

Development of Organisa- tional Frameworks and Stra- tegic Support to Civil Soci- ety Organisations (CSOs)

Project:

Outsourcing Social Services in Georgia –
Strong CSOs for Quality Services

October, 2025

World Vision Georgia

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i. Acknowledgements

The present Terms of Reference for the GEDSI-sensitive Competence Package for Institutional Development of CSOs has been developed by project team from World Vision Georgia Foundation (WVGF in close cooperation with the) MEAL team, partners and Support Office. The ToR described herein consists of our own work, undertaken to secure funding, implement the activities, describe, and advance learning. The document reflects the joint efforts to strengthen the operational and institutional capacities of CSOs engaged in the delivery of social services, ensuring that the principles of Gender Equality, Disability and Social Inclusion are embedded across all organisational processes and frameworks. This ToR has been prepared as part of our commitment to quality programming, learning, and accountability.

ii. Glossary/Acronyms and Abbreviations

CSO	Civil Society Organization
FGD	Focus Group Discussion
GASW	Georgian Association of Social Workers
GEDSI	Gender Equality, Disability and Social Inclusion
GoG	Government of Georgia
KII	Key Informant Interview
LEPL	Legal Entity under Public Law
MEAL	Monitoring, Evaluation, Accountability and Learning
ToR	Terms of Reference
WVGF	World Vision Georgia Foundation

1 Introduction

World Vision Georgia Foundation is a relief, development, and advocacy organization that has been working with the most vulnerable children, their families, and communities since 2000. The primary objective of WVGF is to tackle the root causes of vulnerability and injustice and by doing so, help the most vulnerable to live life in fullness. Throughout its 25 years of operation in Georgia, World Vision has been working to strengthen the child welfare system and create a healthy and active society for children that is inclusive, tolerant, and provides equal opportunities for all. In its work towards the overarching mission of the organization, WVGF recognizes a holistic approach whereby the improvement of a child's well-being is inextricably linked to the overall ability of the child's family and the community to provide welfare for the child. With active grassroots engagement, WVGF builds local capacity and creates an active civil society in the regions of Georgia to achieve sustainability of its developmental efforts.

2 Summary

Project	Outsourcing Social Services in Georgia – strong CSOs for quality services
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Project duration	December 2024 – November 2027, 3 years
Baseline Purpose	To develop a practical and legally aligned competence package that enables CSOs to strengthen their financial, managerial, and operational systems, and include Gender Equality, Disability and Social Inclusion (GEDSI) across institutional policies and processes.
Start and End Dates	4 th of November, 2025 – 28 th of February, 2026
Deliverables	Inception report, draft and final version of organizational documents package in English and Georgian

3 Description of Project

The project aims to enhance the protection and inclusion of vulnerable groups in Georgia through the strengthening of civil society organizations (CSOs) that deliver high-quality, Gender Equality, Disability and Social Inclusion (GEDSI)-sensitive social services at the local level. The overarching goal is to empower 28 local CSOs, across four regions, to better serve vulnerable populations through improved organizational capacity and service delivery.

These organizations provide a variety of social services, including:

- Early childhood development programs;
- Personal assistant services;
- Daycare centers for children with disabilities;
- Daycare centers for adults with disabilities;
- Children and family support services.

The project's specific objectives include the capacitation of these CSOs, improving their management, financial stability, advocacy skills, and service delivery. This will be achieved by conducting a comprehensive capacity assessment of the participating CSOs, followed by the development of tailored competence packages and training programs. The expected outcome is that these CSOs will be able to deliver more effective social services, including child protection, disability support, and family counselling. At least four new social services will be established and operational, directly benefiting over 2000 vulnerable individuals.

The project's impact will be measured through various indicators, including the improvement in service delivery quality as reported by beneficiaries. It aims for a 20% increase in beneficiary satisfaction and a 30% improvement in access to services, particularly in rural and hard-to-reach areas. Additionally, the project seeks to establish a government-approved monitoring mechanism for CSOs to ensure adherence to national service standards.

Through strategic capacity building, equipment provision, and enhanced awareness, the project will address challenges such as inadequate service infrastructure, staff shortages, and limited access to services. The long-term objective is to ensure that vulnerable groups in Georgia have improved access to timely, quality social services, contributing to their better protection and inclusion within society.

The involved parties along with World Vision Georgia and the partners of the Project are: Association Anika, Kakheti Area Development Center (KADC), Bridge for Social Inclusion (BSI), and Changes for Equal Rights (CER).

