2022 – 09/2022	Worldwide (case studies: PAN, CHL, ZAF, THA, CMR, SEN)	SIDA-NORAD-Belgium / OHCHR (USD n.a)	HUMAN RIGHTS / Evaluation of the Emergency response team of the OHCHR 2017-2022 Evaluation of the Emergency Response Team in their duty of anticipation, prevention and response to Human Right violations worldwide with a focus on its effectiveness for implementing the HRUF Human Rights Up Front action plan from the United Nations after humanitarian crisis.
39	02/2022 – 2025	Worlwide	British Council	EDUCATION – FREEDOM OF EXPRESSION / Lot 3 (impact & cluster evaluation) and Lot 4 (project based evaluations) To the core of things has been selected for British Council’s Lots 3 and 4 of its Global Evaluation Framework from here to 2024 with potential extension up to 2026 on Lots 3 strategic evaluations (impact or cluster evaluations) and Lot 4 (short term consultancies) where to the core of things has been recognised with a specialisation on the following tasks (Equality, diversity and inclusion; infographics; monitoring, data systems and data analytics) and regions (Americas, Asia Pacific, EU, MENA, Sub-Saharan Africa and Wider Europe).
38	11/21 - 12/21	Rwanda	EU INTPA / EU DEL Rwnada (EUR 1 million)	CULTURE - FILMING INDUSTRY / Results Oriented Monitoring mission: The ROM focused on partnership functioning, M&E set up and overall functioning of the project at implementation level including management practices, follow up reports, communication channels, etc. Findings showed rupture of partnership and miscommunication issues and recommendations directed towards re-structuration of roles and strengthening of the communication and M&E systems and flows.
36	09/21 – 12/21	South and Central Africa (case studies in South Africa, Zambia, Zimbabwe and Mauritius)	EU INTPA / ILO, IOM, UNHCR, UNODCS (EUR 25 million)	LABOUR AND MIXED MIGRATION POLICIES / Results Oriented Monitoring mission: The ROM was designed as a mid-term assessment focusing on MEL features and management of the programme including update on effectiveness, focus on the internal management coordination of the partnership and strategic recommendations for the second half of the project life cycle. Findings pointed at non efficient use of the partnership added values and miscommunication at different layers and recommendations on a championing approach towards data collection and indicators follow up.

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35	02/21 – 04/21	All Africa case studies (Uganda, Kenya, Sudan, Ethiopia)	EU INTPA – African Union / Particip Gbmh	RESEARCH AND EDUCATION / Particip GmbH Results Oriented Monitoring. Leading Results oriented monitoring (ROM) exercises as senior expert commissioned by EU DGs and delegations for multi-country and national based projects focusing on adaptive management and monitoring set up, effectiveness and M&E systems and indicators. Examples of relevant ROM: - Africa Union Research Grants II is a multicountry grant fund with the objective of improving science and technology research capacity of HEIS across the continent
34	05/21	Bangladesh – Myanmar	Multidonor / Sites of Conscience (USD 1.5 million)	HUMAN RIGHTS – CAPACITY BUILDING OF CITIZENS AND CSOs ON DOCUMENTATION PROCESSES / External-internal evaluation (team: 2 people) Grass root managed documentation of human rights violation project focused on the Rohingya refugee community of Bangladesh funded and implemented under the umbrella of a Consortium of organizations. Evaluation facilitated partners self-assessment processes through a capacity building prism. The evaluation was discontinued in the inception phase in agreement with the client and implementing organisation as they could not provide the “must” documentation to ensure minimum data quality and depth.
33	03/21 – 06/21	Africa (Ghana, Cabo Verde, Sierra Leone, Liberia, Nigeria)	Multi donor / IMF (EUR 45 million)	GOVERNMENT CAPACITY BUILDING - AFRITAC WEST II/ Results Oriented Monitoring. ROM exercise of the intervention with a sample of 3 targeted countries and 7 streams of work including statistics, banking supervision, customs and tax administration, etc. The exercise focused on results based monitoring set up and logframe design together with a review of the effectiveness of the intervention.
32	01/21 – 04/21	African (sample: Uganda, Tanzania, Ghana, Benin)	EU INTPA / African Union (EUR 17.5 million)	RESEARCH AND DEVELOPMENT – AFRICAN UNION RESEARCH GRANTS II / Results Oriented Monitoring. ROM exercise of the intervention with a sample of 4 targeted countries and 16 granted institutions covering 8 out of 19 projects granted. The exercise focused on adaptive management and monitoring set up together with a review of the effectiveness of the fund.
31	08/2020 – 01/21	Worldwide (7 countries: Mali, Sudan, CAR, Colombia, Lebanon, Afghanistan and the Philippines)	USAID / Internews (4m USD)	HUMAN RIGHTS – FREEDOM OF EXPRESSION AND ACCESS TO INFORMATION / Rooted in trust COVID-19 programme (Team: 14 people) - Global monitoring, evaluation, research and learning director for a 7 country programme with the main objective of securing the right to access accurate information to most vulnerable target population. It includes leading the research of 7 information ecosystem assessments.
30	12/2019 – ongoing	Worldwide (case studies: Kyrgyzstan, Kenya, Tunisia, Nigeria, Serbia)	Multi-donor / UNESCO (EUR 3m 2014-2019)	HUMAN RIGHTS – MEDIA INFORMATION LITERACY - FREEDOM OF EXPRESSION / Thematic evaluation focused on MIL (Team: 7 people) - Thematic evaluation focused on the theory of change, change drivers and change dynamics of the MIL thematic area worldwide. Outputs include a database of MIL interventions; Rapid Knowledge management assessment; set up of a lessons learned and MSC tag based information management system and the outline of a future machine learning based tool for Member States to set up their MIL strategies and interventions.
29	09/19 – 12/19	Ethiopia (Amhara, Ormoia, Afar, Tigray, Somali)	NORAD / The Development Fund (EUR 8 million 2017-2020)	RURAL DEVELOPMENT & ADVOCACY – CAPACITY BUILDING CSOS / Mid-term evaluation of a multimillion multiannual program in Ethiopia. (Team 5 people) - Mid-term evaluation focused on reconstructing the ToC and assessing the working models, MEL systems and overall functioning of the program including 4 case studies and 2 thematic expert assessments.

