

# Network Mapping and Influence Strategy for Social Cohesion & Justice Integration

## SCOPE OF WORK FOR A CONSULTANCY

### BACKGROUND

With the launch of its Vision 2030 Agency Strategy, Catholic Relief Services (CRS) seeks to catalyze development and humanitarian outcomes at scale. CRS recognizes the complexity of achieving sustainable outcomes entailing systemic changes in organizational and institutional rules and incentives. CRS is investing in six Strategic Change Platforms (SCPs): social cohesion and social justice integration, community-based approaches to safe and dignified emergency shelter, sustainable landscapes, multi-sectoral approaches to eradicating malaria, strengthening families for thriving children, and youth leadership and livelihoods (Please see Appendix 1: Brief on different SCPs.). Each of these platforms presents challenges and opportunities for CRS' teams to test new ways of thinking, working, partnering, and mobilizing resources. True to CRS' commitment to local leadership, working with and in support of local partners is a key element of catalyzing change at scale.

Under SCP1 - Fostering Just and Cohesive Societies - social cohesion and justice are seen as force multipliers that accelerate and amplify the effectiveness and sustainability of impact across sectors. When our humanitarian and development projects – for example, refugee returns or livelihoods – include interventions to strengthen healthy, inclusive social ties, we expect to see greater positive results. The premise is that when societies are cohesive and when human interactions and transactions are governed by equitable rules and norms, then people will identify and adopt more inclusive and fair solutions, which lead to sustainable development outcomes over time. Research, learning and evidence constitute a priority for SCP1 and will contribute to internal as well as external influence strategies to ensure that social cohesion and justice principles, approaches, tactics and tools are mainstreamed across sectors (Please see Appendix 2: Integrating Social Cohesion for Enhanced Outcomes).

Achieving this result will require the SCP1 team to identify key targets:

- (1) within the donor and policy environment;
- (2) within the academic and practitioner community; and
- (3) other relevant stakeholders;

The mapping of those others that CRS can engage will contribute to the creation of an influence strategy and provide a road map for future external engagements. In this way CRS and partners can influence the attitudes and practices of peers, donors and other stakeholders to promote change at scale.

## OBJECTIVES

This consultancy has two purposes organized in two stages.

The **first stage** of this consultancy has the purpose of mapping and assessing the networks and coordination bodies addressing SC&J, the humanitarian-peacebuilding nexus, fragility and resilience, and/or the priority issues of CRS’ other SCPs (particularly safe and dignified homes and communities; sustainable landscapes; and family strengthening; but potentially also inclusive of malaria eradication and youth leadership and livelihoods), where there is a natural fit for SC&J integration. The mapping will be feed into the development of an external influence strategy (second stage).

This mapping should be informed by, but not limited to, the platform’s preliminary influence analysis and targeting (these documents will be shared by CRS). It includes consultation with CRS’ other SCPs about the coordination bodies and networks with which they are already engaged, and where they may or may not see opportunities to promote SC&J integration. Consultation with CRS’ policy, government relations and donor engagement teams, should be an integral part of the mapping.

The mapping stage will include an analysis of which networks/fora would be the most relevant for SCP1 engagement, on the basis of: degree of influence and effectiveness; ease of entry; potential openness to SCP1’s agenda, etc. Results of this analysis will be shared internally in CRS.

The **second stage** has the purpose of developing 3-year influence strategy that capitalizes on these windows of opportunity in order to advance systematic integration of social cohesion and justice in all humanitarian and development work, in consultation with relevant SCPs, the SCP1 Core Team. Based on the strategy, the consultants will support SCP1 to develop a detailed action plan for the remainder of CY2022. This will include identification of suitable liaisons to the prioritized fora, who can contribute examples, experiences and benefits of SC&J integration. This could entail new representation on these bodies, or closer collaboration with colleagues or partners already embedded in the network or forum. The strategy will also guide and inform future years’ action plans.

Objectives therefore include:

Mapping and analysis of relevant networks, fora and coordination bodies	Influence 3-year strategy development
1. To identify: list relevant organizations, networks and coordination bodies through desk research related to SCP1;	1. To produce: an influence strategy based on the data collected and on identified synergies;

<ol style="list-style-type: none"> <li>2. To analyze: understand their SC&amp;J interest and views through extensive triangulation of data available (desk research);</li> <li>3. To map: visualize the relationships between organizations, networks and coordination bodies in order to identify the key networks, fora and coordination bodies;</li> <li>4. To prioritize: rank networks, fora and coordination bodies relevance, through the mapping, in order to analyze the drivers, barriers, and needs for stakeholders relevant for SCP1 engagement.</li> </ol>	<ol style="list-style-type: none"> <li>2. To create: a holistic, cross cutting overview, sufficient to take informed long term (2021-2024) decisions for SCP1 as well as identify future thematic priorities;</li> <li>3. To summarize: key findings and recommendations;</li> <li>4. To outline: the key strategic objectives and indicators for SC&amp;J influence;</li> <li>5. To propose: activities to follow key strategic objectives;</li> <li>6. To identify: entry points for key networks, fora and coordination bodies to secure more influence related to SCP1; as well short overview of SCP1 internal influence;</li> <li>7. To outline: an action plan for the remainder of 2022 and guide for future years action plans</li> <li>8. To identify: new areas that SCP1 could embark on.</li> </ol>
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It is anticipated that the final mapping and influence strategy will be clearly organized, user-friendly, and ideally as simple as possible.

