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**Project:** Strengthening Civil Society in the Eastern Partnership Countries  
**PN:** 21.2235.6-001.00  
**Mission:** Needs Assessment for capacity development of selected NGOs in Georgia  
**Period:** 15.07.2022 – 30.09.2022

## 1. Introduction

The project “Strengthening Civil Society in the Eastern Partnership Countries” is a regional measure that strengthens CSOs in the countries of the EaP - Georgia, Moldova, Ukraine, Armenia, Azerbaijan and Belarus - who are committed to sustainable and inclusive local development. The project is commissioned by the Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The program supports civil society in the EU-associated and transition states in their contribution to achieving the Sustainable Development Goals.

Civil society plays a decisive role in the implementation of the 2030 Agenda and the citizen-oriented development of a society. However, CSOs in EaP countries that are committed to sustainable and inclusive local development are weak in terms of institutional and implementation capacities as well as regional exchange formats and external networking. Therefore, the program aims at developing internal and external capacities of CSOs in EaP countries, promotion of experience exchange and learning among CSOs through organization of capacity building measures, networking, experience exchange events, thus contributing to sustainable and inclusive local development.

The project focuses on 3 areas:

**Objective 1.** Strengthening institutional capacities of local Civil Society Organizations (CSOs) in EaP Countries.

**Objective 2.** Promoting regional exchange and learning between Civil Society Organizations in EaP Countries.

**Objective 3.** Supporting implementation of pilot measures (grant projects) in the field of sustainable and inclusive local development in the regions.

Capacity development focuses on organisational development of CSOs as well as on their cooperation and networking skills. At the same time, it enhances the expertise of experts and managers working in CSOs. This is achieved not only through training courses, but also through networking and the implementation of pilot measures. In addition to activities on country level, strategic networks will be promoted in the region to enable the exchange of challenges and lessons

learned. This supports networking, makes local perspectives and contributions visible, and thus aims to make an impact on society as a whole.

Direct beneficiaries of the program are registered CSOs (NGOs, foundations, community-based organizations) and non-formal initiative groups of EaP countries that are committed to sustainable and inclusive local development. The project explicitly focuses on supporting and building capacities of CSOs active outside of the capital. Prior to organization of Need Assessment a Program Announcement was disseminated in project target countries, describing objectives and results of the project. In Georgia around 60 CSOs and initiative groups (operating at the local level) have applied to participate in the programme.

## **2. Context of the assignment**

Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine have joined the European Union's Eastern Partnership. Civil society in these countries is demanding participation and citizen-oriented action from the state. Nevertheless, movements for democracy such as those in Ukraine in 2013 and 2014 and recently in Belarus show that many citizens and Civil Society Organizations (CSOs) are or have been confronted with strict laws, state oppression and violence. In these circumstances as well as in more conducive environments for civic engagement, CSOs in the capital cities often have a much greater capacity to act than those in rural regions. CSOs in rural regions are often closer connected to local communities but lack advocacy skills and organizational capacities. In both cases, the necessary resources are often unavailable. It is also difficult for them to independently represent the interests of their target groups.

CSOs play a key role in implementing the United Nations' 2030 Agenda and in developing a citizen-oriented society. However, in the countries of the Eastern Partnership, organisations committed to long-term and inclusive local development do not have sufficient institutional and implementation capacities, regional dialogue formats and external networking opportunities.

In this regard and to support Civil Society with that endeavour, the project is planning to strengthen capacities of CSOs and Non-formal initiative groups by providing training and experience exchange opportunities from one side and from the other side to support implementation of interesting projects (pilot measures) at local level that are aimed at inclusive and sustainable local development.

To diagnose and analyse the existing needs and institutional capacities of CSOs and non-formal groups, as well as to develop a Capacity Building and Support Measures Plan the project is now seeking services of a consulting firm, consortium of consulting firms or consortium of local experts (*hereafter Contractor*) with profound and extensive knowledge of the Georgian Civil Society sector.

The results of the assignment would allow to understand and identify the existing gaps, issues and challenges NGOs face in Georgia, the needs for improving institutional capacities, as well as to propose corresponding measures and topics for the organization of capacity building trainings, experience exchange events and allocation of small grants.

### 3. Purpose

The purpose of the assignment is **to conduct a needs assessment** of selected CSOs and non-formal groups for better understanding their capacity development needs and based on the identified needs **design Capacity Building Plan** (Module) for all subsequent capacity building measures which will include recommendation of trainings, coaching approaches, networking activities and allocation of small grants.

### 4. Tasks and deliverables

The following tasks will be required to fulfil:

#### **Task 1: Development of methodological approach to conduct the Needs Assessment of selected NGOs and non-formal groups.**

- 1.1. The consultant should draft and present a clear approach as to how the Needs Assessment shall be conducted - Data Collection Methods (quantitative and qualitative) and Assessment criteria.

