Terms of reference

Evaluation of Healthy Cities for Adolescents Phase 2 (HCA-II)

1. Introduction

Background on funding partner

Fondation Botnar is a charitable organisation founded in 2003 in Basel, Switzerland, to carry on the philanthropic work of Marcela and Octav Botnar. Fondation Botnar works with and for young people to contribute to a world that fulfils their rights and supports their wellbeing. We reimagine the underlying systems of fast-changing urban and digital spaces where young people live, learn, connect and play to help create the conditions where they can thrive, focusing on low- and middle-income countries (LMICs).

We recognise young people as rights holders and support their wellbeing by promoting societies that respect human rights and promote the meaningful participation of young people, creating opportunities for young people to participate in decision-making, claim their rights, demand accountability, and shape their wellbeing.

Drawing on our experience and the expertise of our partners, we focus on four interrelated areas where we believe we can make the biggest difference – enabling liveable and sustainable city systems and a human rights-based digital transformation, promoting mental health, and strengthening quality public education – and seize opportunities to address the challenges that young people face in increasingly interconnected urban and digital spaces.

Under the city system theme, we aim to contribute to well-functioning city systems through processes led by local communities, and by fostering city partnerships spearheaded by young people. Specifically, we aim for the following positive changes in city systems:

1. More *liveable and safe public urban spaces* by bringing young people to the forefront of urban planning, collaboratively with municipal authorities, and by enabling them to claim their right to the city.

2. Improved *urban food and nutrition* with a collaborative and multistakeholder, city-driven approach, and by responsibly using digital technologies to effectively tackle issues in a comprehensive and interconnected manner.

3. Re-imagined cities through *youth-centred partnerships and co-created social innovation* by bringing together stakeholders and driving policy change to provide opportunities for young people to engage and thrive.

Programme description

The Healthy Cities for Adolescents (HCA) programme is a multi-year Fondation Botnar initiative to promote the health and wellbeing of adolescents in urban contexts across the Global South and to ensure their active participation for sustainable and equitable urban development.

HCA targets intermediary cities – rapidly growing urban areas that present specific challenges for healthy, sustainable and equitable city growth. The programme focuses on adolescents because this demographic is often overlooked in programming for children and youth, and because adolescence represents a critical developmental life stage that establishes foundations for both current and future health and behaviours.

HCA funds and supports projects that actively engage adolescents in identifying and addressing their health and wellbeing priorities in local city contexts. Each project aims to catalyse long-term systemic solutions to the issue(s) prioritized in each city. They do this by fostering cross-sectoral collaborations with multiple stakeholders at the city level. This is supported by a programme-wide monitoring, evaluation and learning (MEL) framework to further the knowledge base around understanding adolescent health and wellbeing needs in urban settings and how best to address them.

HCA was initiated in 2018. During its first phase (HCA-I), the programme funded projects in seven cities across five countries: Colombia, Ghana, Senegal, India and Vietnam. In May 2022, a second phase of HCA (HCA-II) was launched, which will conclude in December 2026. HCA-II currently funds 10 projects spanning 17 cities in six countries (adding Ecuador to the original five).

More information on Healthy Cities for Adolescents is available at the programme website: www.healthy-cities.org.

HCA intermediary management arrangement

The HCA programme is managed by an intermediary organisation on behalf of Fondation Botnar. The Fondation works through intermediaries when it seeks to build and implement a programme comprising a large series of interconnected grants that either exceed its internal capacity or require specialist knowledge that the team at Fondation Botnar cannot provide, or both. In such cases, the intermediary is responsible for sourcing, contracting, supervising and supporting projects, and reporting about the programme.

During HCA-I, the intermediary was the International Society for Urban Health (ISUH) based out of New York. For HCA-II, the intermediary is Ecorys UK, a research-based consultancy firm that mainly operates out of London. There was a six month hand-over period between the two intermediaries during the last six months of Phase I (December 2021-April 2022).

Fondation Botnar selected Ecorys to manage HCA-II because of its strong alignment with the City's strategy, particularly its focus on youth participation in decision-making processes, partnership working, capacity building, and learning approaches. Ecorys' approach resonated strongly with several emerging domains of change within the

Evidence-to-action (E2A)[1] framework, in particular 'empowered youth and communities,' equitable partnerships', and 'effective city systems.

Ecorys' intermediary management model

Ecorys has established a dedicated management team for HCA-II comprised of Ecorys staff and consultants based principally out of the UK, as well as In-Country Managers (previously known as In-Country Advisers) in each of the six programme countries. This management team, known as the HCA Global Team, works collaboratively to select and support grantees to deliver impactful projects and to generate evidence and learning that will increase impact and benefit the wider sector. The Global Team also works closely with Fondation Botnar to ensure strategic alignment and ongoing exchange of ideas and approaches.