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28	10/2018 – 08/2019	Uganda	Northern donors + Ireland / OHCHR (EUR 6m 2016-2018)	HUMAN RIGHTS – INTERNATIONAL MECHANISMS & NATIONAL STRATEGY / Country evaluation for the UN high commissioner for human rights: (Team 2 people) UNEG based evaluation of the operations of the office in the country in the period 2016-2018. It included a special review of the capacity building role to the National Human Rights Centre and the implementation of all strategic axis (international mechanisms, strengthening the rule of law, non-discrimination, etc.)
27	01/2019 – 05/2019	Multiregional (Bangladesh, Myanmar, Mongolia, Nepal, Tunisia, Palestine, Kenya, Burundi, South Sudan, Nigeria, Gambia)	Multi-donor / UNESCO (EUR 4 million 2019-2021)	HUMAN RIGHTS – CAPACITY BUILDING COMMUNITY RADIOS / Ex ante evaluation focused on gender and result based management - Ex ante evaluation focused on the design, result based management, gender and indicators set up of a special account project advocating freedom of expression, community media, media pluralism and literacy worldwide.
26	06/2018- Ongoing (expected 09/2018)	Zambia	EU 10th EDF / Free Press Unlimited	HUMAN RIGHTS – CAPACITY BUILDING CITIZEN JOURNALISTS / Final evaluation of Speak Up Zambia Free Press Unlimited project: (Team 2 people) - Final evaluation of a Freedom of expression project focused on empowering specially discriminated groups as citizens' journalist and on strengthening the media in its watchdog role towards authorities.
25	04/2017 – ongoing	Worldwide	Freelance research (not commissioned)	HRDs ORGANISATIONS – M&E / research study to map current MEL practices of organisations working on the media and Human Rights Defender's sectors: - Desk based research and field interviews with a selected sample of organisations working in the field (IREX, Internews, IWPR, IMS, HURIDOCS, FLD, ISC project, FPU, etc.) - The main expected outcome of the research is an open sourced map of MEL practices that can be fed in and used by project managers and practitioners in the field.
24	11/2017 – 06/2018 (expected)	Great lakes region (Uganda, Rwanda, Burundi, Tanzania, DRC, Kenya)	Swedish International Development Agency (SIDA) / UNESCO	HUMAN RIGHTS – CAPACITY BUILDING COMMUNITY RADIOS / Final programme evaluation assessment of the UNESCO project strengthening local radios (Team: 6 people) - Final evaluation of the Empowering local radios with ICT's project of UNESCO. The proposal is based on a strong participatory approach and utilization focused methodology. It includes a team of 6 people with experts from Uganda and Kenya and a panel of experts to contrast and enrich conclusions and recommendations.
23	03/2017 – 05/2017	Syria	EU Commission DG DEVCO EIDHR / Internews	HUMAN RIGHTS – CAPACITY BUILDING GRASS ROOT ACTIVISTS / Final programme reflection exercise assessment for a Syria Internews strategy to protect HRDs and enhance Freedom of Expression. (EU funds: DG DEVCO EIDHR 2013/329-280) (Team: 2 people) - Pause & Reflect exercise focused on adaptive management and conflict sensitivity approaches implemented by the project. The facilitation included field work with Syrian HRDs in all provinces through online interviews, focus groups and online surveys. Final outputs are to feed in organic learning of the country team and the institution.
22	10/2016 – 12/2016	Worldwide (field work Ukraine, Russia, Uganda, Nigeria, Guatemala, Gambia, Peru, Bahrain, Philippines)	EU Commission DG DEVCO EIDHR / Frontline Defenders – Tactical Tech Collective	HUMAN RIGHTS – CAPACITY BUILDING HUMAN RIGHTS DEFENDERS / Final evaluation assessment of a worldwide project set up for building capacity of human right defenders in conflict states. (EU funds: DG DEVCO EIDHR 2013/321-427) (Team: 4 people) - Final evaluation focused on accountability and lessons learnt from a project implemented in 60 closed countries worldwide focused on building capacity of HRDs. Main tools used include KII, HRDs online survey and MSC stories