4 Purpose and Objectives of the Assignment

4.1 Purpose

The purpose of this assignment is to strengthen the organizational capacity and effectiveness of all 28 participating CSOs in Georgia by enhancing their internal structures, systems, and processes. The assignment will enable these organisations to operate in a more efficient, accountable, and sustainable manner, embedding inclusive practices that reflect the principles of Gender Equality, Disability and Social Inclusion (GEDSI).

Through 12 structured regional meetings (three meetings per region, 6 meetings per consultant), the consultant will engage with CSO representatives to understand their organizational structures, operational processes, and specific needs. In addition, the 4 partner organizations will receive targeted support in updating their organizational strategies, ensuring alignment with strengthened internal structures, operational documents, and long-term strategic objectives.

The overarching goal of the assignment is to enhance the effectiveness, accountability, and sustainability of these CSOs, enabling them to deliver high-quality, inclusive social services in compliance with local legislation and internationally recognized good practices, while embedding GEDSI and rights-based approaches throughout their operations.

4.2 Objectives

1. Provide targeted support to the 4 partner CSOs in updating their organizational strategies, ensuring alignment with strengthened internal structures, operational tools, and long-term strategic objectives.
2. Complete the development, adaptation, and finalization of all documents within 20 working days, delivering ready-to-use, legally aligned, and GEDSI-sensitive tools that enhance governance, operational efficiency, and capacity to provide high-quality, inclusive social services.

The objectives of the assignment are to:

1. **Conduct desk review and structured regional meetings with CSOs for identifying institutional strengths, capacity gaps, and priorities**

- Organize 4 regional meetings per consultant (8 in total), three in each assigned region (F2F) to engage with CSO representatives.
- Use the meetings to understand existing structures and systems, validate draft documents, and ensure outputs are relevant, feasible, and context-specific.
- Maintain practical engagement despite budgetary and time constraints, emphasizing collective consultations and participatory feedback.
- Analyze the comprehensive assessment of the 28 organizations to identify their institutional strengths, capacity gaps, and priority needs, ensuring that developed tools and strategies respond to real organizational contexts.

2. Develop and finalize organizational tools for all 28 CSOs

Based on information gathered during consultations, develop a comprehensive set of organizational documents, including:

- Organizational charts defining reporting lines governance, and accountability mechanisms;
- Job Descriptions (JDs) clarifying roles and responsibilities;
- Terms of Reference (ToRs) for boards, committees, and project roles;
- Standard Operating Procedures (SOPs) covering key operational processes;
- Refine these tools through a participatory validation process with CSOs during follow-up meetings.

3. Support the four partner CSOs in strategic updates

- Conduct dedicated meetings with each of the four partner CSOs to support the review and updating of their organizational strategies, ensuring alignment with newly developed structures, operational tools, and GEDSI principles.
- Review and provide detailed feedback on the updated strategies to ensure coherence, feasibility, and long-term sustainability.

4. Facilitate knowledge sharing and final orientation

- Conduct online final meetings: one per region covering all 28 CSOs to introduce the finalized organizational tools, and one with each partner CSOs to present and validate their updated strategies.
- Ensure all organizations are oriented on the use, adaptation, and institutionalization of the final tools and documents.

5. Produce a comprehensive final report

- Summarize the assignment process, outcomes, and lessons learned, and provide recommendations for continued capacity strengthening and sustainability.

4.3 Regional Allocation and Consultant Engagement

The assignment will cover **four geographical regions** of Georgia: **Adjara, Imereti, Kakheti, Tbilisi and Samtskhe-Javakheti**, targeting **28 CSOs** and **4 partner organizations**

Consultant	Regions Covered	Partner Organization Meetings
Consultant 1	Adjara Imereti	5 targeted CSOs in Adjara 8 targeted CSOs in Imereti 2 partner CSOs: CER (Adjara) & BSI (Imereti)
Consultant 2	Kakheti Tbilisi And Samtskhe-Javakheti	5 targeted CSOs in Samtskhe-Javakheti 7 targeted CSOs in Kakheti 2 partner CSOs: KADC (Kakheti) & Anika (Tbilisi)

5. Time Plan with Deliverables

The assignment will be carried out over a **four-month period**, with each consultant working **20 days** to develop all relevant organizational tools and provide strategy support. A total of **12 working days for meetings**: 6 working days per consultant, including three regional meetings for CSOs and dedicated meetings with the 4 partner organizations.