HCA-II management is organised into five interrelated workstreams (Programme Strategy and Management, Grants Management, MEL, Advocacy and Communications). Each workstream is headed by a workstream lead, supported by one or more additional resources. Workstream leads collaborate in defining and delivering a coherent programme workplan, guided and overseen by the Programme Strategy and Management function.

The Global Team is represented at the country level by In-Country Managers (ICMs) who act as the first point of contact for the programme and projects in that country and liaise closely with workstream leads and the programme management for relevant areas of work. See Annex 4 for a current organogram.

Since mid-2024, a process of decentralisation has been ongoing to increase the responsibilities of ICMs, particularly with respect to project oversight and grants management at the country level (hence the title shift from advisers to managers), including management of work related learning and evidence generation, and enhancing contributions to decision-making at the programme level. Fondation Botnar believes this shift towards decentralisation is better aligned with its refined Philanthropic Strategy, in relation to both the working principles as well as the Cities strategy. This decentralisation process, including what responsibilities and how they have been delegated to the ICMs, will therefore be an important area of focus for this evaluation.

Current state of implementation

HCA-II is just over halfway through the four-and-a-half-year phase. To date, three funding rounds have been implemented, each round with an adapted funding approach. This has resulted in ten projects (most of them 36 months' duration) which are at different stages of implementation, as outlined below. Each project is run by a consortium of partners, with one 'lead' partner assuming contractual responsibility for the grant.

Grant funding rounds and projects

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[1] The Evidence to Action (E2A) framework was first conceived in 2019 in discussion between Fondation Botnar and the Melbourne Centre for Cities at the University of Melbourne to address an expressed need by the Cities portfolio for evidence building within their work, with stated ambitions to embed learning processes in project cycles working in complex urban environments. Please see Annex 2 for more information.

▶ R1 (grants to continue and expand successful HCA-1 projects): Four projects in Senegal, Colombia, India and Vietnam respectively. These projects have staggered start times and are due to end between Q3 2025 and Q1 2026.

▶ R2 (grants to new projects following country scoping study and closed call): Two projects in Ghana started in Q3 2023 and due to end in Q3 2026.

▶ R3 (grants to new initiatives following a new 'needs assessment and co-design' approach): Two projects now in implementation (in Ecuador and Vietnam) and two currently in design phase (in India and Senegal). These projects are due to end in Q3 2026.

Further information on HCA-II projects in each of the countries is available here: https://healthy-cities.org/projects/ and Annex 5.

Looking ahead, the focus is on expanding opportunities and platforms for learning exchange and capacity building across the portfolio. The Global Team is also currently considering a potential fourth funding round, as well as additional funding streams for existing projects. All associated documentation around the above activities, and the programme as a whole, will be made available to the evaluators as key data sources in the evaluation – see Annex 1.

2. Evaluation purpose, objectives, scope and questions

The purpose of this evaluation is to provide an independent review of HCA-II, both with respect to the trajectory towards outcomes being achieved, as well as the intermediary management model and approaches deployed by Ecorys.

Since the evaluation will take place as the programme is entering the last eighteen months of Phase II, the assessment is principally *formative*: it will help to determine to what extent the programme is on track to achieving its intended outcomes, and how effective the intermediary management model has been to date in supporting progress towards outcomes. In doing so, it will identify lessons, positive and negative, to inform the remainder of the current phase and, potentially, the design of the next phase.

As per the above, the objectives of the evaluation are as follows:

• Assess the extent to which the programme is on track to achieving its desired outcomes[2] as well as any unintended outcomes emerging.

• Assess the intermediary model as deployed by Ecorys to identify strengths and areas for improvement that are necessary to ensure that the programme is set up

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[2] Please see Annex 4 for the latest iteration of Theory of Change for HCA II

for success.[3]

- Assess the role of Fondation Botnar as a funding partner in supporting HCA-II, and what could be improved.

- Identify and document good practices and key lessons learned, and provide a set of forward-looking actionable and results-oriented recommendations to strengthen the design and delivery of HCA, including the intermediary model, for the remainder of this phase and any potential future phase.

Scope

This evaluation will cover the start of Ecorys' involvement in HCA-II (December 2021) to the end of data collection (mid-2025). The geographic coverage of the project portfolio includes Colombia, Ecuador, Ghana, Senegal, India and Vietnam. Other geographies of consideration include the UK, where Ecorys is largely based, and Switzerland, the location of Fondation Botnar.

Please note that the evaluation will address a set of overarching questions that apply across the entire HCA-II programme. In addition, several 'deep dives' of projects (3-5) will be conducted to provide a deeper analysis of specific projects and their alignment with and contribution to the wider programme vision and objectives (please see section 3 for guidance on sampling).