### LEVEL OF EFFORT

This assignment is estimated to be completed within a level of effort of approximately 36-40 working days.

### ACTIVITIES AND TIMETABLE

The consultant will carry out this work in a consultative manner with CRS – and, as applicable, external – stakeholders, to map relevant networks, fora and coordination bodies and develop external influence strategy following 2022 action plan. The process is expected to include:

Week(s)	Activity	Process	Est. LOE
Mapping and analysis of relevant networks, fora and coordination bodies			
1	Clarification of the key problem/need to be addressed by mapping report.	Inception meeting with primary CRS points of contact;	2 days
1 – 4	Desk research	To be determined by consultant	8-10 days
4 - 7	Analysis and synthesis of findings – including prioritization	To be determined by consultant	3 days
7 - 9	Drafting mapping / analysis	To be determined by consultant	4 days

9 - 10	Review of mapping/analysis by CRS and a few key partners or stakeholders	CRS/ partner review team to be identified in advance	N/A
10 – 12	Revision and finalization of mapping/analysis	To be determined by consultant	2-3 days
<b>Influence strategy development (3-year)</b>			
1	Meetings/Workshop with SCP1 Core Team	Inception meeting with primary CRS points of contact;	2 days
1-2	Integrating Mapping and Analysis with SCP1 strategic goals	To be determined by consultant	5 days
2-4	Drafting influence strategy	To be determined by consultant	5 days
2-4	Developing detailed action plan for FY2022	To be determined by consultant	3 days
4-6	Final influence strategy and 2022 action plan	To be determined by consultant	2-3 days

## DELIVERABLES AND DEADLINES

The following four deliverables will be due on the following schedule:

<b>Deliverable</b>	<b>Timeframe</b>
<b>Mapping and analysis of relevant networks, fora and coordination bodies</b>	
■ First draft of the Mapping Report:	January 10, 2021
■ Final Mapping Report	January 31, 2022
<b>Influence strategy development (3-year)</b>	
■ First draft of the Influence Strategy	February 28, 2022
■ Final Influence Strategy and proposed 2022 Action Plan	March 31, 2022

## LOGISTICS

This section describes expectations for the consultancy arrangements.

## DATES OF PERFORMANCE

The consultancy will be conducted between November 29, 2021 and March 31, 2022.

## PLACE OF PERFORMANCE

The consultant/s shall work outside the CRS office, working remotely from his/her home, personal office, or usual place of business. No travel is planned, whether overseas or domestic. Meetings and discussions with CRS staff or other external stakeholders, as needed, can be conducted telephonically or using web-based telecommunication software.

## SUBMISSION OF APPLICATIONS

The consultant needs to submit:

#### Technical Proposal:

- Cover letter indicating applicant’s ability and availability
- Consultant CV and/or Company Profile
- Example of applicant’s written report on end project assessment or other references of similar consultancy assignments (if available).
- Reference list (names and contact information for at least three references)

#### Financial Proposal: Lump-sum offer with the cost breakdown for:

- Mapping and analysis of relevant networks, fora, and coordination bodies
- Final influence strategy and 2022 action plan

Submit the following documents by COB on Monday, November 8, 2021 to Procurement Manager, [gscmconsultancies@crs.org](mailto:gscmconsultancies@crs.org).

#### **Q&A OPPORTUNITY**

Prospective bidders may submit any clarification questions to the same contact address, [gscmconsultancies@crs.org](mailto:gscmconsultancies@crs.org) by November 1, 2021. Responses will be provided to any known prospective bidders on November 3, 2021.

#### **TERMS OF PAYMENT**

The consultant/s shall be compensated for on a fixed-price basis for provision of the deliverables outlined above.

Payment shall be disbursed in four tranches upon receipt of an invoice after completion and approval of the following milestones:

<b>Milestone</b>	<b>Payment/%</b>
Draft of mapping/analysis report	Payment 1 – Partial – 25%
Submission of mapping/analysis report	Payment 2 – Partial – 25%
Draft of final influence strategy and 2022 action plan	Payment 3 – Partial – 25%
Submission of final influence strategy and 2022 action plan	Payment 4 – Partial – 25%

The invoice should reflect detailed work and dates of performances.

#### **WORKING RELATIONSHIPS**

Primary points of contact for this consultancy will be Edita Čolo Zahirović, SCP1 TA and Nell Bolton, SCP1 Lead. At key stages in the process, members of the SCP1 Core Team and points of contact in various CRS departments may be consulted for input and review.

#### **QUALIFICATIONS**

The ideal consultant will possess the following qualifications:

- Deep and broad familiarity with peacebuilding and justice approaches, particularly social cohesion strengthening and promotion of inclusion, equity and accountability;

- Understanding of international relief, development and peacebuilding organizations;
- Familiarity with CRS preferred;
- Familiarity with policy trends in the international development field;
- Experience with multiple sectors and donor institutions related to SC&J;
- Demonstrated experience with research and participatory methods;
- Demonstrated experience with strategy development;
- Excellent writing and analytical skills for quality reporting writing;
- Strong coordination skills and ability to adhere to deadlines and work remotely;



**At Catholic Relief Services, we work to prevent conflict by building cohesion that enables all people to live in just and peaceful societies.**



STRATEGIC CHANGE PLATFORM

### **Fostering Just and Cohesive Societies**

To be bolder and more focused in our ambition to be catalysts for transformational change *at scale*, we are investing in six strategic change platforms as part of our Vision 2030 agency strategy.