Key Deliverables			
Key Deliverables	Description	Expected Result	Timeline
N1 Inception Report	Detailed methodology, workplan, and proposed schedule of meetings and document development	Approval of methodology, workplan, and meeting schedule	Month 1, Week 1 <i>(from signing the contract)</i>
N2 Initial Regional Meetings – CSOs (Organizational Tools)	First round of structured meetings (3 per consultant) with 28 CSO representatives to assess organizational structures, operational processes, and specific needs	Comprehensive understanding of CSOs' context to inform tool development	Month 1 weeks 3-4 <i>(from signing the contract)</i>
N3 Draft Organizational Tools (Set 1)	Based on inputs from initial meetings, draft core organizational documents for all 28 CSOs: Organizational charts, JDs, ToRs, SOPs	Context-specific draft tools ready for review and validation	Month 2- Month 3, weeks 1-2 <i>(from signing the contract)</i>
N4 Validation Regional Meetings – CSOs (Organizational Tools)	Second round of structured meetings (3 per consultant) to present draft tools and gather feedback from 28 CSO representatives	Feedback collected and incorporated into final documents	Month 3, weeks 3-4 <i>(from signing the contract)</i>

N5 Finalize Organizational Tools	Based on feedback on draft version finalize core organizational documents for all 28 CSOs:	Context-specific final version of the relevant documents are completed	Month 3, Month 4 weeks 1 <i>(from signing the contract)</i>
N6 Partner CSOs Strategy Support Meetings	One dedicated meeting per partner organization (4 meetings) to provide guidance on updating organizational strategies	Partner CSOs understand requirements and receive technical guidance to update their strategies	Month 3, Weeks 2-3 <i>(from signing the contract)</i>
N7 Review of Updated Strategies – Partners	Consultant reviews updated strategies submitted by the 4 partner CSOs, provides feedback, and ensures alignment with organizational tools, operational procedures, and GEDSI principles	Partner CSOs have fully validated strategies consistent with strengthened structures and good practice	Month 3, Weeks 1-2 <i>(from signing the contract)</i>
N8a Online Meeting - Final Organizational Tools	One online meeting with all 28 CSOs to present finalized organizational tools and provide guidance on implementation	CSOs are fully oriented on final tools and understand how to apply them	Month 4, Weeks 2-3 <i>(from signing the contract)</i>
N8b Online Meeting-Final Validated Strategies	One online meeting with the 4 partner CSOs to present final validated strategies and address any remaining clarifications	Partner CSOs are fully oriented on updated strategies and their alignment with organizational tools	Month 4, weeks 2-3 <i>(from signing the contract)</i>
N9 Final Report	Comprehensive report summarizing the assignment process, methodology, lessons learned, final organizational tools, partner strategies, and recommendations	Provides WVGF and partners with documented evidence of work completed, lessons learned, and guidance for continued organizational strengthening	Month 4, end of assignment <i>(from signing the contract)</i>

5 Ethics and Standards

The assignment must be conducted in full compliance with World Vision Georgia Foundation's ethical standards and safeguarding commitments. The consultant is expected to uphold the principles of respect, confidentiality, non-discrimination, and accountability throughout the review and adaptation process.

Ethical considerations are particularly relevant given that the competence package may involve sensitive policies (e.g., safeguarding, data protection, whistleblower protocols, gender and inclusion). Therefore, all processes including stakeholder engagement and document handling must be guided by clear ethical protocols.

Key ethical requirements include:

- **Confidentiality and Data Protection:** All materials and information accessed during the assignment including internal documents organisational practices, and feedback must be treated as confidential, stored securely, and used solely for the purposes of this assignment. External sharing of any content requires prior written consent from WVGF. The consultant must comply with the Law on Personal Data Protection and World Vision's confidentiality standards.
- **Responsible Use of Organisational Materials:** WVGF's manuals, templates, and internal resources shared during the assignment are for project use only. They may not be copied, adapted for other purposes, or distributed without formal written approval from WVGF.
- **Safeguarding Compliance:** The consultant must adhere to WVGF's Child and Adult Safeguarding Policy, including understanding risk-sensitive approaches when reviewing and adapting safeguarding-related content within the competence package.
- **GEDSI Principles:** The competence package must reflect Gender Equality, Disability and Social Inclusion principles across all documents. Particular care should be taken to use inclusive language and avoid reinforcing stereotypes or institutional biases.

World Vision reserves the right to withhold approval of deliverables or terminate the contract in cases of non-compliance with ethical and safeguarding standards.

6 Roles and Responsibility

Phase	Stakeholder	Primary role
Planning	Project Team ¹	<ul style="list-style-type: none"> • Conduct introductory meeting with the consultant to clarify assignment objectives, deliverables, and timelines.