Indicative evaluation questions

The evaluation is expected to respond to the indicative evaluation questions provided below. We **highly encourage evaluators to further reflect on and refine the evaluation questions** following an initial desk review and consultations with key stakeholders during the inception period. This will also include identifying questions that will be answered at a programmatic level and deep dives at project level. Evaluation questions will also need to be tailored as HCA-II is a phased programme with all projects being at different stages of implementation.

A. Assess the extent to which the programme is on track to achieving its desired outcomes, and any unintended outcomes emerging

1. To what extent is the programme and projects making progress towards intended outcomes? What are the key achievements? What is enabling or hindering success? What are the key learnings?

2. What unintended outcomes, positive and negative, are emerging?

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[3] *Fondation Botnar is particularly interested to understand to what extent Ecorys' management model – including any adaptations made over time, such as the increased decentralisation to ICMs – has supported and/or hindered progress towards the desired outcomes of the programme, as well as the philosophical alignment with Fondation Botnar's refined Philanthropic Strategy and City's strategy.*

3. How well are projects and the programme capturing outcome-level data? To what extent are they reflecting and adapting? What is working well and what can be improved? Please highlight examples, as relevant

   o Sub-question: What mechanisms are in place at programme and project level to enable adaptation in order to achieve desired outcomes? Please highlight relevant examples where evidence has led to adaptation, if any.

   o Sub-question: To what extent is the HCA Global Team fostering collaboration and learning across partners? How is evidence translated into action? Please provide examples, if any.

B. Assess the intermediary model as deployed by Ecorys to identify strengths and areas for improvement that are necessary ensure that the programme is set up for success.

1. To what extent is this intermediary model meeting the needs of different stakeholders? (including adolescents and youth, project partners/grantees, ICMs, Fondation Botnar)

2. **To what extent has the Ecorys intermediary model been able to build capacity of local organisations and public sector entities?**

3. To what extent is this intermediary model aligned with Fondation Botnar's working principles in it refined Philanthropic Strategy[4].[5]

   o Sub-question: To what extent does the way this model distributes its resourcing and institutional power balancing reflect Fondation Botnar's philosophy and strategy including equitable partnerships

4. How does this intermediary model support or hinder progress and effective delivery of the programme?

   o Sub question: To what extent is the intermediary model adhering to its core operating principles?

   o Sub question: To what extent is the intermediary model making progress towards achieving its strategic ambitions for Phase II?

5. What are the pros and cons of the governance model for HCA II?

6. Is there any evidence of potential longer-term sustainability at the project level? What are the key opportunities, enablers and barriers?

C. Assess the role of Fondation Botnar as a funding partner in supporting HCA-II, and what could be improved

1. What are the lessons for Fondation Botnar, as a funding partner, in supporting HCA II?

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[4] For more information, please see https://www.fondationbotnar.org/wp-content/uploads/2024/07/Fondation-Botnar-Refined-Strategy-2024-External-FINAL.pdf

[5] Please note that while this question is referring to the current strategy and working principles, the programme was developed before the current strategy refinement process.

2. How, and to what extent, has the Foundation enabled or hindered success?
3. What improvements can be made going forward?

Audiences

Primary
- Grant Managers for HCA initiative and Strategic Learning and Evaluation Circle (SLE-C)
- HCA Global Team
- HCA-II project partners

Secondary
- Fondation Botnar's Philanthropic Committee and Board
- Fondation Botnar Management Office

3.   Methodology

Approach

The evaluation methodology should use a combination of quantitative and qualitative methods. Fondation Botnar welcomes the use of diverse and innovative evaluation approaches and methods responding to the iterative and participatory nature of the programme. We do not anticipate an experimental design but one that is theory-based, and is grounded in participatory and utilisation-focused approaches. Regardless of the approach chosen by the evaluation team, the evaluators are expected to foster participation at key moments of the evaluation, seeking HCA Global Team and Fondation Botnar's advice and support. As such, the evaluation team will be expected to refine the methodology and final evaluation questions following initial desk review and consultations with key stakeholders during the inception period.

Sampling

As mentioned in the section on scope, 3-5 project 'deep dives' will be carried out to provide a deeper analysis of specific projects and their alignment with and contribution to the wider programme vision and objectives. An indicative criteria for selection is provided below.

Potential sampling criteria for deep-dives.

- Consider level of maturity such as projects that have continued from phase 1 as well as those selected in phase II.

- Consider geographical distribution (i.e. projects in Ecuador, Ghana or Senegal).

- Exclude projects that were part of the Evidence to Action (E2A) Stocktake[6] to avoid overburdening partners.

Some of the projects that meet these criteria are listed below. However, we welcome the opportunity to discuss this further with evaluators before finalising the selection.