Each of the six platforms share a common objective: to achieve results at scale.

This platform focuses on systemic solutions for positive social relations—overcoming divisions, addressing tensions, creating conditions for equitable and inclusive development—that are necessary for the success and sustainability of relief, development, justice and peace.

# Social cohesion and justice. Where thriving societies begin.

Violence is often rooted in inequality. Societies that deprive people of dignity—that exclude some groups from opportunity—develop fault lines of violent pressure. After decades of relative decline, conflict has increased around the world. And the cost is enormous. 80% of displaced people are driven from their homes by conflict. Terrorism and military spending are rising. In 2019 alone, the global economic impact of violence passed \$14 trillion. To build peaceful societies, Catholic Relief Services focuses first on addressing injustice and building social cohesion between individuals, groups and influential leaders and institutions.

## The Challenge

Inequality, poverty and violence are inextricably linked. In the face of pronounced need, communities struggle to prosper. Stereotypes and mistrust foster chronic tensions. Addressing underlying injustice and divisions in a society is the foundation to improving health, livelihoods and education. In fact, peacebuilding dramatically increases the effectiveness of development work. But defusing underlying, complex social tensions requires resources and commitment. Ironically, far more money is spent responding to violence than preventing it.



*Societies that deprive people of dignity—that exclude some groups from opportunity—develop fault lines of violent pressure... And the cost is enormous.*





## The Opportunity

Social cohesion is the glue to bind struggling societies and communities. People living in harmonious communities, supported by just institutions, can lead healthy, economically secure, spiritual and educated lives. Without peace and justice, however, the ability to prevent and recover from crisis is tentative. CRS empowers people to talk about what divides them, uphold what unites them, and act together for stronger, healthier and more just social ties. Leveraging relationships and expertise, CRS is leading the charge to integrate social cohesion into traditional foreign assistance. For 75 years, we have forged respected relationships with local groups and faith leaders in 114 countries around the world. Our global reach and breadth of comprehensive programming make us a natural leader among international NGOs to integrate social cohesion with justice worldwide.

## Our Approach

Whether addressing long-term development or emergency response, CRS lays the groundwork for trust between individuals and diverse groups, working with local leaders to mobilize participants, especially young people and women. We strengthen our partners' capacity to channel citizens' voices to resolve disputes, hold the powerful accountable, and ensure equity. CRS is committed to gathering and sharing evidence to demonstrate the transformational effectiveness of this work and influence donors, policymakers, partners and peer agencies.

## Core Practices and Tenets

The 3Bs guide our continual process of transformation.

- **Binding:** Personal healing, resilience and agency.
- **Bonding:** Intra-group strengthening and preparation.
- **Bridging:** Inter-group engagement and collaboration.

Through our programs, participants and membership groups launch their journey of personal and collective transformation, culminating in active cooperation across social, economic, political and institutional divides for peace, development and prosperity.

## Where We Work

In 2018 and 2019, CRS implemented peace and justice work in over 60 projects in 33 countries, serving over seven million people. Some of our first initiatives took root in the **Southern Philippines** region of Mindanao and in **Central Africa**. Today this portfolio touches lives around the world.

For example, an integrated project along the border of **Rwanda, Burundi** and the **Democratic Republic of Congo** improved social cohesion and enhanced livelihoods by helping women from different communities who trade across the border to overcome fear and mistrust of each other. In **Latin America**, we equip young people with the livelihoods and peacebuilding skills they need to thrive in dangerous environments. In **West Africa**, we help communities manage natural resources equitably so diverse groups can meet their needs in a peaceful, stable environment.

**We believe in transformation on a global scale.  
Faith knows no bounds.**

**Learn more at [crs.org](https://crs.org).**







**At Catholic Relief Services, we build safe, dignified homes and communities to help all people survive and thrive in the face of disaster.**



STRATEGIC CHANGE PLATFORM

### **Building Safe and Dignified Homes and Communities**

To be bolder and more focused in our ambition to be catalysts for transformational change *at scale*, we are investing in six strategic change platforms as part of our Vision 2030 agency strategy.

Each of the six platforms share a common objective: to achieve results at scale.

Recognizing that the concept of home extends beyond physical structures, this platform expands our approach and global influence from shelter and settlement to creating homes and communities as foundations for long-term health and prosperity.

# Building a lasting foundation for family.

Home and community are the starting points for safety, stability, identity and love. Losing a home due to any number of factors, including natural disaster or conflict, can fracture a family and impact economic and emotional well-being, as well as dignity. The loss of a home can also precipitate other life-altering challenges: separating people from their loved ones and support network, limiting access to food, water, health and social services, education and livelihood options. More than 80 million people worldwide have been displaced from their homes. In response, Catholic Relief Services, building on decades of experience, is expanding our approach from shelter and settlement to creating homes and communities, foundations for long-term health and prosperity.

## The Challenge

Around the world, an increasing number of people have been displaced by climate change, disasters, population growth, economic inequality and conflict. Our challenge is to support people and communities to survive and recover from crisis by helping to meet their immediate needs for survival, as well as providing long-term support for rebuilding their homes and lives. We work in partnership with especially vulnerable communities to strengthen preparedness, mitigate impact and loss, and build resilience.

