

Terms of Reference

Organisational Reform Consultant(s)

Eastern Partnership Civil Society Forum (EaP CSF) is looking for consultant(s) to support its Steering Committee (SC) in developing a detailed organisational reform proposal that will be offered for the adoption to the EaP CSF members no later than at the 10th EaP CSF Annual Assembly (October/November 2018).

The detailed Internal Reform proposal with at least two holistic reform scenarios should be based on the preparatory work conducted in 2017 (the developed basic scenarios for reform and the priority areas for reform identified and presented at the 9th EaP CSF Annual Assembly in October 2017). The reform proposal should have a holistic character indicating how the suggested measure might influence operation of the EaP CSF in other areas. The reform proposal should be elaborated with a focus on helping the Forum reach its full potential as a unique multilateral structure channelling the voice of the civil society, and a counterpart to the EaP stakeholders and decision-makers in line with the newly adopted EaP CSF strategy 2018-2020.

The proposal will be developed after the consultation with the SC and if needed the feedback of Forum's participants will be sought.

Expected results

A detailed reform proposal scenario in the following areas:

1. Moving to a 2-year membership cycle in the EaP CSF

Background: The current 1-year cycle does not allow to fully use the potential of the EaP CSF members selected for one year only. There is not enough time after the annual Working Group (WG) meeting and before the next Annual Assembly (AA) to first develop and then implement all the planned activities. Selecting members for 2 years should help to redirect time and partially resources for more WG and sub-WG activities, and strengthen the cohesion of the WGs.

Issues to address:

- Reflection on benefits of moving to a 2 year-cycle and how it will affect existing structures and regularly envisaged activities
- Develop practical aspects of implementing the change (mechanism and timeline of transition period)
- Develop principles of members rotation and composition (new/returning members)
- Strengthening the cohesion and activating Working Groups

2. Moving to a biennial General Assembly (held every 2 years)

Background: This point stems from the previous one, meaning that GA once in two years will free time, energy and resources for WG and sub-WGs activities. Less time will be spent on annual statutory procedures (elections, etc.) and more on thematic/content work.

Issues to address:

- Suggest innovative format(s) of the General Assembly possibly with usage of digital tools to make it more results-oriented

3. Moving to a 2-year mandate for the SC members

Background: currently the SC members are elected for 1 year with the possibility of one re-election (they can serve for a maximum of two consecutive mandates, after which they have to step down).

Issues to address:

- Reflection on possible effect of the change on activities of the Forum
- Specify options for when and how the elections of National Coordinators, WG Coordinators and EU Coordinator should be happening
- How to count accumulated mandates
- Feasibility/added benefit of a rotation principle (not all SC members changing at once)
- Lay out technical provisions for transition period

4. Place of the National Platforms (NPs) in the Forum's structure

Background: National Platforms function as separate and independent entities with loose connection to the Forum, managed without any interference from the SC or any other Forum body. NP are not unified. Under the new grant from the EC starting 2019, they will be funded via the operational grant that the EaP CSF is receiving.

Issues to address:

- Review of existing NP regulations, their *modus operandi* and standards
- Identify gaps in existing regulations and develop missing regulations, accountability rules and standards
- Develop procedure of competitive financing of NPs and clear decision-making procedures on administering the funds (identify potential conflicts of interest, benefits)

5. Membership selection process

Background: currently members for one-year cycle are selected by 3 equally important votes: NPs, Working Group Coordinators and EU Delegations. Most of NPs can potentially play a bigger role in selecting members. This should be balanced with overall selection requirements (experienced and newcomers, practitioners and thinkers, thematic coverage etc.)

Issues to address:

- Recommendations for a more transparent and balanced membership selection process
- Explore different membership types depending on the interests of the members (versus current participant-observer distinction)
- Develop modalities of bigger role of NPs in the members' selection process
- Benefits of introducing a small membership fee

Envisaged timeline and work plan

- Deadline for applications: **15 January, 23:55 CET**
- Selection by 1 February
- Mid-February: consultations with the SC and the Forum Secretariat, including assessment/discussion of current structures, internal processes and procedures of the EaP CSF based on the already existing documents
- End of April: elaboration of proposals as laid out above (ready to be presented for the 2nd meeting of the Steering Committee)
- Making revisions based on the discussion at the SC meeting

Workdays envisaged 10 days

Required expertise and eligibility

- 8-10 years' experience in assessment and evaluation of NGOs;
- 5 years' experience in advising NGOs on organisational development;
- Good understanding of networks and experience in advising them on organisational development;
- Good knowledge of the EaP CSF is preferable, however persons currently employed by the EaP CSF structures or holding elected positions within its structure are not eligible to apply due to the possible conflict of interest;
- Good English writing skills.

Please apply by **15 January** by sending your CV and a one-page (maximum) cover letter elaborating on the expertise you can offer in response to this call at applications@eap-csf.eu.

Shortlisted candidates will be contacted and requested to outline their methodology and consultancy services fee per workday.