▸ From HCA-II funding round 1: (1) *Fort pour le Futur* project in Senegal

▸ From HCA-II funding round 2: (2) *Young and Safe* project in Ghana

▸ From HCA- II funding round 3: (3) *Alza tu Voz* project in Ecuador and/or (4) *My Path My Pledge* project in Senegal

Role of the external evaluator

The external evaluation team is expected to work in collaboration with the Grant Manager/s at Fondation Botnar and HCA Global Team to maximise the transparency and utility of the evaluation process and products. Fondation Botnar's Evaluation Function lead (part of the Strategic Learning and Evaluation Circle) will be the point of contact for this evaluation. The contracted evaluator is expected to collaborate closely with HCA Global Team and Fondation Botnar to:

- Reach a shared understanding of the evaluation objectives and questions, and further develop the evaluation approach, methods and tools accordingly.
- Where appropriate, utilise the data from the programme's monitoring, evaluation and learning system and triangulate with other data sources.
- Suggest pros and cons of the governance model for HCA II.
- Facilitate a validation workshop to discuss initial findings as well as a workshop to co-create recommendations with HCA Global Team and ICMs and Fondation Botnar.

Deliverables

The deliverables expected from the evaluation are as follows:
- Inception workshop (see below)
- Inception report of maximum 15 pages (plus annexes) including:
  - Understanding of the evaluation purpose and scope;
  - Proposed adjustments to evaluation objectives and questions as appropriate;
  - Evaluation approach, design and methodology including data collection and analysis plan(s), sampling strategy (to be developed in consultation with HCA Global and Fondation Botnar), data collection and analysis instruments;
  - Evaluation matrix;
  - Work-plan and schedule for the overall evaluation process;
  - Please refer to the QA template, which will be provided during Inception, as a guide.
- Validation workshop involving key stakeholders (see below)

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[6] The E2A Stocktake took place in 2024 and is a potential source of evidence for this evaluation. Please see Annex 3 for more information on E2A.

- Full draft evaluation report of up to 60 pages including a max five-page executive summary (anticipating one round of feedback). Please refer to the QA template, which will be provided during Inception, as a guide.
- Maximum 10-page write-ups for each of the deep dives, which can be included as Annexes to the main report.
- Presentation and discussion of findings and co-creation of recommendations workshop (see below).
- Final evaluation report.
- Slide deck of key findings, conclusions and lessons to be shared with secondary audiences.

Inception, validation and co-creation workshops

At a minimum, the evaluation team will facilitate two consultation workshops with the HCA Global Team and Fondation Botnar. The minimum set of activities are specified below:
- Inception consultations and/or workshop with Fondation Botnar and HCA Global Team following document review.
- Validation workshop/s with the HCA Global Team, partners and Fondation Botnar, as appropriate, to verify and deepen findings.
- Co-creation workshop with the HCA Global Team and Fondation Botnar to reflect on future steps and gather inputs for recommendations.

4. Ethical considerations

The evaluator/s are expected to comply with evaluation standards, including ethics, throughout the evaluation process, as set out in the UN Evaluation Group UNEG: http://www.unevaluation.org/document/detail/2866. Proposals are expected to outline how adherence to evaluation ethical norms and standards is ensured.

5. Other requirements and logistics

Proposed timeline

Evaluation activities will start upon the execution of the consultancy contract. Please note that we have an extended inception phase to allow evaluators a review of documents in order to understand what is available and what the gaps are. The Final Report including the respective slide deck should be submitted no later than w/c 27 October 2025. **We welcome proposals that demonstrate strong project management strategies to prevent any delays or setbacks.**

Key deliverables and activities	Responsible	Time/deadline
Issue ToR for EOI	Evaluation Function	Mid-December 2024

EOI submission deadline	Evaluators	24 January 2025
Short-list EOI submission	SLE, Fondation Botnar	w/c 27 January 2025
Invitation to proposal submission	Fondation Botnar	7 February 2025
Deadline for clarification questions	Evaluators/ SLE-EF Fondation Botnar	21 February 2025
Proposal submission deadline	Evaluators	7 March 2025
Selection of evaluator	Fondation Botnar	21 March 2025
Agree/sign contract	Fondation Botnar	w/c 31 March 2025
Kick-off/inception meeting	Evaluator	w/c 7 April 2025
Submission of draft Inception Report	Evaluator	w/c 19 May 2025
QA of Inception Report	SLE-EF Fondation Botnar	w/c 26 May 2025
Feedback on Inception Report	Fondation Botnar/Partner	w/c 2 June 2025
Submit final Inception Report	Evaluator	w/c 9 June 2025
Data collection and analysis	Evaluator	Mid-June to August 2025
Validation workshop	Evaluator	Early September 2025
Submission of draft evaluation report	Evaluator	w/c 29 September 2025
Co-creation workshop	Evaluator	w/c 6 October 2025
QA of draft Evaluation Report	SLE-EF Fondation Botnar	w/c 13 October 2025
Feedback on draft evaluation report	Fondation Botnar/Partner	w/c 13 October 2025
Submission of Final Report	Evaluator	w/c 27 October 2025
Slide deck for sharing with secondary audiences	Evaluator	w/c 27 October 2025

Field trips

We currently expect in-person visits to Ecuador, Ghana and Senegal. **There is a preference for collaboration with experienced in-country evaluators who will be part of the core team.** We anticipate the remaining interviews will take place remotely.