## The Opportunity

We recognize the interconnection of the spiritual, human, social, political, financial, natural and physical aspects of people's lives. In times of crisis, these holistic elements can be disrupted or destroyed. Safe homes are the first step for uprooted families to rebuild their lives.

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***For 80 million people, it's urgent that we provide comprehensive solutions that enable families and communities to recover and flourish.***



## Our Approach

CRS is undertaking a transformational shift from a focus on Shelter and Settlement—the building of roofs and walls—to Homes and Communities, the foundation around which life is centered. We are committed to efforts that promote lasting recovery. Our two-pronged approach is designed to have a transformational impact where needed most:

1. Expand the reach of CRS programming to support more people in need, assisting 1.5 million people directly. This activities will include:
  - Safe and dignified shelter, water and hygiene in the aftermath of crisis.
  - Timely and dignified support throughout recovery, with emphasis on bolstering local economies.
  - Protection of children’s developmental and mental health.
  - Increased resilience capacities to cope with future crises.
  - Improved humanitarian response capacity of local institutions.
2. Bring about systems-level change by influencing key stakeholders—governments, international and local nongovernmental organizations, United Nations agencies and others—to adopt safe and dignified approaches. In this way, we will extend our impact beyond our direct programming, and assist 8.5 million people to achieve safe and dignified homes and communities.

Collectively, our efforts will ensure safe, dignified homes and communities for 10 million people by 2030.

## Core Practices and Tenets

Rebuilding a home offers families stability to rebuild other portions of their lives. CRS addresses people’s immediate and recovery needs in timely and dignified ways by:

- Promoting and establishing sustainable solutions that meet the priorities of families and communities.
- Increasing local and national leadership and capacity, supporting the ability of local organizations to directly access donor funds, and empowering communities to leverage funding and support from their governments.
- Encouraging greater collaboration and coordination among stakeholders by promoting area-based approaches, leading inter-agency collaborative initiatives, and initiating and developing strategic alliances for scaling innovation.

## Where We Work

CRS’s work in Homes and Communities includes specific context-driven approaches in various countries. In 2020, these include **Nepal, Bangladesh, Indonesia, Malawi, the Philippines to Sierra Leone and Uganda**, among others. CRS and partners have provided emergency relief and support for more than 2 million refugees, internally displaced persons, asylum seekers and migrants across the world over the past 10 years. With over 75 years of experience across more than 100 countries, CRS has built rich partnerships at the grassroots, national and international levels, and developed innovative practices that are replicated worldwide for greater reach, efficiency and lasting impact.

**We believe in transformation on a global scale.  
Faith knows no bounds.**

**Learn more at [crs.org/safehomes](https://crs.org/safehomes).**





At Catholic Relief Services, we work with farm families around the world to achieve dignified and resilient livelihoods in flourishing landscapes.



STRATEGIC CHANGE PLATFORM

### Transforming Livelihoods and Landscapes

To be bolder and more focused in our ambition to be catalysts for transformational change *at scale*, we are investing in six strategic change platforms as part of our Vision 2030 agency strategy.

Each of the six platforms share a common objective: to achieve results at scale.

Our platform here builds on decades of experience working with small-scale farmers and rural communities to build capacity and stimulate rural livelihoods. Together with our local partners and government collaborators, we now focus on land restoration at scale to unlock the current cycle of poverty, reduce risks and pave a sustainable path to prosperity.

# Prosperity from the ground up.

Nearly one-third of the world's population are small-scale and subsistence farmers who depend on agriculture for their food and income. Their well-being, and that of the next generation of farmers, depends to a great extent on the health of the land and water that surround them. Wide swaths of the world's arable land have become unproductive due to unsustainable agricultural practices, increasing demand for farm and pasture land, and for wood and forest products for fuel and urbanization. A changing climate is exacerbating the problem of degradation, making it increasingly precarious for small-scale farmers—50% of whom are women—to meet their most basic needs for food and income. Harnessing robust partnerships, Catholic Relief Services is leading a solution at scale. By restoring agricultural lands, farmers can yield greater harvests, increase incomes, revitalize water supplies and better adapt to climate risks.

## The Challenge

Floods, droughts, erratic rainfall and other irregular weather patterns have intensified across sub-Saharan Africa, Asia and Central America, accelerating existing levels of deterioration. As healthy soil and farmland are lost, the impact of the crisis reverberates globally. Increasing pressure on natural resources like farmland and water can lead to conflict and migration. Poor yields reduce food supply and income sources, while product scarcity can drive up food costs, leading to further insecurity and hunger.

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***Nearly one-third of the world's population are small-scale and subsistence farmers who depend on agriculture for their food and income.***





## The Opportunity

Just as poor soil contributes to poverty-inducing scarcity, healthy soil and restored ecosystems can bring back water, increase crop yields, increase climate resilience and revitalize opportunities, creating a hopeful future for young farmers. Catholic Relief Services and our partners collaborate with local farmers, communities, national governments, the private sector and other non-profits to reverse the processes of degradation. We aim to revitalize nearly 4 million acres of pasture and agricultural land, increasing agricultural yields by 40% for 1 million farmers.

