TECHNICAL PROPOSAL

EUROPEAN NEIGHBOURHOOD AND PARTNERSHIP INSTRUMENT | EuropeAid/132138/C/SER/Multi

Armenia

Azerbaijan

Belarus

Georgia

The Republic of Moldova

Ukraine

STRENGTHENING NON-STATE ACTORS' CAPACITIES TO PROMOTE REFORM AND INCREASE PUBLIC ACCOUNTABILITY

A proposal submitted by the consortium: Konrad-Adenauer-Stiftung e.V., Germany, Transtec sa, Belgium, The Assembly of Pro-Democratic NGOs of Belarus (The Assembly), Lithuania, European Integration, Armenia, Azerbaijani Youth Euro-Atlantic Organisation (AYEAO), Azerbaijan, The International Educational NGO ACT, Belarus, International Center on Conflict and Negotiation (ICCN), Georgia, Institute for Development and Social Initiatives (IDIS), Moldova, Initiative Centre to Support Social Action (ISAR Ednannia), Ukraine.

This Proposal is submitted by the following partners:

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Initiative Centre to Support Social Action (ISAR Ednannia), Ukraine

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Abbreviations And Acronyms

AA	Association Agreements
ACP	Africa, Caribbean, Pacific
AZN	Azerbaijani Manat
BIIM	Belarus International Implementers Meetings
BRSM	Belarusian Republican Union Of Youth
CBA	Community-Based Approach
CBC	Cross-Border Cooperation Programme
CBO	Community Based Organisation
CD	Corporate Design
CI	Corporate Identity
CIDA	Canadian International Development Agency
CMS	Content Management System
COE	Council Of Europe
CRASC	Centre De Recherche En Anthropologie Social Et Culturel
CS	Civil Society
CSI	Civil Society Index (Civicus)
CSF	Civil Society Facility
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
DCFTA	Deep And Comprehensive Free Trade Area
DELGOSEA	Partnership For Democratic Local Governance In Southeast-Asia
DESA	Un Department Of Economic And Social Affairs
DG DEVCO	General Directorate For Development Cooperation
DFID	Department For International Development
EAP	Eastern Partnership
EAP CSF	Eastern Partnership Civil Society Forum
EC	European Commission
EEDC	East European Democratic Center
EESC	Eastern European Studies Center
EHU	European Humanities University
EIDHR	European Instrument For Democracy And Human Rights
EN	English
ENP	European Neighbourhood Policy
ENPI	European Neighbourhood And Partnership Instrument
ENPI-IC	European Neighbourhood And Partnership Instrument Info Centre
EP	European Parliament
EU	European Union
EUD	European Union Delegation
EUR	Euro
FAQ	Frequently Asked Questions
FOIA	Freedom Of Information Act
FTA	Free Trade Agreement
GMF	German Marshall Fund
GONGO	Government Organized Non-Governmental Organisation
GRO	Grassroots Organisation

GWP	Global Workplan
HIV	Human Immunodeficiency Virus
HR-HOUSE	Human Rights House
ICSO	Integrated Civil Society Organisation
IDPS	Internally Displaced Persons
INGO	International Ngos
IRI	International Republican Institute
KE	Key Expert
KI	Key Issue
KM	Knowledge Management
LA	Local Authorities
LT	Long Term
LOGFRAME	Logical Framework
MEDA	Mesures D'accompagnement Financieres Et Techniques
M&E	Monitoring And Evaluation
MCSSP	Moldovan Civil Society Strengthening Programme
MIO	Million
MOV	Means Of Verification
NDI	National Democratic Institute
NED	National Endowment For Democracy
NGO	Non Governmental Organisation
NIP	National Indicative Programme
NSA	Non-State Actor
OECD	Organisation For Economic Cooperation And Development
PADOR	Potential Applicant Data Online Registration
PCA	Partnership And Cooperation Agreement
PRAG	Practical Guide To Contract Procedures For Eu External Actions
PSC	Project Steering Committee
RMCBU	Regional Monitoring And Capacity Building Unit
ROM	Result Oriented Monitoring
RSS	Really Simple Syndication
RU	Russian
SAIDC	Slovak Aid To Support Stakeholder Meetings In Moldova
SEO	Search Engine Optimisation
SIDA	Swedish International Development Cooperation Agency
ST	Short Term
TA	Technical Assistance
TACIS	Technical Assistance To The Commonwealth Of Independent States
TOR	Terms Of References
TOT	Training Of Trainers
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNITER	Ukraine National Initiatives To Enhance Reforms
USAID	United States International Aid Agency
US	United States Of America
VAT	Value-Added Tax
WB	World Bank