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21	07/2016 – 10/2016	Multiregional (Azerbaijan, Uzbekistan, Ukraine, Turkmenistan, Sudan, Yemen, Syria, Iran, Vietnam)	Swedish International Development Agency (SIDA) / Internews	<u>HUMAN RIGHTS – CAPACITY BUILDING MEDIA OUTLETS</u> / Mid-term evaluation assessment of a human rights promotion Project focused on building capacity of media outlets in conflict States (Swedish funds): (Team: 3 people) - Assessment of cost-effectiveness, effectiveness, relevance and identification of good practices, lessons learnt and innovative practices through case studies and Most significant change and outcome mapping techniques. .
20	02/2016 – 05/2016	Multiregional (Turkmenistan, Uzbekistan, Kazakhstan, Ukraine, Vietnam, China, Iran, Saudi Arabia, Syria, Bahrain, Cuba, Ethiopia, Eritrea)	EU Commission DG DEVCO EIDHR / Internews	<u>HUMAN RIGHTS – CAPACITY BUILDING HUMAN RIGHT DEFENDERS</u> / Final evaluation of a project building capacity of human right defenders in conflict states (EU funds: DG DEVCO EIDHR 2013/321-426) (Team: 4 people) - Assessment of effectiveness, relevance, impact, utility and gender added value (use of most significant stories technique, online survey, video trainings, etc.).
19	10/2013-04/2014	LATIN AMERICA (SV, PE, HN, NI, CR, CU, DO, CO, CL)	Valencia regional authorities / Jovesolides	<u>YOUTH MIGRATION & CSO</u> / Final evaluation assessment of a youth migrants project Agora intercultural (strengthening Youth and migrant CSOs) (Team: 2 core evaluation team members plus field staff interviews in Peru, Ecuador, Colombia and Spain) Home based
18	01/2011 10/2012	Ethiopia	Project funded by Several international NGOS / Wukro social development Programme	<u>CHILDREN RIGHTS - ORPHANS AND VULNERABLE YOUTH</u> / Mid-term evaluation assessment of the “Orphans and vulnerable youth” Project in the framework of the Wukro Social Development CSO Charity Programme in Ethiopia. (Team: 6 evaluation team members located in Ethiopia and Spain) Home based with field missions
17	07/2010	Azerbaijan	Azerbaijan Ministry of Youth & Energy / Gulnar Mammadova	<u>ENVIRONMENT - ENERGY</u> / Azerbaijan European year of energy and Youth - Participation the EU meetings and tour sponsored by the Ministries of Foreign Affairs, Ecology and Natural Resources and Youth and Sports of Azerbaijan in the framework of Green party umbrella organisation - Field visit across the country with focus groups on environmental, energy and security issues.
16	01/2009 04/2009	Ethiopia	UNAIDS Ethiopia	<u>HIV AIDS & VULNERABLE GROUPS</u> / Final evaluation assessment of the Small Scale Projects Fund for social protection of vulnerable people and children living with HIV/AIDS. (Team: 3 people)
15	2008	Portugal	DG ENVIRONMENT (EU Commission) / ECORYS	<u>ENVIRONMENT</u> / Spain and Portugal annual reports on the environmental situation in the Member States Documentary review, contact with relevant stakeholders, drafting of the report for Portugal and Spain and drafting of a country fiche describing the main highlights in the different environmental fields (biodiversity, waste, etc.)
14	2008	Sweden	EU Commission - DG Education and Culture / ECORYS	<u>CULTURE</u> / Final evaluation of CULTURE 2000 programme. Evaluation team member undertaking 2 case studies of projects funded in Sweden.
13	08/2007 01/2008	Poland, Romania, Ireland,	EU Commission - DG Education and Culture / ECORYS	<u>CULTURE</u> / Final evaluation of the Cultural Contact Points of the Culture 2000 programme. Literature review, survey assessment, case studies in Poland, Romania and Ireland. Elaboration of Draft report.
12	05/2007-01/2008	Morocco	Ministry of Foreign Affairs of Spain / ECORYS	<u>MULTISECTORIAL</u> / Evaluation of the Spanish development cooperation policy with Morocco 2001-2004.