## Our Approach

By co-investing with farmers, our people-centered approach seeks to break the cycle of poverty through four restoration models—drylands regreening, watershed restoration, water-smart agriculture and multistory agroforestry. These models train farmers in practices that replace those that degrade—burning, deforestation and overgrazing, for example—with those that not only produce more abundant crops, but also regenerate the soil and recharge ground water in the process.

CRS connects farmers to government and private sector services and initiatives, and helps farmers bring their perspectives to decision-makers. Building bridges between communities and government decision-makers, CRS supports the transfer of knowledge and policy-setting that drives local action and farmer-driven restoration. To achieve scale, CRS will work with rural populations to co-develop high-impact, cost-efficient practices that make sense in rural settings. By placing people at the center of restoration strategies and connecting environmental and economic goals, CRS' approach will accelerate and sustain restoration for more resilient farms and communities for generations to come.

## Where We Work

CRS is currently focusing our people-centered restoration efforts in **Lesotho, Madagascar, Ethiopia, Niger, Guatemala, El Salvador, Honduras and Nicaragua**, with additional countries expected to join in the coming years.

**We believe in transformation on a global scale.  
Faith knows no bounds.**

**Learn more at [crs.org](https://crs.org).**





**At Catholic Relief Services, we work to eliminate malaria to ensure that all children and families reach their full health and development potential.**



STRATEGIC CHANGE PLATFORM

### **Accelerating the End of Malaria**

To be bolder and more focused in our ambition to be catalysts for transformational change *at scale*, we are investing in six strategic change platforms as part of our Vision 2030 agency strategy.

Each of the six platforms share a common objective: to achieve results at scale.

Working with other development and relief programs in endemic countries, this platform will leverage combined resources to increase malaria prevention, testing, treatment and tracking activities in our push to eradicate malaria forever and allow people to live healthy lives.

# Accelerating the end of malaria.

Malaria has been and continues to be a disease of poverty. In 2018, an estimated 228 million people worldwide contracted malaria. More than 405,000 people died—including 272,000 children under age 5. Nearly half of the world's population lives in areas at risk of malaria transmission. Alarming, in some countries over the past five years, malaria cases have increased, claiming lives and negatively impacting the outcomes of other development and relief programs. CRS is currently on the ground in many of the countries with the highest burdens, testing new multi-sectoral approaches that mean access to lifesaving prevention and treatment, and helping eliminate malaria.

## The Challenge

After a decade of impressive decline, the number of malaria cases in many endemic countries has leveled off or even increased. This setback to eradicating malaria is attributed to diverse factors like climate change, insecticide resistance, malaria drug resistance, increased displacement of vulnerable communities, and weak health systems. To make matters worse, malaria elimination funding globally has plateaued, creating greater stress on the limited resources required to prevent, test, treat and track the disease.



***This setback to eradicating malaria is attributed to diverse factors like climate change, insecticide resistance, malaria drug resistance, increased displacement of vulnerable communities, and weak health systems.***





## The Opportunity

As a multi-sectoral development agency, CRS is singularly positioned to identify and leverage resources across a wide range of development and relief programs. Integrating malaria prevention, testing, treatment and case-tracking activities into development and relief programs will reduce the malaria burden for at-risk communities while improving outcomes for the other sector. WASH (water, sanitation and hygiene), nutrition, education, housing, agriculture and governance programs can benefit from this multi-sectoral model.

## Our Approach

Multi-sectoral malaria programming has been used successfully in many low-burden countries or countries that have recently eliminated malaria. Until now, however, this approach has been applied less in many moderate- to high-burden countries. To expand our approach in more vulnerable communities, we will focus on three core pillars:

- Testing the concept. In three countries, with three sectors we are integrating malaria activities: nutrition programming in Madagascar, WASH and housing infrastructure in Sierra Leone, and Burkina Faso.
- Shaping global policy. CRS will use its influence to help expand the multi-sectoral approach to malaria programming into actionable national and global policy.
- Expanding resources. CRS will leverage public and private partnerships to help countries expand malaria services within other programming disciplines.

## Core Practices and Tenets

CRS combines grassroots and community engagement with data and digital modeling, as well as national and global policy, to determine where our multi-sectoral fits best and how it should be adapted to the local context. We then determine which core malaria activities can be woven into other programming, including:

- Improving access to and use of malaria prevention like insecticide-treated nets.
- Equipping local health workers to test, diagnose and treat malaria.
- Communication that targets behavior change.
- Improving malaria surveillance with case data to track outbreaks and hotspots in real time.
- Improving national policy to both scale multi-sectoral programming and make it sustainable.

## Where We Work

CRS has supported multi-sectoral malaria programming for more than 30 years. We lead innovative programming to integrate malaria activities into other development projects including agriculture, food-security, nutrition, WASH, education, relief and peace-building, and other health sectors. This work compliments our ongoing malaria programming in the highest-burden countries in **sub-Saharan Africa**, reaching more than 86 million program participants in 12 countries in 2019.

**We believe in transformation on a global scale.  
Faith knows no bounds.**

**Learn more at [crs.org/malaria](https://crs.org/malaria).**







At Catholic Relief Services, we work with children, families, communities, governments, and our network of Church and local partners so that all children reach their full health and development potential in safe and nurturing families.



