

Terms of Reference (TOR)

Endline Survey and Final Project Evaluation

Empowering CSOs to Promote Inclusive and Green Post-COVID Recovery in the Multi-ethnic Kvemo Kartli Region

1. Description of The Intervention

Within the framework of the EU-supported project *Promote Inclusive and Green Post-COVID Recovery in Multi-ethnic Kvemo Kartli Region*, CENN, together with its implementing partner, Kvemo Kartli Media (KKM), is working to strengthen the capacity of local civil society organizations (CSOs) to apply the five working principles of Rights-Based Approach (RBA)¹ and to act as community integration and development actors for the promotion of inclusive and green post-COVID recovery and provision of person-centred and gender sensitive social services, with a particular focus on water and health, for marginalized, disadvantaged, and excluded groups in the multi-ethnic regions of Kvemo Kartli and Samtskhe-Javakheti.

Project-related information

Overall Objective	To contribute to the realization of human rights and building robust and climate-resilient communities via strengthening local institutions to better perform their roles as actors of local governance for improved access to social services for people in vulnerable situations in rural areas of Georgia.
Specific Objective	To increase the capacity of local CSOs to apply the five working principles of RBA and act as community integration and development actors for the promotion of an inclusive and green post-COVID recovery and provision of person-centred and gender-sensitive social services (with a particular focus on water and health) for marginalized, disadvantaged, and excluded groups in the multi-ethnic regions of Kvemo Kartli and Samtskhe-Javakheti.
Target Location	Municipalities of: <ul style="list-style-type: none"> • Bolnisi, Marneuli, Gardabani, Tetritskaro, Tsalka, Dmanisi – Kvemo Kartli Region; • Ninotsminda and Akhaltsikhe – Samtskhe-Javakheti Region.
Project Outcomes	<p>1: Role and mandate of CSOs, youth and women groups in the Kvemo Kartli and Samtskhe-Javakheti regions are enhanced to advocate effectively for access to gender- and child-sensitive social services (with a specific focus on human rights to water, sanitation and hygiene (WASH) and health) and promote meaningful and inclusive participation for a green and resilient post-COVID recovery;</p> <p>2: Community-led mechanisms are established and strengthened at the municipal level that reinforce transparency and accountability of duty-bearers and promote participatory development and delivery of gender- and child-sensitive quality social services to respond to the post-COVID needs of VGs;</p> <p>3: Increased capacities of local stakeholders (CSOs, Young Professional Program graduates, social entrepreneurs, social service providers, and PPPs) to practice cooperative and innovative approaches to engage, develop and deliver gender-sensitive social services via providing financial (sub-grants) support for the implementation of innovative projects (with a focus on new technologies, digital</p>

¹ Five working principles of RBA: (1) applying all rights, (2) participation and access to the decision-making process, (3) non-discrimination and equal access, (4) accountability and access to the rule of law, (5) transparency and access to information.

	solutions, WASH and circular economy) and piloting joint social initiatives responding to the post-COVID needs to demonstrate effective CSOs-LAs partnership practices.
Beneficiaries	CSOs, Local Authorities, Vulnerable Groups
Project Duration	4 Years, January 2022 – December 2025

2. Purpose and Objectives

The final evaluation is carried out at the end of the intervention, as a mandatory assessment of the design, implementation, and results of the implemented project. The results will be reported to the project team, project stakeholders, and a donor organization. The evaluation is both summative and formative. It is summative in the sense that it aims to assess accountability in terms of achieved results (intended and unintended, direct and indirect, positive and negative, and at output, outcome, and/or overarching goal level). At the same time, the evaluation is formative as it is aimed to contribute to learning for future similar interventions and/or the next possible phase of the project. As a result, the findings will be used to both promote accountability and learning. The evaluation is aimed to assess all interventions of the project from its start in 2022 up to the latest available data in 2025, as well as additional needs and entry points for its continuation.

The evaluation is aimed at assessing the following Development Assistance Committee (DAC) criteria:

1. **Relevance:** The extent to which the intervention's objectives and design responded to beneficiaries' global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.
2. **Coherence:** The extent to which other interventions (particularly policies) supported or undermined the intervention and vice versa, including internal coherence and external coherence.
3. **Effectiveness:** The extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.
4. **Efficiency:** The extent to which the intervention delivered results in an economic and timely way.
5. **EU-added value:** The changes which it can reasonably be argued are due to the EU intervention.

It is expected that the selected team prepare detailed interview guides corresponding to each target group and evaluation criteria, reviewed and approved by CENN.

The general evaluation questions are provided below:

Relevance

- To what extent the objectives of a development intervention were consistent with and meaningful to the municipality and regional needs?
- Were all interventions of the project relevant to beneficiaries' needs?
- To what extent have the (original) objectives proven to have been appropriate for the intervention in question?

