



**Contract:** 2016/381681  
**Title:** Eastern Partnership Civil Society Facility

## Terms of Reference for a Study Assessing Selected Indicators Included in the “EU Country Roadmap for Engagement with Civil Society in Georgia in 2014-2017”

### 1. Background

The proposed study is to be implemented as part of the EU-funded project “*Eastern Partnership Civil Society Facility – Regional Actions*” (the Project), which started in December 2016 and will run until December 2020. The Project is implemented by the following consortium: GDSI Limited (Ireland), Altair Asesores S.L. (Spain), CCC Creative Center (Ukraine), International Center for Human Development (Armenia), Office for European Expertise and Communications (Belarus) and Transparency International Georgia.

The overall objective of the *EaP Civil Society Facility – Regional Action* project is to strengthen and promote civil society's role in reforms and democratic changes taking place in the Eastern Neighbourhood countries, through increased participation in the fulfilment of Neighbourhood Policy objectives.

The Regional Technical Assistance project is meant to act as integrator and capitalisation centre, creating synergies between the various bilateral and regional initiatives for civil society and contributing to the replication and sustainability of their results.

The Project is structured around the following results areas:

- mapping studies and other research at the request of EU Delegations in the EaP region;
- e-learning for and training of civil society organisations (CSOs);
- hackathons and ICT tools for citizen participation;
- Eastern Partnership Civil Society Fellowships for young civil society leaders from the region;
- promoting the positive role of CSOs in the democratic changes in their countries; and
- providing other type of ad-hoc support to EU Delegations in the countries (EUDs) and civil society organisations (CSOs).

The EU has increasingly been engaging with and supporting civil society in the Eastern Partnership countries for many years. Since 2014, the engagement became more structured, with the EU developing an *EU Country Roadmap for Engagement with Civil Society in 2014-2017*. The *Roadmap* identified the priorities for CSO engagement and included indicators and measures of achievement to better monitor results.

CS roadmaps are meant to improve the impact, predictability and visibility of European actions, and to ensure consistency and synergy of support to CSOs through the various sectors covered by EU external relations. They are also meant to progressively trigger co-ordination and sharing of best practices with Member States and other international actors active in the support to CSOs.



Roadmaps comprise of five interlinked sections. Sections 1 and 2 provide the analytical foundation by assessing the state of civil society as well as the current EU engagement with civil society. Sections 3 and 4 set direction by defining EU priorities and actions for engagement with civil society in the period 2014-2017 – and beyond. Section 5 provides a framework, in the form of a dashboard, for tracking the Roadmap process. To this end a set of indicators, process and outcome oriented, is used.

The EU Delegations in the countries are now in the process of developing the new *Roadmaps* for 2018-2020.

In this context, the Project is supporting the EUD in Georgia with the **assessment of the extent to which several selected 2014-2017 Roadmap indicators have been achieved, also in view of the development of new indicators for the 2018-2020 Roadmap.**

The Project is also supporting the EUD in Georgia with the organisation of a series of consultation events in Tbilisi and the regions (Kacheti and Imereti) throughout September 2018. Whereas the organisations of these events is not within the scope of this Request for Services, **the study and organisation of consultations should be coordinated. In particular, an indicators validation workshop is expected to be organised back to back with the Tbilisi consultation event (which will take place in the week of the 17<sup>th</sup> September 2018).**

## 2. Aims of the Study

The objective of the assignment is to better understand the achievements of EU support and engagement with civil society in 2014-2017.

The specific objective of the assignment is to support the EUD in Georgia to better understand the achievement of selected indicators from the previous *EU Country Roadmap for Engagement with Civil Society*.

## 3. Methodology and Implementation

The scope of work of this assignment will include a **report on the assessment** of selected *Roadmap* indicators based on the proposed methodology below, that will feed into the **development of the indicators** that will guide the Roadmap for 2018-2020.

Whereas sectoral priorities will be the outcome of discussions with EU Member States and civil society organisations in the country, three **cross-sector priorities** will be touched upon in the *Roadmap*: the extent to which there is an enabling environment for civil society organisations in the country; CSO capacity development and policy dialogue.

A regional project also funded by the Eastern Partnership Civil Society Facility and implemented by the European Centre for Not-for-Profit Law (ECNL) is currently developing a monitoring framework to assess the environment in which CSOs operate. As these indicators are being developed, measured and monitored by ECNL and their partners, this assignment will cover only the assessment and development of indicators relating to capacity building and policy dialogue.



*The Roadmap* for 2014-2017 included a series of indicators that were assessed in 2015-6. Adopting a pragmatic approach while considering the needs of the EUD, a **tentative list of indicators from the previous Roadmap** which should be assessed is included in annex, together with a new set of proposed indicators which should be first of all refined, then measured, and – case by case - further developed. The assessment of previous indicators should, inter alia, consider the achievement of specific actions mentioned in the document for each identified priority.

**The annexed list of indicators** should be used as basis for the assessment, and further on - civil society consultations and validation workshop.