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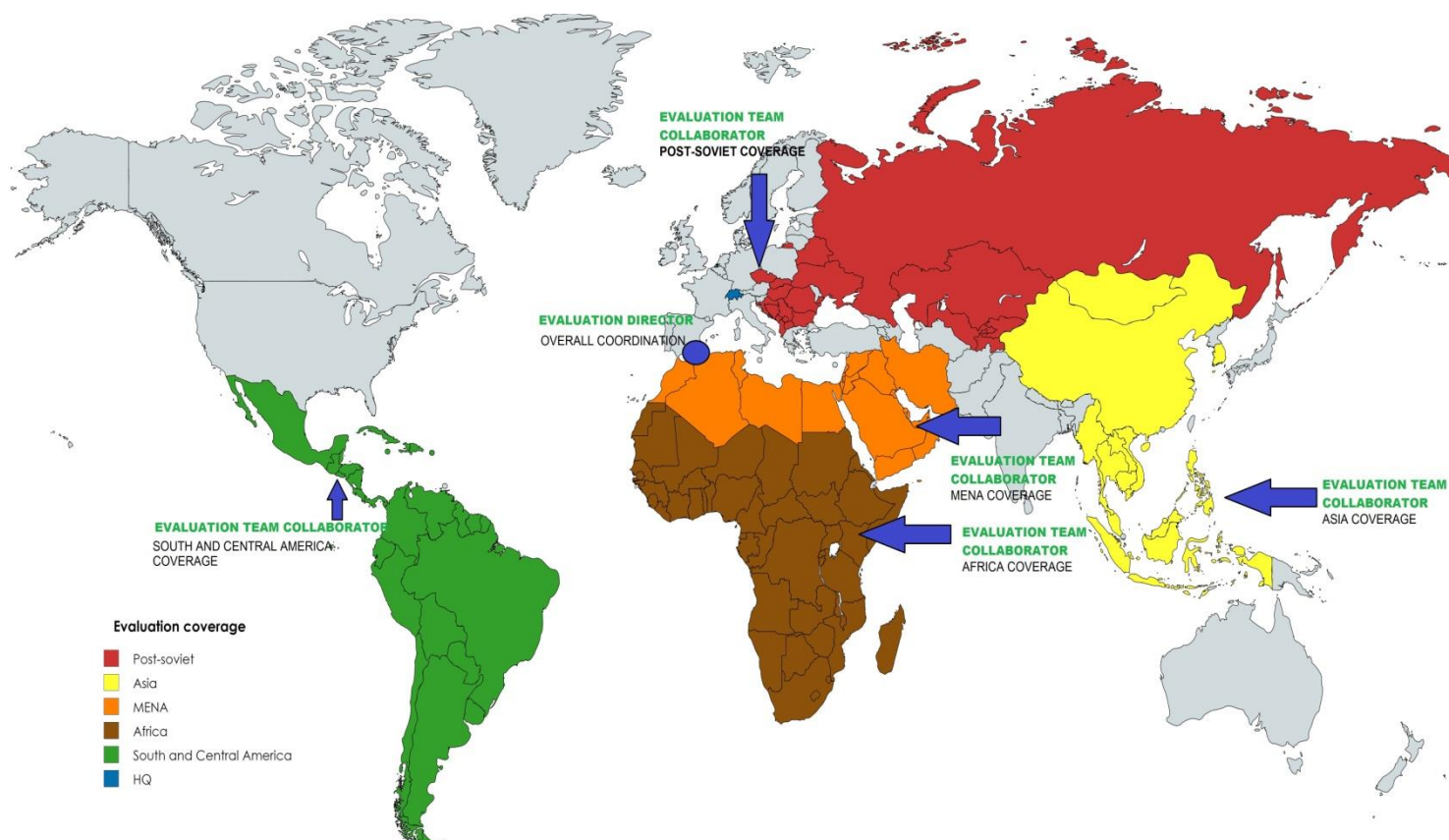
11	03/2007 07/2007	Spain	Spanish national Women Affairs Institution/ ECORYS	<u>GENDER</u> - Study on the impact of equal policies in the field of labour during the 2004-2007 period. - Impact assessment of EU gender equality policies in the field. - Analysis of the different equality measures on the field of labour and drafting of part of the final report.
10	01/2007 06/2007	Spain and Portugal	EU Commission – DG Employment / ECORYS	<u>ENERGY-SEA-EMPLOYMENT</u> / 2 country studies commissioned by the EU Commission on the impact on employment in EU-25 of the opening of electricity and gas markets, and of key EU directives in the field of energy // and the analysis of Employment Trends in all Sectors Related to the sea or using sea resources.
9	11/2006- 03/2007	UK, EU	IARS think tank	<u>HUMAN RIGHTS - VULNERABLE YOUTH</u> / Research Linking services and legislation for Black, Asian, Minority and Ethnic juvenile homeless individuals. Tasks: responsible for the EU section (Team: 2 people home based)
8	01/2007 04/2007	Spain	Alcalá de Henares City Council /ECORYS	<u>GENDER</u> / Evaluation of a gender based violence project. (Team 3 people)
3-7	05/2005- 04/2008	Spain	EU Commission (DG Employment - EQUAL initiative) / ECORYS	<u>GENDER & LABOUR MARKET/ 5 CONTRACTS</u> / Evaluation of 3 projects on the inclusion of women in the labour market in Spain (Avanza, MARE and DELOA projects); identification and setting up of a net of good practices in the EQUAL initiative in the region of Madrid ; Update of the interim evaluation of the EQUAL initiative in Spain
2	2005	Spain	/ Ministry of Environment (Spain)	<u>ENVIRONMENT</u> / “Guide on the compatibility of the Structural Funds and the European law and politics on environment”: Assistance for the development of the legislative cards (research, analysis and summaries of the relevant legislation) and drafting of several chapters of the guide (cohesion policy, agricultural policy, tourism, etc.)
1	05/2005	Balkans (S, FYROM, M, CR)	EU Committee of the Regions / ECORYS	<u>GOVERNANCE, HUMAN RIGHTS</u> / Study on the democratic consolidation in the Western Balkans
<u>LONG-TERM PROJECTS</u>				
A	Proposed project	EU 27 and Neighbouring regions	EU CREA / UNESCO	<u>MEDIA AND INFORMATION LITERACY</u> / partner and proposal writing Development, drafting and organization of a project for the MIL call for proposals of the CREA programme revolving on AI for the UNESCO Media and Information literacy unit partnering with European Youth Information and Counselling agency (ERYCA), the International Federation of Library Associations (IFLA), Universities of Barcelona and Sarajevo, Deutsche Welle Akademie, the Ministry of Education of Bosnia, etc.
B	10/2019 – ongoing	Africa and EU Neighbourhood Instrument target countries (Ukr, Azb, Mold, Syr, Tun...)	EuropeAid / Particip GmbH	<u>EU Results Oriented Monitoring (ROM) and Results reporting EXPERT:</u> (Team: 1 person) - 4 year framework contract as result based monitoring experts carrying out field visits and assessment of EuropeAid funded programs and projects through 11 th EDF and the European Neighbourhood Instrument. Missions undertaken: Cameroon EUD results reporting (18 contracts and decisions worth 219mill €)
C	05/2022 - Ongoing	Ethiopia (Tigray region)	To the core of things / fundraising	<u>HUMANITARIAN CASH GENDER APPROACH PROGRAMME</u> / Project design, fundraising and coordination together with ADCSMFI Lideta and a net of partners in Tigray. Assessment and design of a cash project in response to the humanitarian crisis of the Northern Ethiopia crisis in Tigray. The main objective is to use the remaining microfinance institution networks of household women clients to allow cash flow based on existing basket price measurements and need surveys to target populations. Thenet expands over 9 different cities and towns in 4 of the 5 regions of the country with a potential reach of 3600 households (over 20.000 people) in hard to reach areas.