The consultant is invited to add further assessment criteria if deemed necessary. It is important that the assessment scheme considers both organizational as well as cooperation/networking capacities (in terms of state-CSO cooperation as well as in terms of cooperation/networking between CSOs). The assessment should focus on internal, external and programme performance dimensions of institutional capacities of Georgian CSOs with the following breakdown:

#### **Internal dimensions:**

- a. Organisational capacity (Strategy and Management, Culture and Leadership, administration and HR, PR and Communication)
- b. Financial sustainability

#### **External dimensions:**

- a. Service provision
- b. Cooperation with other stakeholders (other CSOs, media, public institutions)
- c. Networking (regional cooperation capacities)
- d. Advocacy

#### **Programme performance:**

- a. Projects implementation
- b. Gender- and human rights-based approaches / leave no one behind (LNOB) principle

- 1.2. The sample questionnaire should be developed and agreed with GIZ.
- 1.3. The Methodological approach should be presented, discussed with GIZ and revised upon need based on the feedback received from GIZ.

- 1.4. The contractor will be asked to participate in an online meeting with contractors from other EaP Countries (Ukraine, Armenia, Moldova) to present and agree the methodological approach.

## **Task 2: Conducting Needs Assessment of selected NGOs and Non-formal groups.**

Needs assessment of around 60 NGOs and non-formal groups shall be conducted. GIZ will provide the list of selected NGOs and non-formal groups.

### **2.1 Development of a precise work plan for conducting the Needs Assessment.**

The Work plan shall be drafted, shared and finalized with GIZ. It shall reflect all work envisaged to complete the assessment (interviews, focus group discussions, field visits, development of necessary documents).

### **2.2 Conduct the assessment based on the methodological approach defined under Task 1.**

### **2.3 The interviews and focus-group discussions can be implemented using online and/or offline methods based on the need, situation and efficiency.**

## **Task 3: Development of Need Assessment Report with Recommendations**

### **3.1 Prepare a draft need assessment report with identified challenges, capacity needs and gaps of selected CSOs.**

- a. The report shall present a general overview of challenges and opportunities faced by CSOs in Georgia.
- b. The report shall uncover and evaluate the capacity building gaps and needs of selected CSOs. Furthermore, a differentiation shall be made between capacity building needs of CSOs with 0-4 years of operation, 5-10 years of operation and 10+ years of operation.
- c. The report shall discuss the needs of registered organizations as well as of non-registered initiative groups.
- d. The report shall provide recommendations for the improvement of operations and service delivery of selected CSOs based on the assessment results.
- e. The needs assessment Report (Word document) shall follow a structure agreed upon with GIZ at the beginning of the contract and shall contain different annexes (interview, focus-group results, list of organizations, etc).

### **3.2 Present and discuss the draft report with GIZ**

### **3.3 Finalise the assessment report based on the gathered feedback and submit the final version to GIZ.**

## **Task 4: Development of Capacity Building Plan**

Based on the Needs Assessment a comprehensive capacity building programme shall be designed aimed at developing a sustainable model to strengthen capacities of CSOs and non-formal initiative groups.

- 4.1 Prepare draft Capacity Building Plan with proposed training and experience exchange measures for selected CSOs and non-formal initiative groups.
  - a. The Capacity Building Plan shall entail proposals for the 3 intervention areas of the EaP programme – country specific capacity building measures (training and coaching, support to development of internal strategies and documentation), experience exchange events and networking among CSOs of EaP countries, and proposals on the envisaged grant scheme for the implementation of pilot projects (priority areas, size of grant, etc).
  - b. The Capacity Building Plan shall propose measures for registered CSOs and non-formal initiative groups as well as for newly registered non-experienced NGOs and more experienced NGOs.
  - c. The timeframe of the Capacity Building Plan shall be agreed with GIZ.
  - d. While designing regional experience exchange and networking measures the contractor shall closely cooperate with partner consultants from Armenia, Molodva and Ukraine.
- 4.2 Present and discuss the draft Capacity Building Plan with GIZ and partner consultants from Armenia, Molodva and Ukraine.
- 4.3 Finalize the Capacity Building Plan based on the gathered feedback and submit the final version to GIZ.

## **Task 5: Presentation of Results**

- 5.1 The contractor shall provide a comprehensive PPT presentation of the Needs Assessment and Capacity Building Plan
- 5.2 The contractor will be asked to present the findings of Needs Assessment and Capacity Building Plan during a meeting with participation of GIZ and relevant stakeholders.