Coherence

- To what extent has the project been aligned with other interventions implemented by CENN and EU?

- To what extent has the project been consistent with the relevant international norms and standards to which CENN and EU adhere (e.g. HRBA, SDGs)?
- To what extent has the project been aligned with external policy commitments of the region?
- To what extent has the project been aligned with interventions implemented by other actors in the same context?

Effectiveness

- To what extent has the intervention achieved the intended objectives?
- What were the major factors influencing the achievement or underachievement of the objectives?
- To what extent have the needs of target groups been reached? To what extent did the project provide inclusiveness and equity of results among different beneficiary groups?
- Are there any unintended effects, both positive and negative, that have occurred as a result of the intervention?
- Were there any positive and negative effects arising from the intervention's context that require further efforts for scaling up or solving?

Efficiency

- To what extent were the costs associated with the intervention proportionate to the benefits it has generated? What factors were influencing any particular discrepancies? How do these factors link to the intervention?
- Was the allocated resources (human, financial, time, etc.) sufficient for the project?
- Were there any alternatives for achieving the same results with fewer inputs/funds?
- Examine the use of the project's results framework/ log-frame as a management tool. Were the monitoring instruments of the project sufficient, and follow-up ensured? Review the monitoring tools used: did they provide the necessary information? Did they involve key partners? Were they efficient? Were they cost-effective? Were additional tools required?
- Were lessons learned being documented by the project team on a continual basis and shared/transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

EU-added value

- What is the additional value resulting from the EU intervention, compared to what could be achieved by others (i.e. EU Member States, other donors, and the country/region)?
- To what extent do the issues addressed by the intervention continue to require EU support?

Evaluations must comply with the OECD-DAC quality standards for development evaluations (<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>) as well as EU [Better regulation toolbox](#) and [DG NEAR Guidelines on linking planning/programming, Monitoring and Evaluation](#) (updated May 2024).

3. Design and Approach

The evaluation team is expected to provide relevant methods for addressing the evaluation criteria. In addition, the relevant judgement criteria and indicators, and identification of data collection tools and sources, are expected to be finalized by the evaluation team and agreed upon by CENN. The triangulation of data, sources, and methods should be ensured as much as possible to promote credibility and use of evaluation results. The evaluation design, approach, and methods should clearly

show how data collection will be human rights-based, foster environmental sustainability, and be gender sensitive. In addition, all relevant data needs to be disaggregated by sex, ethnic group, age, and stakeholder group (duty bearers vs. rights holders). It is suggested that the final evaluation follows a mixed-methods approach using a non-experimental design, with hybrid (on-site and remote, where applicable) methods. The methods suggested are a document review, secondary data analysis, key informant interviews, focus group discussion(s), and surveys of local community members in target regions.

Under the overall guidance of CENN, the selected partner will be responsible for providing the following tasks:

1. To design the qualitative and quantitative study methodology (including sample designs) in close consultations with the CENN team and based on OECD-DAC and EU quality standards
2. To develop and pilot quantitative and qualitative research instruments;
3. To conduct desk study and review relevant secondary data for measuring achievement of intended project targets;
4. To collect relevant qualitative and quantitative data;
5. To analyze the collected quantitative and qualitative data (including the secondary data obtained from desk study) and submit the first draft report in English language to CENN;
6. To incorporate feedback in the report and submit the final report in English to CENN.

The main stakeholders and beneficiaries who are expected to be involved in the evaluation process are listed below (indicating an approximate number of people in each category).

Selection and justification of each method appropriate for the given group of stakeholders/beneficiaries should be provided in the technical proposal.

The suggested methods for already identified stakeholders are given below:

Key Informant Interviews (KIIs) (partners)

- Representatives of local authorities (technical specialists working within the municipalities) of target regions (approx. 8-10)
- Project implementing partner organizations (approx. 2)
- Experts working on social services (approx. 2 people)

Focus Group discussions (partners)

- Representatives of beneficiary CSOs, participants of the Capacity Development Program (approx. 8-10)
- Representatives of direct beneficiary CSOs, sub-grantees/sub-grant recipients (approx. 10-14)

Focus Group discussions (direct beneficiaries)²

- Representatives of multi-stakeholder partnerships (approx. 16 people)
- Representatives of the Regional Social Service Alliance (approx. 10 people)
- Representatives of Young Professionals Program (approx. 8-10 people)
- Representatives of thematic camps, Civic Participation Program (approx. 20 people)
- Representatives of study tours (approx. 10 people)

Focus Group discussions (indirect beneficiaries)

- Beneficiaries of sub-grants (approx. 20)
- Local community representatives (approx. 20)

² Please note that these numbers are not unique participants, and there will be some overlaps, so the total number of unique participants is less than the sum of all participants.