While the contractor is **encouraged to propose its own measurement methodology**, the suggested methodology for the assessment and development of new indicators may include:

- Desk research, in particular analysis of the previous *Roadmap* and the related baseline study carried out in 2014, draft ECNL matrix of indicators, latest Civil Society Sustainability Index, analysis of Calls for Proposals launched by the EUD and contracts awarded (as included under the actions of each priority in the 2014-2017 *Roadmap*), other recent research carried out by other donors/reliable organisations etc.;
- Survey for indicators that can be quantifiable;
- Structured interviews with civil society representatives, including those attending the consultation meetings in Tbilisi and the regions (based on a topic guide which will be agreed with the Project Team Leader);
- Structured interviews with EUD staff, as well as other EU staff with knowledge of the subject and other donors active in Georgia, such as SIDA and USAID (based on a topic guide which will be agreed with the Project Team Leader);
- Structured interviews with representative of the Eastern Partnership Civil Society National Platform or other civil society networks active in Georgia (based on a topic guide which will be agreed with the Project Team Leader);
- Focus groups on specific selected issues;
- Indicators validation workshop, which will be organised back to back with the consultation in Tbilisi.

In order to meet the requirements for the study, and to achieve a concise and useful report a disciplined approach is required that draws on best practice in the design and conduct of policy-relevant research.

#### 4. Output of the Study

The report following this work should be delivered **in English**, which will then be translated into Georgian (if required by the EU Delegation). The report shall not exceed 20 pages (plus annexes), and shall start with a meaningful executive summary of maximum 3 pages summarising the main findings. The contractor is expected to professionally proofread the report in English before submitting it.

The report will be presented to DG NEAR and the EU Delegation in Georgia, who will decide on the intended audience of the report. The copyright of the report will belong to the European Commission (DG NEAR).





The content of the reports shall be as follows:

- Executive summary (maximum 3 pages)
- Presentation of the study, summary of methodological approach (accompanied by details in annexes as appropriate) (maximum 5 pages)
- Main findings and conclusions related to the indicators used in the previous *Roadmap* (including a critical reflection on how indicators could have been better phrased/developed) (maximum 8-9 pages)
- Recommendations feeding into the development of new indicators for 2018-2020 (2-3 pages)
- General conclusions (1-2 pages)
- Annexes

### 5. The schedule of work\*

The study will need to be carried out in September-October 2018. The deadline for submitting the final version of the study is **Monday, October 22, 2018.**

Task/ Weeks	1	2	3	4	5	6	Output
1. Research work							As per methodology detailed in the TOR, including indicators validation workshop
2. Production of the report							Report
3. Presentation of the findings (tbc)							Presentation

\* Tentative schedule of work

### 6. Expressing Interest

Interested organisations are invited to apply to express their interest by writing to: [welcome@EaPCivilSociety.eu](mailto:welcome@EaPCivilSociety.eu) with the following information:

1. Proposed methodology, including any comments on the Terms of Reference and suggestion for improvement of the annex on indicators;
2. Proof of previous similar work/ Presentation of organisation’s experience;
3. CVs of experts involved in the study;
4. Itemised Budget.

Successful applicants will be invited for contract negotiation.

Interested organisations can request clarifications on this assignment by writing to the above address up to **Monday, August 27, 2018** at 12:00 CET.



## 7. Deadline

The deadline for applications is **September 3, 2018** at 12:00 CET by e-mail at:  
[welcome@EaPCivilSociety.eu](mailto:welcome@EaPCivilSociety.eu)





**ANNEX I - PROPOSED INDICATORS PER PRIORITY:**

<b>Capacity building</b>		
The quantity and quality of policies and legislative drafts emerging from consultations grows, including through the Public Advisory Councils under respective ministries.	Source: official records and interviews, baseline study.  <i>Potential problem: "quality" is subjective and a matter of interpretation.</i>	Taken from the previous Roadmap.
CSOs participate in a knowledgeable way in donor consultation exercises.	Source: interviews with donors and CS representatives, baseline study.  <i>Potential problem: "knowledgeable" is up for interpretation and is subjective, but the assessment could look at the perception of different actors).</i>	Taken from the previous Roadmap.
An increased number of CSOs demonstrate improved internal governance of their organisations.	Source: interviews with CS representatives and baseline study.	Taken from the previous Roadmap.
CSOs have actively identified their principal constituencies and report regularly to them.	Source: interviews with CS representatives and baseline study.	Taken from the previous Roadmap.
CSOs engage their constituencies in planning, implementation and monitoring of their activities.	Source: interviews with CS representatives and baseline study.  <i>Potential problem: it would be difficult to check properly the perceptions within the constituencies in the timeframe of the assessment.</i>	Taken from the previous Roadmap.
CSOs are able to demonstrate strategic development plans, including fundraising strategies.	Source: interviews with CS representatives, CS official documents (as published online) and baseline study.	Taken from the previous Roadmap.