STRATEGIC CHANGE PLATFORM  
**Strengthening Families  
for Thriving Children**

To be bolder and more focused in our ambition to be catalysts for transformational change *at scale*, we are investing in six strategic change platforms as part of our Vision 2030 agency strategy.

Each of the six platforms share a common objective: to achieve results at scale.

Working with stakeholders to strengthen families and communities, this platform prevents family-child separation and returns children to safe and nurturing families.

# The gift of family is a gift for the future.

Around the world, millions of children live without protective and nurturing family care, whether living in orphanages, on the streets, in trafficking situations or separated from their families as a result of extreme poverty, epidemics, migration or humanitarian disaster. Family separation negatively affects the short- and long-term health and emotional well-being of children.

## The Challenge

Poverty, in combination with inadequate community support systems and access to basic services, prevents families from providing safe and nurturing care. Children living in extreme poverty are at increased risk of violence, abuse, neglect and exploitation. That risk is even greater for very young children, children with disabilities and adolescent girls and children living outside of family care.

Many loving families make the desperate decision to place their children in orphanages. Yet while some orphanages meet children's basic needs, most cannot provide highly individualized care and attention. A century of research has proven that children who grow up in orphanages suffer negative impacts to their physical, emotional and intellectual development. Orphanages are a symptom of poverty and inadequate support systems—never a solution.



*80-90% of children living in orphanages have a living parent. Young adults raised in orphanages are six times more likely to have been abused than their peers, 10 times more likely to be involved in prostitution, 40 times more likely to have a criminal record and 500 times more likely to take their own lives.*



## The Opportunity

Now is the time to change the lives of millions of children and their families. Recognizing the importance of children growing up in safe and nurturing families, many countries are developing policies and processes for strengthening families and transforming orphanages to family and community support organizations.

Critically, young people—including individuals who formerly lived in orphanages—are organizing and becoming advocates for change to ensure that all children have safe and nurturing families.

## Our Approach

For decades, CRS and our partners have supported vulnerable children and families. As part of our Vision 2030 strategy, we will build on this legacy to galvanize a global movement that ensures all children live in safe and nurturing families. Working with children, young people, families and communities, and building on our strong partnerships with the Catholic Church, governments, and local organizations, CRS works in diverse countries to show how sustainable change can be scaled. We accomplish this by:

- **Strengthening families** by empowering caregivers to learn and practice positive parenting; connecting families to supportive communities; and building family resources through savings groups, cash grants, school vouchers and financial education.
- **Strengthening communities** by bolstering peer support groups; improving access to early childhood development, education, health and social services; bolstering peer support groups;

and working with our long-established network of Church and local partners. We also help transform orphanages into community and family service providers.

- **Strengthening governments and civil society** by building their capacity to transform national policies and care systems.
- **Strengthening CRS and partner capacity** to ensure that programs are aligned with international best practices.
- **Redirecting public and private funding** to family care and support.
- **Promoting family strengthening and family care regionally and globally** by working with Catholic and other faith-based stakeholders in the United States and around the world.

## Where We Work

Changing the Way We Care<sup>SM</sup>—the platform's flagship initiative—amplifies a global movement to prevent children from entering orphanages and to place children currently in orphanages in safe and nurturing families.

CTWWC operates at global, regional and country levels. To date, the project has been active in three demonstration countries (**Kenya, Guatemala, Moldova**) since October 2018; CTWWC seeks to expand programming in **India** and **Haiti**, and initiate programming in **Lebanon** and **Indonesia**.

CRS also works around the world to influence other countries, regions and global actors to change practices, policies and resources in support of family strengthening and family care.

**We believe in transformation on a global scale.  
Faith knows no bounds.**

**Learn more at [crs.org](https://crs.org).**





At Catholic Relief Services, we empower young people to thrive as employees, entrepreneurs and future leaders of families, communities, businesses and government.



STRATEGIC CHANGE PLATFORM

### Scaling Youth Employment and Leadership

To be bolder and more focused in our ambition to be catalysts for transformational change *at scale*, we are investing in six strategic change platforms as part of our Vision 2030 agency strategy.

Each of the six platforms share a common objective: to achieve results at scale.

Our platform here provides young people with the skills and support systems they need to succeed as employees, entrepreneurs and leaders in their communities.

# The leaders of tomorrow need our help today.

The odds are stacked against more than 250 million of the world's young people. From Latin America to Africa, record numbers of the largest generation in history are dropping out of school, are unemployed or underemployed. Without governments, businesses and communities making concerted efforts to educate, equip and empower them, prospects are bleak. CRS knows that young people are the raw material for a healthy society. To realize the enormous potential these 15- to 29-year-olds possess, we are creating programs and policies to support their growth and mitigate the negative influences that surround them.

## The Challenge

For many reasons, there simply aren't enough jobs for the number of young people seeking work. Those who do work are more likely to work in jobs in an informal economy that creates the conditions for exploitation, trafficking and recruitment into violent extremism. Negative perceptions of young people in these communities can lead to hiring biases for the few jobs that do exist, perpetuating the problem. They become caught in a cycle that diminishes their dignity, rights and protections.