¹ From all partners – WVG, Anika, CER, KADC and BSI

		<ul style="list-style-type: none"> • Share relevant project documentation, previous CSO capacity assessments, and templates of organizational tools. • Facilitate initial communication and coordination with participating CSOs and partner organizations.
	Consultant	<ul style="list-style-type: none"> • Review all provided documents and contextual materials. • Develop and submit an Inception Report outlining methodology, timeline, coordination approach, and deliverables.
Implementation and Support	Consultant	<ul style="list-style-type: none"> • Facilitate meetings with CSOs to review and strengthen internal operational documents (e.g., job descriptions, ToRs, SOPs, ect). • Conduct individual support sessions with the four partner CSOs to assist in updating and aligning their organizational strategies. • Provide ongoing technical support and feedback to ensure consistency with organizational development standards and sustainability principles.
	Project team	<ul style="list-style-type: none"> • Ensure CSO participation and timely provision of necessary documents. • Review draft versions of organizational tools and strategic documents. • Provide contextual and technical input to ensure alignment with World Vision Georgia's strategic priorities. • Provide logistical support, including booking venues and arranging transportation and accommodation for participants and consultants, as needed.
Review and Validation	Consultant	<ul style="list-style-type: none"> • Review updated versions of strategies submitted by CSOs. • and organizational tools submitted by CSOs. • Provide structured written feedback and recommendations for final improvement. • Prepare a consolidated summary of lessons learned and recommendations for future CSO capacity support.

	Project team	<ul style="list-style-type: none"> • Coordinate validation of final organizational tools and strategies. • Facilitate an online meeting with all CSOs and partner organizations to present and validate final versions. • Ensure documentation of validation results and feedback for reporting.
Finalisation and Submission	Consultant	<ul style="list-style-type: none"> • Finalize all documents based on received feedback. • Submit final deliverables in Georgian and English (final report). • ensuring quality, coherence, and usability. • Deliver a short final presentation summarizing outcomes, challenges, and sustainability recommendations.
	Project team	<ul style="list-style-type: none"> • Review and approve final deliverables. • Provide formal written confirmation of acceptance.

7 Logistics

The overall coordination of logistics will be the responsibility of the selected consultant, with support from the project team as needed. This includes organising required personnel, managing communication with stakeholders, and ensuring access to necessary resources such as office space, equipment, and other operational support essential for the timely and effective delivery of the assignment.

Most activities under the assignment will be implemented through a combination of remote and in-person modalities. While the majority of consultations, feedback sessions, and validation meetings will be conducted online, certain coordination or review meetings will take place in person.

World Vision Georgia and partner CSOs will facilitate initial coordination with the target CSOs, provide access to all relevant project materials and templates, and support scheduling of meetings and workshops. Travel, accommodation, and venue-related expenses, if required outside Tbilisi, will be covered by World Vision Georgia in line with its internal procedures.

The consultant will be responsible for ensuring timely submission of all deliverables in English and Georgian, maintaining effective communication with the project team, and upholding confidentiality of all materials and information accessed during the assignment.

8 Expected Qualifications of Consultant

The assignment may be undertaken by an individual consultant, organisation, or company with demonstrated expertise in organisational development, policy adaptation, and gender-sensitive programming. The ideal candidate(s) will have a strong understanding of the Georgian civil society landscape, as well as familiarity with legal and operational standards applicable to CSOs providing social services and specific knowledge of social service provision, including disability support, early childhood development programs, and children and family support services.

Required qualifications include:

- At least master's Degree in social sciences, public administration, law, organisational development, or a related field;
- Proven experience (minimum 5 years) in institutional capacity development, particularly in adapting or developing operational manuals, policies, and procedures for CSOs;
- Sound knowledge of Georgian legislation applicable to non-profit organisations, including labour law, tax regulation, data protection, and the Code on the Rights of the Child;
- Demonstrated understanding of Gender Equality, Disability and Social Inclusion (GEDSI) principles, and experience integrating these into institutional frameworks or programme design;
- Familiarity with social service provision, including disability support, early childhood development programs, and children and family support services.
- Previous work with INGOs or donor-funded projects in Georgia;
- Familiarity with World Vision's policy standards is an asset;
- Excellent analytical, writing, and editing skills in both Georgian and English;
- Strong facilitation and communication skills, including experience stakeholder consultations;
- Demonstrated ability to deliver quality results within strict deadlines with minimal supervision.
- Good cooperation experience with World Vision Georgia is an asset.