Budget

We anticipate a budget in the area of CHF 200,000, including expenses.

6.   Evaluator requirements

It is envisioned that the evaluation is conducted by more than one evaluator. The level of involvement of each team member must be specified in the proposal.

Experience and skills required

- **Evaluation design:** the team should consist of members with demonstrated skills and expertise required to design, plan and conduct mixed methods theory-based evaluations and participatory evaluations.

- **Data collection and analysis:** The team must have demonstrable skills in quantitative and qualitative data collection and analysis. In addition, team members must have experience conducting interviews with a wide range of stakeholders.

- **Relevant subject matter knowledge and experience:** It is desirable that team members have knowledge and experience in two or more fields relevant to this evaluation (youth engagement, understanding of city or urban-based interventions, participatory evaluations, policy advocacy, and systems thinking).

- **Geographic:** It is desirable that the evaluation team draws on in-country evaluators based in Ecuador, Ghana and Senegal with the ability to conduct in-person visits to project sites.

- **Language:** Excellent written and spoken English and team members who are fluent in French and Spanish.

- **Equitable partnerships:** The evaluation team must demonstrate equitable partnerships between global and in-country evaluators through balanced resourcing and level of effort.

- **Conflict of interest:** The evaluation team is a neutral party, has no conflict of interest with Fondation Botnar, HCA II, or any other involved stakeholder.

References

Applicants are requested to include at least three hyperlinks of evaluations that are broadly representative of the evaluation team's capability in relation to the experience/skills required.

7.   EOI, Proposal and deadline

EOI

Evaluators are required to submit a letter of interest outlining their understanding of the evaluation subject and/or context. The letter should also include an outline of the team composition and location, accompanied by brief profiles of team members, highlighting relevant skills and experience (**max 2 pages**). Please be aware that submissions exceeding

the page limit are not guaranteed to be reviewed. However, evaluators can include their CVs (maximum 2 pages) and a summary of relevant evaluations undertaken in the Annex.

Selected evaluators that best meet the qualifications and experience requirements will be informed by 7 February 2025.

EOI should be submitted no later than 24 January 2025 at 12pm CET in pdf format to evaluation@fondationbotnar.org clearly mentioning in the subject line HCA II evaluation.

Please note that **a full proposal is not required** at this stage**.**

Annex 1: Indicative list of available documents

Fondation Botnar documents
- Fondation Botnar Philanthropic Strategy, 2024
- Fondation Botnar's city systems theme strategy
- Evidence to Action (E2A) Framework
- E2A Stock-take, 2024 (includes a case-study on HCA II)

Programme documents
- HCA-II programme-level documents
- HCA-II Strategic Positioning Paper, October 2023
- HCA-II Theory of Change, November 2023
- HCA-II Advocacy Strategy, January 2024
- HCA-II Mid-term Internal Learning Exercise Report, 2024
- HCA-II Thematic Research Papers, May 2023)
    - Youth Participation Research Paper
    - Digital Transformation Research Paper
    - Equity and Inclusion Research Paper
    - Systems Change Research Paper
- Workshop Presentation for the Fondation Botnar visit in London, May 2023
- HCA-II Scoping Studies:
    - Senegal, February 2022
    - Ghana, June 2022
    - Ecuador, October 2022
    - India, October 2022
    - Vietnam June 2023
- HCA-II Unicorn ToR, October 2023
- HCA-II Unicorn Desk Research Write Up, version 2, February 2024
- GAMS Botnar IMG Progress Report December 2023
- Implementing E2A Framework – A Practitioner's Guide, 2023
- HCA-II Logframe, March 2024
- HCA Phase II KPIs, December 2023
- Programme Management Operating Manual v3.1, February 2024
- HCA-II Round 2 Guide for Applicants, Ecuador, May 2023
- HCA-II MEL Plan, March 2023
- HCA-II ICA Survey 2023
- Project templates pack, February 2024
- Reporting templates (Inception, Quarterly, Annual reports), 2023
- MEL Plan template, July 2023
- Learning log template, July 2023
- HCA-II Project Survey, December 2023
- HCA-II Communications Strategy 2023-2025, February 2023
- Global Learning Partner ToR, April 2023

- HCA-II Learning Log, February 2024
- HCA-II Dec 2022 - May 2023 Biannual and Milestone Report, July 2023
- HCA-II UKES Presentation, October 2023