## **5. Deliverables**

The following deliverables (in English) are expected to be provided during the assignment:

### **Task 1:**

1. Draft methodological approach,
2. Final methodological approach.

### **Task 2:**

3. Time-table/schedule of Work.

### **Task 3:**

4. Draft Need Assessment Report including recommendations,
5. Final Assessment Report including recommendations.

#### Task 4:

6. Draft Capacity Building Plan with proposed measures covering 3 program intervention areas – Country specific capacity building measures, regional experience exchange opportunities among EaP CSOs and Grant Scheme.
7. Final Capacity Building Plan with proposed measures covering 3 program intervention areas – Country specific capacity building measures, regional experience exchange opportunities among EaP CSOs and Grant Scheme.

#### Task 5:

8. Power Point Presentation of Needs Assessment Findings and Capacity Building Plan (in English and Georgian)
9. Participation and presentation of Need Assessment Results and Capacity Building Plan to GIZ and programme stakeholders (Georgian and in English)

### 6. Schedule and Level of Efforts

The assignment is planned to **commence in July 2022 and finish by the end of September 2022**. The exact commencement date and schedule of activities/work plan will be agreed at a later stage.

The assignment requires the services of **a local consulting firm, consortium of local firms, or consortium of local experts**, with the level of efforts of **up to 50 days**.

Tasks	Expert days (approximate)	Tentative timing of tasks	Deliverables
Task 1	7	July 2022	Developed Methodological Approach
Task 2	20	July-August 2022	Time table/schedule of work Visits, Interviews, focus-group discussions
Task 3	15	July-August 2022	Assessment report including recommendations
Task 4	5	August-September 2022	Capacity Building Plan
Task 5	3	August-September 2022	PPT Presentation and participation in one meeting
<b>Total</b>	<b>50</b>		

- The Contractor can include transportation costs for travelling to communities and other logistics (accommodation costs).
- Costs connected with presentation of findings and results of Need assessment ( e.g conference venues and related costs) are organized and financed directly by GIZ.
- With each payment stipulated in the Contract the Contractor shall provide reports indicating precisely the actual working days spent, activities and deliverables. Payments will be made based on the submitted reports. Those reports are to be provided in English (these are the reports needed for payments, not the assessment reports).

## **7. Reporting**

- The Contractor is obliged to perform the assignment based on these ToRs while ensuring close contact with GIZ throughout the implementation of the assignment.
- The Contractor shall provide all the results directly and in the first turn to GIZ for discussion and further action.
- The Contractor will directly report to the project on the progress and completion of the tasks.
- The language of Deliverables and reports is English

## **8. Professional requirements**

- At least 5 years of experience in conducting Researches, Studies and Evaluations;
- Experience working with and knowledge of Civil Society Sector in Georgia (relevant information should be attached),
- Experience of working with International organizations
- At least 2 successful projects of similar nature (links to relevant studies and papers should be attached).

Suggested experts should possess:

- University Degree in Public Administration, Economics, Political Science or comparable academic background;
- Expert level competencies in the area of Civil Society and Organizational Development;
- Additional thematic knowledge – public policy, communication, procurement, gender and human rights etc.
- Strong analytical and writing skills and proven experience in producing policy papers and other materials;
- Good command of written and spoken Georgian. Good knowledge of English of at least one expert.

## 9. Submission of Technical and Financial Proposal

The Contractor is required to provide a Technical and Financial Proposal. The **Technical Proposal** shall outline in detail how the contractor is planning on providing the services requested through these ToR. **The Technical Proposal** must at least contain the following elements:

- Description of the company's or consortium's profile and experience;
- Information on at least 2 successful projects of similar nature (relevant studies and papers should be attached);
- A draft description of the methodological approach for the Needs Assessment(proposed quantitative and/or qualitative methods to collect data from CSOs and how to analyze the data), incl. clear description of the roles of the proposed individual experts and specialists (max. 2 pages);
- Description of proposed work schedule;
- CVs of involved experts

### Financial offer shall contain the following information:

Budget should be provided according to the suggested template below. Budget should include list of experts involved, indicating man-days and cost per each expert. Budget should not contain the costs that are not relevant for the activities envisaged under the project. Ongoing costs of the organization won't be covered from the budget. Fee rate of experts shall include all personnel costs, including ancillary personnel costs; backstopping, communication and reporting costs; and all overheads, profit, interest, risks, etc.

*Since GIZ is not a VAT payer, submitted budget should be in GEL excluding VAT.*

#	Category	Unit	Number of unit	Unit price (GEL)	Total value (GEL)	Comment
1	Salary/expert fee**					
1.1		[month or man-day]				
1.2						
1.3						
	...					
	sum					
2	Tavel costs (if applicable)					
2.1	Business trip costs					



2.2	Hotel costs (meetings), catering					
2.3						
2.4	...					
2.5	...					
	<b>Sum</b>					
<b>3</b>	<b>Other costs</b>					
3.1	e.g. zoom costs for online meetings (if applicable)					
3.2	...					
3.3	...					
	<b>sum</b>					
	<b>Total sum</b>					

*\*\* indicated fees shall include income tax and pension fund costs.*