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D	09/2013 – 01/2024	Spain	To the core of things s.l.u www.tothecoreofthings.com	COMMUNITY BASED TOURISM & BUSINESS DEVELOPMENT / Setting up a social enterprise focused on social tourism (Team: 20 people) Promoting the human, natural and cultural heritage of impoverished rural regions (gender focused activities are included).
E	01/2013 – 06/2015	EUROPE (Belgium, Germany, Netherlands, Italy, Spain)	EU Leonardo initiative / DG Education EU Commission.	PÀRTICIPATORY DEMOCRACY & URBAN DEVELOPMENT / Local squares (team: 3 people). Partner in an EU wide project representing a community based urban initiative of Madrid in several EU experience exchanges plus Madrid field visit preparation.
L	05/2008 – 01/2013	Ethiopia & Spain	Spanish Development Cooperation Agency / Manos Unidas NGO	POVERTY REDUCTION (EDUCATION, BUSINESS DEVELOPMENT, TOURISM) / Project: Improvement of the livelihood conditions and labour integration in Northern Ethiopia. 5 year livelihood development project led by a partnership association of two CSOs, focused on social protection, gender mainstreaming and inclusion for vulnerable groups. (Team: 90 people)
F	02/2006 – 03/2008	Spain	Ministry of Labour and Social Affairs (Spain) / ECORYS	REFUGEES / Technical Assistance for the European Refugee Fund in Spain. (Team: 3 people) Elaboration of the Fund strategic plans; elaboration of Tenders; elaboration of the selection criteria of the projects; assessment of proposals and development of an assessment grid; elaboration of the reports for the EU Commission; capacity building and support to funded CSOs (M&E); development of monitoring guidelines.

NET OF COLLABORATORS

To the core of things has a thorough net of collaborators in the 5 continents specialised in development cooperation with a wide range of language and thematic coverage. We include below a visual map locating our main field collaborators and below a brief summary of the main collaborators that have been part of our proposals.



COORDINATION

Joaquin de la Concha Gonzalez, director of To the core of things, is a monitoring, evaluation, researcher and programme manager of Worldwide multimillion regional programmes and projects specialised in human rights, media, gender, community tourism and children/youth.

Passionate about Freedom of expression and human rights and very much involved in grass root movements, Joaquin brings into his works a strong understanding of community based initiatives and methodologies and tools from the crafts related to evaluation, knowledge management and information fields (freedom of expression, media literacy, media pluralism). In all these fields, Joaquin has developed through the umbrella of To the core of things a set of methodological tools that include organisational capacity assessments, modular reconstruction and adaptation of theories of change, stakeholder network maps, case study guidelines and approaches, outcome harvesting through Most Significant Change stories and participatory processes for identifying and selecting lessons learned and good practices. Tools licensed under [Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-nc-sa/4.0/).



Main last relevant works from Joaquin include his works for UNESCO and OHCHR conducting strategic consultancies (developing MEAL systems and producing researches on monitoring mechanisms) plus a number of thematic and programme focused evaluations.

AFRICA

Our current network includes collaborators in 10 countries, with expertise spanning across almost the entire African continent (Horn, Great Lakes, Southern Africa, Sub-Saharan, and more). Contact us at info@tothecoreofthings.com and let us know your specific needs to receive a tailored list of experts.

Kenya and Sub-Saharan Africa expert. Kenyan national and Harvard Law School juris doctor that has developed her professional career in the development cooperation and human rights world with thorough experience on M&E as a project manager and experience in intergovernmental organizations as a project assistant for the UNDP and the International Court of Justice. Further, she has been involved in several ICT training related projects addressed to activists (using video for social change for Witness Nairobi, carrying out a research during election times for Human Rights Watch) and she is as well a columnist for several international media (Al Jazeera English, New African Magazine, etc.)

Gender and media expert. Macro knowledge on gender-based development cooperation projects focused on women in the media. She acts as the executive director of International Women's Media Foundation where she leads the organization in the pursuit of the mission to empower women journalists with the training, opportunities, and support to become leaders in the news industry. Recently, with the support of the Howard G. Buffett Foundation, Lees Muñoz launched a \$5 million reporting and security training initiative for women journalists in the Great Lakes region of Africa as well as the establishment of the Anja Niedringhaus Courage in Photojournalism Award and IWMF's Emergency Fund for Women Journalists.

Uganda based and sub-Saharan expert. Uganda national that has developed his entire professional career in the field of ICTs and human rights conducting, monitoring and evaluating ICT capacity building for activists and grass root organizations. Further, he also has first-hand working experience from 2012 as a small farmer with 1.5 acres of onions and an average production of 50 tonnes per acre in the outskirts of Kampala and rearing pig with average 60 pigs per site and 9 breeding sows.

Ethiopia, agriculture expert consultant. Ethiopian with a mix of coordination and field work expertise he has developed through his academic life (he is Bachelior in Sustainable Development) and professional life (managing and implementing development projects for the Diocesis of Adigrat and also other international NGOS) for various integrated rural development programs including cooperatives set up and management, agricultural schemes, cattle management, etc.

Media and global freedom of expression expert. Broad macro knowledge on development cooperation projects focused on media strengthening with over 20 years' experience in the sector. She began her career as a radio, television and online journalist, mainly for the BBC. She has more than 20 years' experience managing media projects in Africa, Asia and the Middle East, promoting democracy and human rights and has worked with a wide range of international organisations, including Internews (as project director for the last 5 years), Article 19 (senior director of program design, Learning and Support), the Panos Institute, Amnesty International, the Media Institute and Oxfam.

Media & field coordination expert. First hand field work knowledge and experience on media capacity building acquired during his last 10 year professional experience acquired both as a journalist and a media strategy consultant. He is M.A in Media & Communication that began his career as a journalist, columnist and interviewer that has been working since

2010 as a media consultant for the African Union, Albany associates and Internews all around Africa and the Middle East.