*Young people who do work are more likely to work in jobs in an informal economy that creates the conditions for exploitation, trafficking and recruitment into violent extremism.*





## The Opportunity

Young people represent the human potential needed to stabilize and lead future generations. Our mission is to create systems that foster the conditions they need to thrive. With policies and institutions that train, place and support young women and men in meaningful work, we develop confident leaders who help countries overcome poverty, address climate change and inequality, and realize peace and prosperity. With years of proven youth-centered programs around the world, and with complementary relief and development projects in many of the same communities, CRS is positioned to elevate at least 5 million young people in 10 countries over 10 years.

## Our Approach

Engaged, empowered young people truly are the rising tide that lifts all boats. Working with partners within the communities we serve, we focus on building job skills, encouraging business ownership, and equipping young women and men with the soft skills they need to earn trust, and develop accountability and self-confidence. Educated, meaningfully employed and with the respect of their communities, young people become stronger, more reliable partners and parents, more responsible community members, and have healthier, more fulfilling relationships.

In 2020, a four-year independent study tracking graduates from our program showed employment gains from a baseline of 10% to over 60% by the end of the project. The quality of jobs they obtained improved, with incomes ranging from \$7 to \$11 a day in countries where most working people earn between \$5 and \$6 a day.

These results, combined with a separate cost-effectiveness study that showed a return on investment in just two years, are evidence of the program's success.

## Core Practices and Tenets

With our partners, we integrate new and traditional core practices that provide young people the support, skills and opportunities they need to thrive.

- Leadership: responsibility for their lives, families and communities.
- Service: giving talents without expecting anything in return.
- Family: creating an environment of love, trust and respect.
- Opportunity: to foster personal and professional growth.

CRS brings together governments, other NGOs and private-sector groups to create and implement solutions that work. We've earned the trust of communities and young people that is vital for program success.

## Where We Work

We are targeting 10 countries across **Latin America**, **Africa** and the **Middle East** that have fragile governments, unstable labor markets and conflict to ensure youth employment and leadership opportunities at scale.

**We believe in transformation on a global scale.  
Faith knows no bounds.**

**Learn more at [crs.org/youth](https://crs.org/youth).**



# Integrating Social Cohesion for Enhanced Outcomes

FINDINGS FROM AN EVIDENCE-MAPPING STUDY

SPRING, 2020

## INTRODUCTION

This Learning Brief provides insights from an extensive evidence mapping study commissioned by CRS to understand *whether, how and to what extent integration of social cohesion and justice programming yields larger and more sustainable improvements in outcomes across the humanitarian-development-peacebuilding nexus.*

Key findings from the study include:

- CRS' signature 3Bs – *Binding, Bonding and Bridging* – approach is effective in strengthening social cohesion.
- Social cohesion outcomes can be enhanced when coupled with other sectoral interventions, particularly economic strengthening.
- Initial evidence shows integrating social cohesion and justice enhances outcomes in other sectors including natural resource management, economic development, and durable return of refugees/Internally Displaced Persons.

## STUDY OBJECTIVES AND METHODOLOGY

This mapping study sought to provide CRS with evidence of the efficacy of its signature social cohesion and justice programming and the extent of its impact on humanitarian and development outcomes. Led by an independent consultant, the study assessed existing evidence, identifying promising practices as well as gaps and areas for improvement. It focused particularly on integration of social cohesion and justice interventions within other sectors and the relationship to improved humanitarian and development outcomes. It thus represents a **contribution towards bridging the development-humanitarian-peacebuilding “triple nexus” and is meant to guide the strategy, design, replication and scaling of future programming and research by CRS and others.**

The methodology of the study included a review of existing literature and an in-depth analysis of outcomes from 17 CRS projects on social cohesion and justice, including 10 projects where these elements are integrated with programming of other sectors.

## ASSESSMENT OF SOCIAL COHESION & JUSTICE OUTCOMES

Most of the existing evidence around social cohesion is anecdotal and does not carefully probe why or how social cohesion interventions work, nor how sustainable their outcomes are. While the focus of research and measurement varies, most agencies and donors concentrate their work on issues of inclusion, trust building, community-level capacity building, and some work with government structures.

CRS has largely been consistent with this focus, building mutual trust, reducing violence and strengthening capacities of local actors in social cohesion and conflict mitigation. The CRS projects sampled in this study measured both interim steps toward social cohesion and justice improvements – for example, surveys on levels of and ability to manage trauma; assessments of improved capacity to manage conflict nonviolently – as well as how project interventions generated the higher-level outcomes – for example, reports by community structures about numbers of conflicts resolved without recourse

to violence, or the use of the [CRS mini-Social Cohesion Barometer](#) to assess overall improved social cohesion. The study found that most of the CRS evaluations employed the “independent, mixed methods final ... evaluations that are required to generate evidence of complex programs.”

### FINDING 1: CRS’ 3BS – BINDING, BONDING, BRIDGING – APPROACH IS EFFECTIVE

CRS’ signature 3Bs – *Binding, Bonding, and Bridging* – approach<sup>1</sup> positively impacted social cohesion, whether completely or partially implemented. In particular, there is strong evidence that both *binding*, or intrapersonal healing and resilience, and *bridging*, or intergroup dialogue and collaboration, enhance social cohesion outcomes. Some positive evidence was also found for the contribution of *vertical* social cohesion – across levels of authority – to positive outcomes. In one project in Zimbabwe, creating forums for citizens to dialogue with local authorities led to a 35% increase in perceived responsiveness of leaders to community concerns, with over 88% of respondents agreeing that there had been an improvement.