Project team to be interviewed

- Project team (approx. 5 people)

Survey representative of the population in each target region (disaggregated by sex and vulnerable groups), providing values for the following indicators

- The level of satisfaction of the population (VGs and women among them) in target regions with social protection and service provision;
- The share of the population (VGs and women among them) in target regions that report a positive change in terms of resilience towards health and climate risks;
- The share of the population in target regions that positively assesses the activities of civil society organizations (CSOs);
- The amount of public financing for social service provision for VGs in target municipalities, the share of programs that respond to women's needs and climate change challenges in the target regions;
- The share of the population in target regions that has confidence in civil society organizations (CSOs);
- The share of rights-holders (local community members directly or indirectly involved in and / or benefiting from the project) who have knowledge of the five working principles of the Rights-Based Approach (RBA), as well as information about their rights and access to legal, administrative, and political services for claiming their rights, basic services, and participating in decision-making processes;

In addition, the evaluation team is expected to analyze all reported results in the Logical Framework, including the monitoring data corresponding to the following indicators

- The number of local CSOs engaged in policy formulation and governance, and addressing the improvement of access to social services for people in vulnerable situations in rural areas of Georgia;
- The share of civic education youth camp participants reporting increased civic participation in social service development and delivery;
- The share of sub-grant beneficiary CSOs that have increased capacities to advocate for improved social service provision for VGs, including ethnic-minorities;

4. Deliverables

As a result of the assignment, the following deliverables are expected to be submitted to EU:

- **Inception Report**
 - Introduction
 - Objectives and scope of the evaluation
 - Structure of the report
 - A synthesis of all activities conducted
 - Analysis of the subject of the evaluation's framework
 - Reconstruction of the intended intervention logic
 - The proposed EQs (EQ's heading, judgement criteria and indicators, and relevant sources of information and data collection tools)
 - Methodology for the remaining phases
 - Key methodological elements for each of the phases



- Overall approach for the desk phase
 - Limitations
- Work plan
- The conclusions of the kick-off meeting
- A draft outline of the final synthesis report amending if necessary that included in the ToR
- A list of proposed dissemination materials
- **Draft and final report**
 - Executive summary
 - Introduction
 - Key methodological steps, including:
 - Description of all evaluation activities, focusing on the choice of evaluation questions, approaches and methods, limitations to the research (including those linked to data quality and if relevant, to monitoring systems), problems encountered and solutions implemented, and explanation of any difference between the evaluation design and the final report
 - Analysis of the subject of the evaluation's framework
 - Reconstruction of the intervention logic
 - Findings of the evaluation by evaluation question
 - Overall assessment
 - Conclusions
 - Recommendations (including, if relevant, directions for further research and evaluation). Recommendation should include an indication on: i) responsible actors for their implementation, ii) their importance and iii) their urgency.
 - A list of dissemination materials produced and of dissemination initiatives performed
 - The Final Report is accompanied by the following annexes:
 - The ToR
 - The methodological approach
 - The evaluation matrix (data collection and analysis by EQs' indicators)
 - List of documents consulted
 - List of persons met
 - Table with the achieved results based on the log frame
 - Raw data
 - Data collection instruments
 - Feedback matrices to the draft reports
- A PPT presentation summarizing main findings of the study
- Workshops (2) for presentation of inception and final report results
- A final debriefing with project staff

All deliverables must be in English (as part of the beneficiaries represent ethnic minority groups, the data collection instruments should additionally be in Georgian, Azerbaijani, and Armenian, as needed).

The final draft of the report should be provided to CENN for review no later than December 15, 2025.

5. Schedule

The process of the evaluation should follow the next steps:

Kick-off and Inception Phase (First half of October 2025)

The first phase comprises of the following actions/deliverables by the evaluation team:

- a. Desk research and a study/desk review of documents and data (portfolio analysis) provided by the project and documents identified by the evaluation team (other literature/evaluative evidence)
- b. Focus group discussion with project team focusing on project theory.
- c. Agreement on prioritizing of DAC criteria and selection/focus of the evaluation questions
- d. Review of existing evaluations and studies as a basis for enhancing the project theory
- e. Submission of draft inception report
- f. Incorporation of the written comments into the draft inception report and submission of the final inception report.
- g. A workshop for the presentation of inception report results.

Data Collection and Interview Phase (Second half of October-November 2025)

The main components of the second phase are:

- a. Data collection as agreed upon in the inception report. Any changes to the inception report need written permission from CENN
- b. Key informant Interviews, Focus Group Discussions, and survey data, as applicable.

Data Analysis and Submission of Report (December 2025)

- a. Data analysis and preparation of triangulation matrix.
- b. Submission of a Draft Evaluation Report that must contain at least the following points:
 - a. Incorporation of the feedback (or else non-incorporation of feedback based on a sound justification) by the evaluation team and submission of the final draft report and replication strategy (in separate documents) to CENN
 - b. Provision of a PPT presentation summarizing the main findings of the evaluation
 - c. Holding of a concluding workshop, including the presentation of results and conclusion as well as a discussion on refining the recommendations by the evaluation team
 - d. Incorporation of the written comments by the evaluation team and submission of the final version of the report to CENN for coherence screening.