Agricultural-coffee sector expert. Macro knowledge on the supply chain of the coffee sector in East Africa and his deep insight of the small producers of the Great Lakes region. He has been working for more than 14 years in the corporate sector with the last 10 years focused in the coffee sector as a regional manager for EAST Africa for Falcon coffees limited as well as a founder of Westrock East Africa both ventures with small coffee farmers of the Great Lakes region and the Horn of Africa incorporating a strong social approach. Matt will enrich our methodology and findings with his insight of the supply chains and supplier relationships in the East Africa market.

ASIA

Our current network includes collaborators in five countries, with expertise spanning across Central, South and East Asia (India, Myanmar, Afghanistan, Philippines, Bangladesh, China, and more). Contact us at info@tothecoreofthings.com and let us know your specific needs to receive a tailored list of experts.

Philippines based and HRDs expert. He is a Philippine national and South East Asia activist and HRDs expert that has developed his professional career mainly working on HRDs protection with both international instruments (he is currently in charge of the task force of detainees in the Philippines supervising the implementation of the country based support scheme of the European Instrument for Democracy and Human Rights regarding the protection of HRDs) and national organizations (Medical action group) and who has been directly involved as a HRD on environmental and health advocacy campaigns, knowing first-hand the HRDs environments and hazards in the region.

South East Asia and digital security expert. He has been the South East Asia focal point for Internews, Front Line Defenders and Access Now and has experience working with high-risk rights-defense groups in South East Asia. He has undertaken resident-hacker work, conducting SAFETAG audits, along with implementing a risk reduction and mitigation plans. He develops, monitor, evaluate and conduct the training strategy in the region, offer hands-on implementation of tools, conduct security audits, assessments and evaluate the impact of the trainings, as well as design customized security approaches for the defenders.

Research assistant and China expert. She is a Chinese researcher MA in anthropology with a professional experience focused on South to South cooperation. She has strong analytical research skills, data collection and statistical analysis using Excel and SPSS. She is a confident team player with intercultural teams' professional experience and strong acquaintance with the Chinese CSO environment especially during her university studies at Chengdu in the Sichuan province.

China expert. She is incoming co-chair of summit studies with the G7 Research Group, a compliance director with the G20 Research Group and the editor of the BRICS Research Group. She is entering her fourth year of undergraduate studies at the University of Toronto, pursuing a double major in international relations and contemporary Asian Studies. Angela's academic interests focus on China's role in global governance and international institutions. She was a member of the field teams at the G20 summit in Hamburg in Germany in 2017, the G7 summit in Charlevoix in Canada in 2018, and the (upcoming) BRICS summit in Johannesburg in South Africa in 2018.

Microfinance and Philippines expert with experience in Malaysia. He is an expert in facilitation, programme management and community development issues with vast experience in Vietnam, Cambodia and the Philippines. His experience in post conflict resolution through broadcasting programmes and his strong grass root initiatives insight provide a strong added value into the Asian assessment.

Freedom of expression and HRDs expert in Asia, he has worked with the Asian Forum for Human Rights and Development (FORUM-ASIA) as a Director for the Asia Programme. He has also served as the 'Public Information and Training Expert' at the National Human Rights Commission (NHRC), Bangladesh. He is currently the Protection Coordinator for the Asia-Pacific at Front Line Defenders working with the authorities and governments and UN mechanisms to protect human rights defenders and reaching out to human rights defenders in rural and marginalised groups to understand their situations and provide assistance. Sayeed will provide his expertise as an Asian international and national mechanisms and

FORMER SOVIET UNION

Our current network includes collaborators in seven countries, with expertise spanning across the Caucasus, Eastern Europe and central Asia countries. Contact us at info@tothecoreofthings.com and let us know your specific needs to receive a tailored list of experts.

Post-Soviet Union and digital security expert. He is fluent in Russian and has long experience in post-soviet countries and human rights issues and has worked since 2009 in Freedom of Environment related field both as a project manager and as a consultant for a variety of stakeholders including Internews, HURIDOC, Civil Right Defenders, Access Info Europe, SILC, etc.

Balkans, media and MEL expert. She has been working for over 20 years in the media and HRDs sector for Civil Right Defenders and is currently consulting as a result based management and MEL expert.

Media and Azerbaijan expert. She is a journalist with long experience in development cooperation and work with vulnerable groups in Azerbaijan. She has worked for the media sector as both journalist and project manager where she got acquainted with professional techniques for interviews, researches and focus groups. She has as well long experience participating in projects focused on sensitive development cooperation topics (assistance to children victims of human trafficking, violence against women, socio economic rights of vulnerable groups, etc.) and has just produced for the UNFPA a series of short stories for mainstreaming the voices of vulnerable groups. She will provide her invaluable skills to the evaluation with her insights on the country, her research skills and her journalism experience.

Eurasia and CSOs expert. She is currently based in Kirgizstan and has over 10 years' experience of capacity building of government, local self-governance, civil society organizations and local communities through collaborative activities.

Kyrgyzstan and media expert. She is a professional in the communication and M&E sectors with over 10 years' experience acquired through different assignments and works to different organisations including the UNDP environment programme, the Institute for Sustainable Development and Strategy or the EU-UN joint social justice project.

MENA

Our current network includes collaborators in five countries with expertise spanning across the region (including Egypt, Morocco, Jordan, Lebanon, Saudi Arabia, Yemen, Sudan and more). Contact us at info@tothecoreofthings.com and let us know your specific needs to receive a tailored list of experts.

Arab culture and conflict resolution expert. He has a strong peace, human rights and conflict resolution background and a mix of human rights and Arab world expertise he has developed through his academic life (he is doctor in Arab and Islamic Studies) and professional life (managing EU projects for the Euro-Arab foundation for higher studies).