### EVIDENCE FOR INTEGRATED SOCIAL COHESION & JUSTICE

Little existing evidence links contributions of social cohesion and justice interventions to improved development or humanitarian outcomes. Further, **there is scant effort to integrate social cohesion and justice work into other types of programming in order to enhance impact in those other sectors.** Any such integration is typically only partial.

Similarly in the CRS projects studied, when social cohesion and justice activities are included in multisectoral programs, they are often implemented and measured either as a separate project phase or a separate wing of programming, rather than truly integrated. The relationship between these components is infrequently explored.

### FINDING 2: INTEGRATION CAN IMPROVE SOCIAL COHESION OUTCOMES

A number of the projects in the CRS sample yielded both qualitative and quantitative evidence that adding social cohesion activities among other sectoral interventions always seemed to produce improved social cohesion; for example, participants in livelihoods programs that included social cohesion elements demonstrated or reported improved cohesion. There was also strong evidence that building capacities of local actors and engaging youth further enhanced these outcomes, with strong anecdotal evidence for the value of working with government.

**Evaluations in several cases show the additive value of pairing social cohesion and economic development.** In Central African Republic, participants trained on social cohesion testified to healing from past violence and trauma (*binding*), yet groups that were also supported with economic activities consequently experienced strengthened intragroup *bonding* and intergroup *bridging* as well. Ample evidence was also found in the study to support the social cohesion outcomes of Savings and Internal Lending Communities; these outcomes were present even when no particular social cohesion sensitization was provided but were even more evident when coupled with intentional social cohesion efforts. For example, in the case of a refugee returns program in Senegal, women in SILC groups who also benefitted from social cohesion workshops began using their groups to resolve community conflict.

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*“There is little evidence linking contributions of social cohesion and justice to development and humanitarian outcomes ... and little evidence that this link is considered.”*

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*“These are very good processes, we are happy [things] have been changed. But we don’t eat peace.”*

—PROJECT PARTICIPANT FROM ZIMBABWE

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<sup>1</sup> For more information about CRS’ 3Bs approach, please consult [The Ties That Bind: Building Social Cohesion in Divided Societies](#).



*The study identified initial limited-yet-promising evidence among the sampled CRS projects that social cohesion and justice integration leads to stronger humanitarian or development outcomes.*

### FINDING 3: INTEGRATION SHOWS PROMISING LINKS TO ENHANCED DEVELOPMENT & HUMANITARIAN OUTCOMES

Nearly one-third of the sampled CRS projects deployed social cohesion and justice interventions with the aim of enhancing development, resilience, or progress in recovery and returns. Project evaluations show initial limited-yet-promising evidence among this sample that such **integration leads to stronger humanitarian or development outcomes.**

In several of these cases, **improvements in social cohesion led to improvements in economic pursuits**, such as in better management of natural resources for collective benefit, or the ability of participants to form small businesses or reopen markets. For example, a resilience program in Sudan’s Darfur region documented improved year-round access to and management of key natural resources – land and water – for farmers and pastoralists alike as a result of the strengthened ability of different groups to dialogue. Supporting communities to organize themselves for effective, inclusive and equitable resource management was a key success factor directly attributed to the project.

In a multisectoral post-conflict recovery program in Ethiopia, once participants in the program’s business track underwent social cohesion training, they began forming new groups and small businesses together across divisions in ways that had not previously occurred, thus unlocking new livelihood opportunities. Similarly, as police from different communities participated in social cohesion activities, they were able to reach agreement on reopening roads, thus enabling greater market access for community members.

In addition, **adding a social cohesion component programming around return of displaced populations increased durability of that return.** In the same example from Ethiopia, joint community “connector projects” provided conflicting groups with the opportunity to improve communication and trust as they reconstructed water points and other infrastructure; the evaluation found that this process helped people to overcome suspicion and develop greater confidence to return home.

### IMPROVING THE EVIDENCE BASE

The relationship of social cohesion and justice integration to humanitarian and development outcomes remains largely unexplored. This gap begins in the design phase: projects are generally not designed with clear theories of change articulating how the elements contribute to one another, nor are monitoring and evaluation systems geared to tracking this interplay.

CRS has become more intentional in designing programs employing social cohesion and justice approaches to augment humanitarian and development outcomes: paying greater attention to its role in a project’s theory of change; adopting standardized tools and indicators to track frequently sought outcomes and developing a means of assessing collective, systemic local capacity for peaceful conflict management; and investing in further research via quasi-experimental designs and longitudinal studies.

Future areas of research and programming focus – to capitalize on CRS strengths as well as to help fill recognized gaps and opportunities noted in the external literature – include the impacts of integration with natural resource management, disaster risk reduction, resilience and refugee/IDP returns, in addition to general livelihoods programming and enhancing local dispute management capacities.

### POLICY IMPLICATIONS AND RECOMMENDATIONS

Based on the findings of the study, CRS makes the following recommendations for policymakers and peer agencies:

- Addressing community-level peacebuilding needs through building social cohesion has the potential to catalyze and enhance humanitarian and development outcomes. Donors should encourage integrated approaches including explicit theories of change that outline how different components contribute to expected outcomes and ensure these elements are measured.
- Greater investment in evidence-building is needed to fully understand and improve the mutually reinforcing benefits of integrated approaches. Fund research to capture learning.