6. Management Roles and Responsibilities

The assignment is mandated by CENN, and the selection of the team and daily management will be provided by the CENN team. Furthermore, CENN will ensure timely communication of the feedback on the final draft report. The evaluation team is responsible for providing all deliverables in a timely manner, taking into consideration requirements as defined in this ToR.

7. List of Documents

The evaluation team will be provided with:

- Project documents (including annexes, revisions, and budget)
- All progress reports
- Information on other projects closely connected with the project and relevant to the assignment
- List of contacts of all persons involved in the implementation of the project (with function, task, contact data, and information on language skills) as well as all local partners (including representatives of the target group, as far as feasible)
- All other relevant documents prepared by the project (e.g. guidebooks, recommendations, etc.).

8. The Evaluation Team

The assignment should be conducted by an organization or a team of experts. The team composition should be detailed and explained in the technical offer, together with a division of tasks among all team members and the added value of each member.

The qualifications that make the applicant eligible for this assignment are:

- An officially registered legal entity (in case of organization);
- At least 5 years of proven experience and results in developing methodologies and research instruments in line with international academic standards and guidelines;
- At least 5 years of experience of working on social and human rights projects;
- At least 5 years of work experience in research projects on people vulnerable situations in rural areas;
- Previous experience in working with international organizations would be a strong asset;
- Previous experience in working on social services would be a strong asset;
- General organizational capability (minimum staffing and structure of the organization) which is likely to affect implementation: organization can demonstrate that it has already developed and implemented similar projects, e.g. quantitative surveys

The team leader should have the following qualifications:

- University degree (at least Masters) in Sociology, Social Sciences, or related field, PhD is strongly preferred
- Track record in leading evaluations during the last 5 years (at least three evaluations conducted), proven by at least one such evaluation annexed to the offer
- Solid experience in developing methodologies and research instruments, including quantitative analysis and survey development in line with international academic standards and guidelines proven by at least one writing sample (published or unpublished, to be annexed to the offer);
- At least 5 years of experience in designing and implementing donor-funded projects in the field of social/sustainable development and/or environment in Georgia
- At least 5 years of experience in evaluating donor-funded projects in the field of social/sustainable development
- At least 5 years of experience in working with multi-stakeholders: government, civil society, community-based organizations, and UN/multilateral/bilateral institutions
- Sound understanding of climate change, sustainable development and participatory decision-making process in the regions of Georgia
- Sound understanding of human rights and the context of people in vulnerable situations in rural areas of Georgia;
- Experience in applying HRBA during the assessments/surveys
- Familiarity with the political, economic and social situation in Georgia
- Fluency in English and Georgian

The other team member(s) should have the following qualifications:

- University degree (at least Masters) in social sciences, law, economy or environmental sector
- At least 5 years of experience in leading the design and conducting surveys, writing study reports;
- Proven experience with quantitative analysis and survey development and conduct, proven by at least one writing sample
- At least 5 years of proven work experience on project/program evaluations with the OECD/DAC and EU Better Regulation Guidelines & Toolbox evaluation criteria; previous evaluations in the climate change/environmental field in Georgia will be an asset
- At least 3 years of experience in conducting research on human rights and the context of people in vulnerable situations in rural areas of Georgia.
- Proven familiarity with or work experience in Georgia; evaluation experience in Georgia
- Proven understanding of HRBA methods
- Fluency in English and Georgian

The proposal must include the following components provided below. Incomplete applications will not be considered. The weight of each award criteria is given below:

Evaluation Criteria	Weight of the criteria (%)
1. CVs (maximum 4 pages per person) highlighting relevant experience. <ul style="list-style-type: none"> • For organizations, a description of the organization's relevant experience. 	20%
2. At least one sample of similar previous work (in English)	10%
3. Technical proposal demonstrating a clear understanding of the assignment. This should include: <ul style="list-style-type: none"> • endline survey and evaluation designs; • data collection and analysis methods; • Quality assurance and ethical considerations; • work plan; • division of responsibilities between proposed experts; • and a detailed timeframe. 	50%
4. Financial proposal, including a detailed cost breakdown for the endline survey and the evaluation, presented separately.	20%

The maximum budget allocated for the endline survey and evaluation is 18,000 EURO (excluding VAT), equivalent to Georgian Lari (GEL).

Interested candidates should submit CVs detailing relevant work experience, at least one sample of previous similar work, a technical proposal, and a detailed budget to the following email addresses: tenders@cenn.org no later than **September 5, 18:00 Tbilisi time**.