MENA region and HRDs expert. He is an experienced worker of the Human Rights Defenders in the MENA region leading some of the main current projects in this field (like the cyber Arabs facebook project, etc.) and he is a renowned human right defender himself. Mohammed has a mix of human rights and Arab world expertise that provide an enormous added value to the assessment to be done in the region.

Yemen, IT and media expert, he is an activist leading a youth organisation in Yemen providing free censored spaces to boost free speech and access to information. He is the key focal point for the organisation in charge of monitoring, reporting and fundraising and has experience working for several international organisations like Internews and HIVOS.

Tunisia net: we have cultivated a dynamic network of young collaborators in Tunisia with expertise spanning media, education, and human rights. Their fresh insights into the country and the broader MENA region reflect the latest developments and emerging trends among new generations..

LATIN AMERICA

Our current network includes collaborators in seven countries, with expertise spanning across the whole continent (including the Caribbean and Brazil). Contact us at info@tothecoreofthings.com and let us know your specific needs to receive a tailored list of experts.

South America and Europe expert. She is an acquainted expert in development cooperation with experience in South America (Peru, Argentina), the Middle East (Palestine) and Sub-Saharan Africa (Ethiopia) with a wealth of experience in carrying out field work and conducting key interviews and focus groups. She is as well an environmental activist currently engaged in free educational system movements.

South and Central America region expert. Norma is currently based with thorough acquaintance with the trends, topics and context of human right defenders in South and Central America she has acquired through several consultancies and collaborations with the Human Rights Institute of Central America and local NGOs.

Guatemala and gender expert. She has a strong community and grass roots background together with a thorough academic and professional development on gender. She has worked for several national and international NGOS and is acquainted with environmental, MEL and facilitation skills.

Peru based expert. She has over 15 years experience working for a wide range of multilateral organisations including UNESCO, EU Commission and international NGOs and foundations including Ashoka and Codespa. She is currently based in Peru and specialised in private-public partnerships, gender and project management.

LAC expert with base in Patagonia: he brings over three decades of experience at the intersection of education and technology, with deep knowledge of the academic and research landscape across the Americas. His expertise extends throughout Latin America, including Brazil, combining regional insight with a solid background in educational innovation and digital transformation.

Colombia net: To the Core of Things has built over the past few years a broad network of experts in Colombia, bringing together human rights activists and lawyers, data analysts, researchers, and students that allows us to offer nuanced, locally grounded perspectives and expertise across a range of thematic areas.

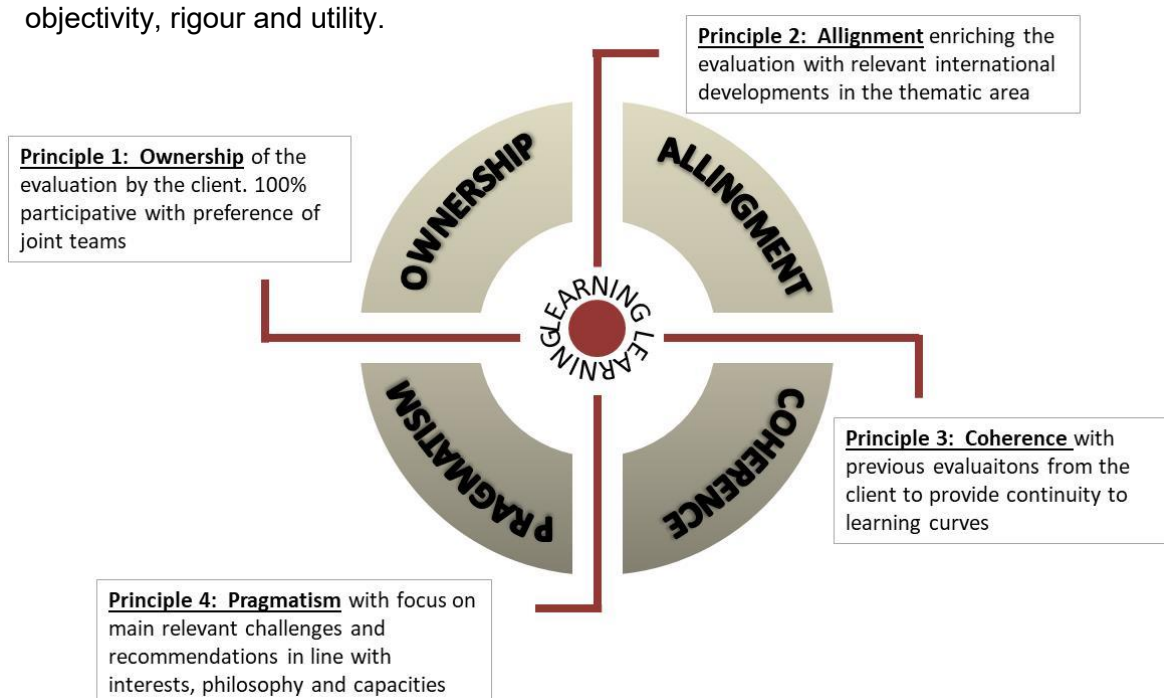
CONTACT DETAILS

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PRINCIPLES OF ACTION AND TYPE OF EVALUATION ASSIGNMENTS

We based our works in a set of ethical guidelines. Our quality standards rely on the principles of ownership by the client, alignment with thematic developments, coherence with in-house learning curve and pragmatism in the focus and recommendations. All our consultancy assignments and evaluations include an on-going quality check drawing on UNEG ethical guidelines, UNEG quality checklist criteria for evaluations, BOND principles for DFID and EU evaluations quality criteria. The outcomes always rely on the values of independence, objectivity, rigour and utility.



