

## TERMS OF REFERENCE

### **Call for an Expert Consultant to conduct an Organisational Capacity Assessment for the Eastern Partnership Civil Society Forum (EaP CSF)**

*Last edited 2 May 2023*

**Consultancy services:** The EaP CSF is looking for an expert consultant or a team of consultants to conduct an Organisational Capacity Assessment (OCA) using specific techniques (OCAT).

**Closing date:** Sunday, 21 May, 23:59 CEST

**Budget:** max. 20,000 EUR

\*\*\*

#### **About EaP CSF**

The Eastern Partnership Civil Society Forum (EaP CSF) is a network of non-governmental organisations established in 2009 under the EU's Eastern Partnership (EaP) policy. EaP CSF's membership is made up of bona fide civil society organisations (CSOs) from the six partner states (Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine), as well as to EU member state CSOs which share the objectives of the Forum and are willing to work with EaP CSOs to further promote and develop them.

The EaP CSF is supported by the European Commission and since 2017 has held an official observer status within the EaP architecture, which has made it the main civil society interlocutor for EU stakeholders on EaP matters.

More about EaP CSF: <https://eap-csf.eu/>

#### **About the Organisational Capacity Assessment for the EaP CSF**

To strategically respond to emerging policy challenges, take a more proactive approach towards advocacy and outreach, and serve its members effectively, the EaP CSF is planning to conduct an Organisational Capacity Assessment (OCA).

This assessment will provide valuable insights into the organization's governance structure, leadership, and decision-making processes, helping to ensure that they are transparent, effective, and accountable. It will also allow the EaP CSF to evaluate its current membership acquisition and engagement strategies, communication channels, and overall member satisfaction, with a view to enhancing its services and support to members.



Overall, the OCA will enable the EaP CSF to strengthen its position as a leading civil society voice on EaP matters for both EU and EaP stakeholders and continue to support its diverse membership.

## **Objectives**

The purpose of this consultancy is to conduct an organizational capacity assessment of the Eastern Partnership Civil Society Forum. This shall address the following areas of the organizational structures, including:

- Governance and internal structures
- Project management
- Human resources management
- Accounting system and financial reporting
- Planning and budgeting
- Internal policies and regulations
- Risk management
- Internal control system
- Asset management
- Fundraising and self-sustainability
- Audit and monitoring
- Monitoring of partner organisations

## **Duties, Responsibilities, and Expected Results**

The selected expert consultant(s) will be required to undertake the following tasks:

- Outline the methodology of the OCA and elaborate a clear work plan of the assessment;
- Review the relevant documentation and policies of the EaP CSF made available to the consultant by the EaP CSF Secretariat;
- Conduct interviews and discussions with key stakeholders including staff members and Steering Committee members;
- Analyse the information gathered to identify strengths and weaknesses in the organisation's capacity and processes;
- Develop recommendations for improvement in each of the areas identified;
- Provide a detailed report and management letter that outline the result of the OCA and recommendations on how to improve the areas identified;

## **Expected Deliverables**

The selected expert consultant(s) will deliver the following:

- Methodology and clear work plan of the assessment;
- Draft OCA report;
- Final OCA report;



- Management letter containing clear and actionable recommendations for all areas mentioned in this ToR;

### Indicative Timeline and Location

Depending on the approach of the selected expert consultant, the OCA will be conducted on a hybrid mode, partially on-site (Brussels), partially remotely. At least one trip to Brussels should be foreseen.

The indicative timeline for the overall assessment: **June 2022**

Indicative activities	Indicative timeline	Location
Outlining the methodology and detailed work plan for the assessment;	By 30 May	Remotely
Reviewing relevant documentation and policies of the Eastern Partnership Civil Society Forum;	By 01 June	Brussels and Remotely
Organising interviews with EaP CSF main stakeholders (staff, board members, other interested parties)	By 01 June	Brussels and remotely
Analysing the information gathered via desk research and interviews and drafting the OCA report (1 <sup>st</sup> draft)	By 10 June	remotely
Discussing the draft report and recommendations with the EaP CSF	By 15 June	Brussels or remotely
Conducting the final review of the report, preparing the management letter and submitting the final assessment to the EaP CSF	By 30 June	remotely

**Note:** The indicative activities and timeline provided above are approximate and may vary depending on the approach of the expert consultant(s), the availability of stakeholders and the overall complexity of the organizational capacity assessment. The timeline of all activities can be adjusted on agreement with the Eastern Partnership Civil Society Forum.



## Qualifications

The selected expert consultant(s) has/ have:

- Demonstrated experience in setting up, facilitating and implementing structured capacity assessments of membership-based international non-governmental organisations;
- A post-graduate degree in Political Science, International Relations, European Studies, Business Administration, Management, or any other related field;
- Knowledge and experience in the areas of governance and regulatory affairs, management of human resources, financial management, risk management and internal control systems, membership acquisition and retention policies for international CSOs;
- Excellent analytical and report writing;
- Excellent English language, both spoken and written;

## Language of the assessment

The language of the assessment is English.

## Budget

The EaP CSF will provide the consultants with a budget up to **20,000 EUR** (all costs included).

## Confidentiality

All information provided by the Eastern Partnership Civil Society Forum to the consultants will be treated as confidential and used solely for the purpose of this consultancy. The consultants will be required to sign a Data Processing Agreement before commencing work.

\*\*\*

## Application procedure

Interested individual consultants or teams of consultants are invited to submit their proposals including:

- Curriculum Vitae (CV) or resume of the individual consultant/ team of consultants who will be involved in the OCA;
- A cover letter that outlines the consultant's experience, qualifications and availability for the OCA (June 2023);
- Short proposal describing the OCA methodology, associated activities and timeline that will be employed by the consultant(s), if selected;
- Budget proposal;



All documents should be written in English and submitted by **Sunday, 21 May 23:59 CEST to [applications@eap-csf.eu](mailto:applications@eap-csf.eu)**.

### **Selection procedure**

The Eastern Partnership Civil Society Forum will evaluate all applications on a rolling basis based on the following criteria:

- Demonstrated experience and qualifications of the consultant(s);
- Proposed methodology and work plan for the OCA;
- Budget and value for money;
- Availability to conduct the OCA during the indicated period (June 2023);

The selected consultant(s) will be notified about the results of the selection procedure by 26 May, 18:00 CEST, at the latest.

Before starting the assignment, a contract and a Data Processing Agreement will be signed between the EaP CSF and the consultant(s).

\*\*\*

For any questions regarding this request for proposals, please contact Pascal Willaumez, Administrative and Statutory Affairs Manager at [pascal.willaumez@eap-csf.eu](mailto:pascal.willaumez@eap-csf.eu).