Project documents
- HCA II Mid-Term Report (project level)
- HCA II Annual Report (project level)

Grants management
- Approved grant application
- HCA II Contract Agreement
- Contract amendments
- Workplan
- Budget
- Inception technical report
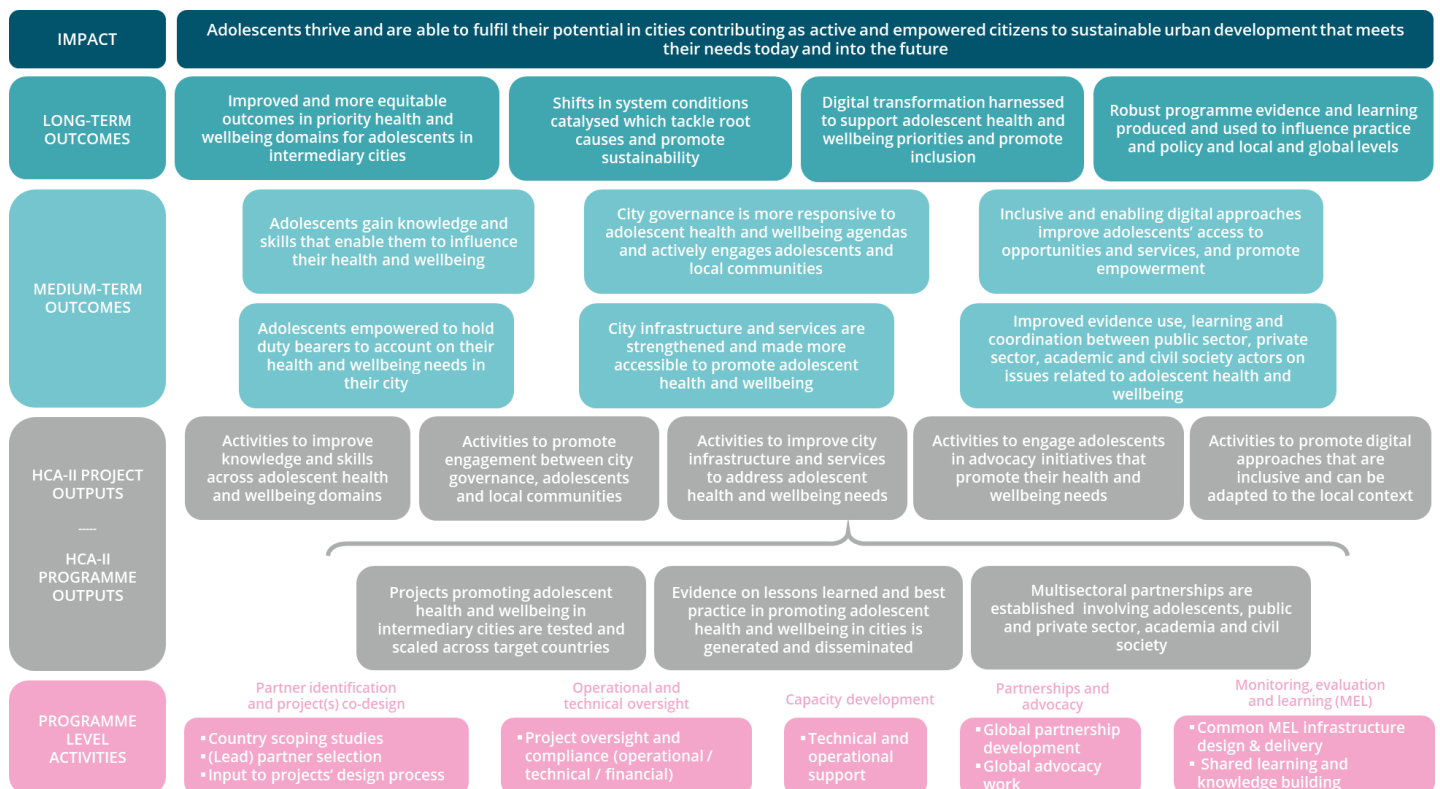- Quarterly reports
- Annual reports
- Operational meeting notes

MEL
- ToC
- Inception MEL workshop slides
- M&E Framework
- MEL Plan
- MEL Budget
- MEL Workplan
- Baseline proposal
- Baseline report

Advocacy
- Advocacy plan
- Advocacy strategy

Annex 2: Theory of change

Below is the latest iteration of the HCA-II Theory of Change, which was largely by inspired the Evidence to Action Framework. The ToC is live and iterative, and reviewed by the HCA-II Global Team on an annual basis as part of the programme-level learning cycle to ensure alignment with evolving contexts and strategic priorities as the programme evolves. The ToC will be reviewed in January 2025 as part of the programme's annual reflection process. There may be further adaptations therefore, at the stage of the evaluation. Please note that there are theories of change for individual projects.