EXTERNAL EVALUATIONS

Summative-formative evaluations responding to accountability purposes to donors and stakeholders in line with OCDE-DAC criteria and including latest evaluation methodological trends (outcome harvesting, outcome mapping, principle based evaluations, etc.)

Teams

- **External:** external evaluation expert(s) together with local/regional collaborators appointed as field workers + panel of experts external/internal on the thematic area of the project
- **Mixed (internal-external):** external expert on evaluations + in-house staff + panel of experts internal/external

Added values:

- **Data collection:** potential use of data collection techniques (including capacity building workshops or videos to staff). E.g.: most significant change stories, retrospective baselines set up with control group, case studies, etc.
- **Lessons learned and interesting practices:** sound assessment of lessons learned and interesting practices produced by the project specifically focused on learning aspects from in-house teams.
- **Monitoring, evaluation and learning system:** including capacity building and specific set of recommendations to improve and tailor systems for evidence based decision making (may include workshops on reconstructing/developing theories of change, set up a complete indicators system, etc.)
- **Donors' feedback:** we always include donors as part of the evaluation process to crosscheck interests, doubts or perceived project value to boost client-donors relationships.
- **Partnerships:** we foster mutual accountability between project partners thoroughly assessing partnership set up and principles.

Average services

- **Standard evaluation:** 40 working days, 1 external expert, remote field work, local field data collectors*, internal panel of experts
- **Evaluation plus:** 70 working days, up to 3 external experts, face to face field work + local field data collection**, external panel of experts)

* One country – more on top of budget

** Up to three countries

KNOWLEDGE MANAGEMENT SERVICES

Assessments with a formative approach and a main learning focus. Overall objectives involve incorporating MEL culture in-house promoting highly participative and pro-active use of all the organisational resources (inter-departmental plus volunteers at both HQ and field levels).

Main approach

- **Use of in-house resources:** drawing from in-house pool of staff/volunteers, documentation, previous assessments. All resources are mobilised to actively participate in the knowledge management processes.
- **Thematic enrichment:** thorough assessment of the thematic area to enrich in-house approaches with latest international developments to be used as the learning frames of the processes.

- **Identification of benchmarks:** search and identification of other projects, organisations to be incorporated as benchmarks.
- **Panel of experts:** involvement of a variety of external/internal thematic experts to enrich and determine main key aspects to assess and extract most relevant findings, conclusions and recommendations.

Main objectives:

- **Mobilise in-house resources:** integration of all in-house available resources
- **Monitoring, evaluation and learning culture set up & boost:** promoting evidence based decision making drawing on result based management techniques.
- **Promotion of knowledge management culture:** assessment of lessons learned and reconstruction of theories of change from interventions to boost organic organisational development.
- **Develop and incorporate MEL organisational tools:** tools to provide visibility assess continuous relevance and adapt decisions to boost results.
- **Transparency:** fostering accountability culture and a sound, efficient and responsible use of resources.
- **Visibility of results:** boosting uniform project documentation allowing organisational visibility of results by thematic areas.

Teams

- External facilitator + in-house staff + partners staff + volunteers + internal panel of experts

Average services

- **Standard:** 30 working days + 2 HQ visits
- **Plus:** 60 working days + 2 field and HQ face to face visits

ADDED VALUES

Apart from our net of collaborators our main added values rely on:

- Coherent and compatible experience on both sides of the work as **Project managers and consultants**
- **Bottom, grassroots** approaches and understanding from all our collaborators
- **Over 15 years' experience** in complex and systemic evaluations on the 5 continents
- **Acquaintance with several donors and specificities** including USAID, EU (EU Commission DGs), UN environment (UNESCO, UNAIDS, OHCHR), Nordic donors (SIDA, Norway), and several national donors (Spain, Netherlands, DFID, etc.)

SAMPLE OF WORKS

- (1) [Final evaluation of UNESCO multiregional project “strengthening radios with ICTs”](#) (UNESCO with funds from SIDA) Final evaluation of a project focused on community based radios of the Great Lakes region (Rwanda, Uganda, DRC, Burundi, Kenya and Tanzania) with the aim of strengthening their sustainability and overall capacity building. The evaluation included a strong gender component as one of the 7 criteria assessed for the capacity building plus the crosscutting overall assessment.
- (2) [Mid-term evaluation of HRC project - Freedom of Expression & gender \(media capacity building project\) funded by SIDA](#) (INTERNEWS): this project focused on freedom of the press strengthening through media capacity building including digital security desk services

implemented in 8 countries in the Middle East and Africa – and the evaluation provided a deep assessment of their monitoring tools and TOC including a strong gender focus.

- (3) [Final evaluation human right defenders ICT capacity building HIVOS - EU Instrument for Democracy and Human Rights Project](#) (Front Line Defenders & Tactical Tech Collective): Final evaluation of a project focused on human right defenders and activists digital security ICT training worldwide plus the draft of an holistic security manual

REFERENCES

The following people may be contacted for references on the above include works for the sole purpose of references on the indicated assignment (please indicate name of assignment to contact them):

Table. Reference contact people

Name	Organisation	Email address	Assignment relation + position at the time
Martina Rathner	UNESCO	m.rathner@unesco.org	(Assignment num.1)
Wojtek Bogusz	Frontline Defenders	wojtek@frontlinedefenders.org	(Assignment num. 3) coordinator of digital security worldwide
Laurent Giacobino	FPU	lgiacobino@internews.eu	(Assignment num.2) Project coordinator
Jessica Romo Ramos	Former Internews	jessicaromowork@gmail.com	(Assignments num. 2,3) Senior MEL responsible

You can find in the following link an example of recommendation letters from clients describing the quality and methodological approach of the evaluations undertaken:

[Link](#)

More pieces of evaluation are available upon request.