The number and regularity of meetings with local stakeholders (media, business, etc.) increases.	Source: official records, interviews and baseline study.	Adapted from the previous Roadmap.
Quality of needs-based, evidence-based policy papers produced by CSOs increases.	Source: interviews with donors and CS representatives, baseline study, Parliamentary Committees or Government working groups.	Taken from the previous Roadmap.
CSOs have clearly defined missions to which they adhere.	Source: interviews with CS representatives, CS Sustainability Index, research carried out by other donors/organisations.	New proposed indicator based on the methodology of the CS Sustainability Index.
There is a clearly defined management structure within CSOs, including a recognized division of responsibilities between the Board of Directors and staff members.	Source: interviews with CS representatives, CS Sustainability Index, research carried out by other donors/organisations.	New proposed indicator based on the methodology of the CS Sustainability Index.
CSOs are able to maintain permanent, paid staff, i.e. at least 50% of current permanent staff employed for more than one year.	Source: interviews with CS representatives, CS Sustainability Index, research carried out by other donors/organisations.	New proposed indicator
CSOs are able to employ sector specialists with formal qualifications and professional experience in line with their mandate (for example environmental CSOs are able to employ environmental experts) - % of staff with qualifications in line with the organisation's technical mandate.	Source: interviews with CS representatives, CS Sustainability Index, research carried out by other donors/organisations.	New proposed indicator
CSOs have adequate human resources practices for staff, including contracts, job descriptions, payroll and personnel policies.	Source: interviews with CS representatives, CS Sustainability Index, research carried out by other donors/organisations.	New proposed indicator based on the methodology of the CS Sustainability Index.







CSOs utilize professional services such as accountants, IT managers or lawyers.	Source: interviews with CS representatives, CS Sustainability Index, research carried out by other donors/organisations.	New proposed indicator based on the methodology of the CS Sustainability Index.
CSOs' resources generally allow for modernised basic office equipment (relatively new computers and software, cell phones, functional fax machines/scanners, Internet access, etc.)	Source: interviews with CS representatives, CS Sustainability Index, research carried out by other donors/organisations.	New proposed indicator based on the methodology of the CS Sustainability Index.
CSOs are transparent about their programme activities and financial management (by making public their financial reports and audits).	Source: interviews with CS representatives, CS Sustainability Index, research carried out by other donors/organisations.	New proposed indicator
The percentage of CSOs that monitor and evaluate their projects and programmes using baselines and quality indicators increases.	Source: interviews with CS representatives, CS Sustainability Index, research carried out by other donors/organisations.	New proposed indicator
<b>Policy dialogue</b>		
The number and diversity of CSOs engaged in dialogue with the authorities grows.	Source: interviews, baseline study, Parliamentary Committees or Government working groups.	Taken from the previous Roadmap.
CSOs are engaged in formulation, implementation, monitoring and evaluation of EU programmes.	Source: interviews with CS and EU representatives, official records.	Taken from the previous Roadmap.
Networks participate in policy dialogue with the authorities and donors.	Sources: interviews with representatives of the Eastern Partnership Civil Society National Platforms and other networks, interviews with donors, official records.	Taken from the previous Roadmap.
Local budgets reflect recorded citizen concerns.	Sources: interviews with CS representative, official records.	Taken from the previous Roadmap.
Active engagement of Citizen Advisory Councils in local development strategies.	Sources: interviews with CS representative, official records.	Taken from the previous Roadmap.





The number of advocacy campaigns conducted by regional CSOs increases.	Sources: interviews with CS representative, official records. <i>(for new baseline)</i>	New indicator based on information taken from the previous Roadmap.
CSOs form issue-based coalitions and conduct broad-based advocacy campaigns.	Source: interviews with CS representatives, CS Sustainability Index, research carried out by other donors/organisations	New proposed indicator based on the methodology of the CS Sustainability Index.

**ANNEX II – PRELIMINARY SOURCES OF INFORMATION**

“EU Country Roadmap for Engagement with Civil Society in 2014-2017”:

[https://eeas.europa.eu/sites/eeas/files/eu\\_roadmapfinal2014\\_2017\\_georgia\\_en.pdf](https://eeas.europa.eu/sites/eeas/files/eu_roadmapfinal2014_2017_georgia_en.pdf)

“Situation Analysis of Civil Society in Georgia”, Europe Foundation:<http://www.epfound.ge/wp-content/uploads/2016/12/Situation-Analysis-of-CSOs-in-Georgia.pdf>

“Towards Inclusive Human Rights Policies in Georgia: Efficient CSO Engagement in Policy Planning, Implementation and Monitoring”, USAID:

<http://www.humanrights.ge/admin/editor/uploads/pdf/EWMI%20PROLoG%20Final%20Report%20Rusudan%20Mikhelidze.pdf>

Latest CSO Sustainability Index, USAID:

[https://www.usaid.gov/sites/default/files/documents/1866/CSOSI\\_Report\\_7-28-17.pdf](https://www.usaid.gov/sites/default/files/documents/1866/CSOSI_Report_7-28-17.pdf)