IMPACT	Adolescents thrive and are able to fulfil their potential in cities contributing as active and empowered citizens to sustainable urban development that meets their needs today and into the future			
LONG-TERM OUTCOMES	Improved and more equitable outcomes in priority health and wellbeing domains for adolescents in intermediary cities	Shifts in system conditions catalysed which tackle root causes and promote sustainability	Digital transformation harnessed to support adolescent health and wellbeing priorities and promote inclusion	Robust programme evidence and learning produced and used to influence practice and policy and local and global levels
MEDIUM-TERM OUTCOMES	Adolescents gain knowledge and skills that enable them to influence their health and wellbeing	City governance is more responsive to adolescent health and wellbeing agendas and actively engages adolescents and local communities	Inclusive and enabling digital approaches improve adolescents' access to opportunities and services, and promote empowerment	
	Adolescents empowered to hold duty bearers to account on their health and wellbeing needs in their city	City infrastructure and services are strengthened and made more accessible to promote adolescent health and wellbeing	Improved evidence use, learning and coordination between public sector, private sector, academic and civil society actors on issues related to adolescent health and wellbeing	
HCA-II PROJECT OUTPUTS ----- **HCA-II PROGRAMME OUTPUTS**	Activities to improve knowledge and skills across adolescent health and wellbeing domains	Activities to promote engagement between city governance, adolescents and local communities	Activities to improve city infrastructure and services to address adolescent health and wellbeing needs	Activities to engage adolescents in advocacy initiatives that promote their health and wellbeing	Activities to promote digital approaches that are inclusive and can be adapted to the local context
	Projects promoting adolescent health and wellbeing in intermediary cities are tested and scaled across target countries	Evidence on lessons learned and best practice in promoting adolescent health and wellbeing in cities is generated and disseminated	Multisectoral partnerships are established involving adolescents, public and private sector, academia and civil society	

PROGRAMME LEVEL ACTIVITIES	Partner identification and project(s) co-design	Operational and technical oversight	Capacity development	Partnerships and advocacy	Monitoring, evaluation and learning (MEL)
	▪Country scoping studies ▪(Lead) partner selection ▪Input to projects' design process	▪Project oversight and compliance (operational / technical / financial)	▪Technical and operational support	▪Global partnership development ▪Global advocacy work	▪Common MEL infrastructure design & delivery ▪Shared learning and knowledge building

Annex 3: Evidence to Action

The E2A Framework provides a comprehensive strategy for embedding learning and reflexivity throughout Fondation Botnar programs. It aims to overlay a meta-learning tool using evidence to action cycle in parallel with the project cycle to map and document systems change across the Fondation Botnar cities portfolio.
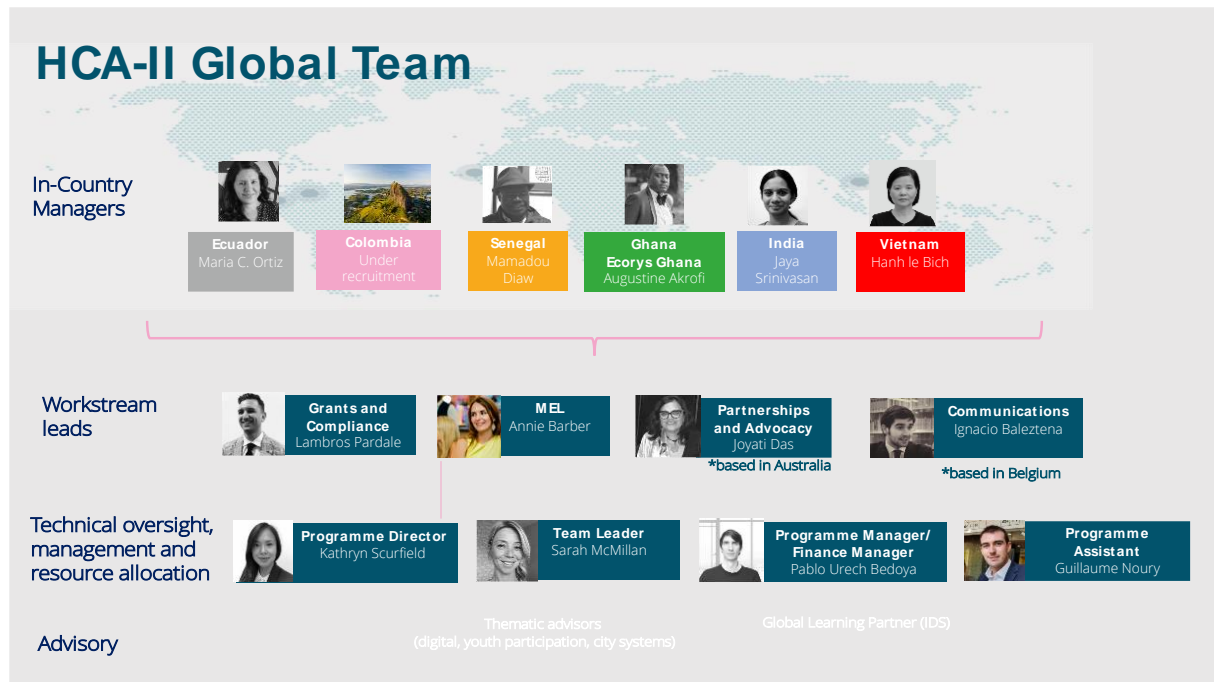
The core pillars of the E2A Framework are five principles, six strategic actions and five domains of change. The five principles serve as cross-cutting values for all local projects to consider as these align with Fondation Botnar's principles and approaches and enable action. The six strategic actions provide avenues for the principles to be operationalised. The five domains of change are informed by the strategic priorities of Fondation Botnar and provide boundaries within which Fondation Botnar's resources will be directed to enable change to achieve desired outcomes.

The uniqueness of the E2A Framework lies in its focus on bridging the often-seen knowledge disconnect between research and practice by institutionalising a process of collaborative data collection, learning, and evidence building that informs Fondation Botnar's interventions across diverse cities. Stepping away from traditional approaches of viewing development interventions and knowledge generation as separate processes, the framework integrates learning with doing in a way that ensures not only that programs are informed by evidence but also that programs generate credible evidence for shaping local and global development agendas.

Please see for more information: https://www.unimelb.edu.au/cities/projects/current-projects/botnar-evidence-to-action#e2a-framework

Annex 4: Organogram

HCA-II Global Team

In-Country Managers

Ecuador	Colombia	Senegal	Ghana	India	Vietnam
Maria C. Ortiz	Under recruitment	Mamadou Diaw	Ecorys Ghana / Augustine Akrofi	Jaya Srinivasan	Hanh le Bich

Workstream leads

Grants and Compliance — Lambros Pardale

MEL — Annie Barber

Partnerships and Advocacy — Joyati Das *based in Australia

Communications — Ignacio Baleztena *based in Belgium

Technical oversight, management and resource allocation

Programme Director — Kathryn Scurfield

Team Leader — Sarah McMillan

Programme Manager/ Finance Manager — Pablo Urech Bedoya

Programme Assistant — Guillaume Noury

Advisory

Thematic advisors (digital, youth participation, city systems)

Global Learning Partner (IDS)

Annex 5: Further information on the HCA intermediary management model

Alongside selecting projects and managing/overseeing active grants, during the first half of Phase II, the HCA Global Team has focused on:

- **Refining programme strategy and positioning**: a series of research papers were produced into cross-cutting strategic priorities or themes, which informed the collaborative development of a 'Strategic Positioning Paper' with programme stakeholders during 2023.
- **Establishing a suitable Monitoring, Evaluation and Learning infrastructure for the programme**: a range of programme and project level MEL tools were developed and tested, as well as adapted in line with evolutions in the Evidence-to-Action framework which is being applied across the Fondation's Cities portfolio. During 2024, the MEL workstream led an in-depth Mid-Term Internal Learning Exercise (MILE) process to capture aggregate results to date and explore what is working well and what could be improved at both programme and project levels. This will be an important data source for this evaluation. The programme has also commissioned a Global Learning Partner to support ongoing research and learning priorities.
- **Building communications presence and brand:** during 2022, a programme branding and communications strategy was developed which has since been rolled out across the programme. A programme website was set up, as well as social media presence via Facebook and Twitter.
- **Defining advocacy priorities and approach**: a programme approach to advocacy was drafted in Q1 2024, building on project level advocacy priorities and local and global opportunities. As part of this strategy, HCA programme and project representatives recently attended the 12th session of the World Urban Forum in Cairo and the HCA Global Team is exploring possible strategic partnerships with other key sector players.
- **Building a global internal community of practice:** in May 2024, the first HCA-II Global Learning Forum (GLF) was held, bringing together project partners from all the current projects across the programme portfolio, as well as the Global Learning Partner and Fondation Botnar. The purpose of this event was to principally to share learning and foster connection and exchange across projects. A secondary purpose was to take stock of the programme at the mid-point of Phase II (considering the emerging findings from the MILE at that point) and identify key priorities and areas to focus on going forward.
- **Evolving and decentralising the programme management function**: since the start of HCA-II, identification and on-boarding of In-Country Advisers in each programme country has been underway. As previously highlighted, more recently a concerted decentralisation effort has been underway to increase the responsibilities and agency ICAs – now ICMs – within the overall programme management structure.