I Executive Summary

I Executive Summary

Geographical and conceptual background	This project is to be seen in the context of the EU´s Eastern Partnership (EaP) which is aimed at increasing the stability, good governance, security and prosperity of the EU's neighbours to the East. This broad political strategy aims to avoid any dividing lines between the enlarged EU and its direct neighbours. Non-state actors are seen by the EU as playing an important role in the EaP, as they foster democratic values and human rights and hold governments to account for their actions. Through helping civil society organizations (CSOs) to develop their advocacy capacity and their ability to monitor reform the EU strives to widen its partnership with societies in the EaP region, thus supporting the democratic and economic development of the region.
Purpose of the technical assistance	Our proposal aims to strengthen the overall capacities of civil society organizations and facilitating their involvement in the policy dialogue thus increasing their contribution to the political and institutional framework of the partner countries. This will promote national reform and thus increase public accountability, making CSOs one of the key players to advocate for reforms at national level and making them stronger partners in the implementation of ENP objectives.
Key issues	Within the scope and terms of reference of the project we have identified four key issues to be continuously addressed by the technical assistance: a need for a greater engagement of CSOs in policy dialogue and governance; the adoption of country specific approaches due to the different situations of the CSO sector in each country; the need to increase the legitimacy of CSOs in their governments' eyes; and the building/strengthening of networks and platforms.
Overall approach	The involvement of the CSOs as active project partners in the consortium and as members of the Project Steering Committee (PSC) will ensure a high level of ownership, a prerequisite for the success of the project. Our approach is designed to be country specific, flexible and risk sensitive, and includes mechanisms ensuring sustainability of the results.
Component 1 Mapping	The mappings will follow a common format and standardised rubric for ease of comparison and analysis of results. As Transtec and KAS are also implementing the TA for the strengthening of non-state actors´ capacities to promote reform and increase public accountability in the ENPI South region, methods might be adjusted if required. The country mappings will be based on the following principles: inclusion of the pro-active CSOs taking into account sectors, categories, territorial scope, etc.; getting the buy-in from local CSOs by adopting a participatory approach; including quantitative and qualitative information; providing an analysis of the relationship between the CSOs and the institutional context in which they can operate; taking into account the presence of other stakeholders; being aware of the dynamic nature of the sector.

Component 2 Capacity building	Capacity building in support to CSOs involved in policy dialogues is fundamental to the success of this project. Using a mix of capacity building methods, capacity building as the "backbone" strategy in the project will improve capacities through a variety of innovative and inclusive methods and tools, including technical assistance, coaching, internships, mentoring, peer group learning and exchanges, e- learning, online consultations etc. Closely linked to CSO mappings, a comprehensive capacity building strategy and action plan will be formulated in the inception period and will be fine-tuned in a second stage. This strategy and plan will then be validated through the consultation of main stakeholders, including the PSC and the identified regional CSOs (umbrella organisations, platforms, etc.).
Component 3 Ad-hoc support	Increased knowledge of grantees about how to manage their projects funded by the EaP-CSF, training of CSOs in proposal writing and support to make their project results visible to a broader public will be the main aim of this component. From "local to local" backed up by the TA team, the help-desk function established at the partners' venue will constantly be accessible for questions around EU guidelines and Project management.
Component 4 Multi-stakeholder consultations	The multi stakeholder meetings, coordinated with respective EU Delegations, should achieve an increased contribution of the CSOs to selected policy dialogues between the EU and partner countries. The outcomes of the meetings should also serve an enlarged and strengthened role of CSOs in the implementation of relevant bilateral and regional projects and programmes. The TA will provide assistance to the functioning of the stakeholder meetings in form of training for CSOs in policy analysis and dialogue techniques. The TA will work as facilitator of the meetings, using approaches and methods designed to empower and assist all participants towards fruitful discussions in such a way that the mechanisms will have the capacity to continue its function after project completion. The TA will formulate and agree appropriate communication outputs following the meetings in order to contribute to the visibility aspects of the project.
Component 5 Visibility	Communication will be the key for success "to increase the visibility of the Eastern Neighbourhood Facility itself as well as to disseminate information to the public about achievements made by CSOs funded through the Facility. The project will focus on developing contents which engage audiences and focus on the results and achievements of CSO projects, rather than publishing purely technical details. Abstract contents will therefore be made user-friendly, easy to read and accessible. People who wish to participate will be offered tools to do so, taking into consideration the various capacities and demands. Thus, communication will be inclusive, participatory, and accessible. We will achieve this through a clear project branding and structured communication plan making use of the whole variety of communication tools, from online to offline channels.

The technical assistance team

The success of the project is heavily relying on the successful interplay and interaction of all involved key experts. We finally decided for highly-qualified individuals – all fulfilling the requirements of the ToR - who at the same time proof to be ready and able to function as a team. The team is a gender mixed team, who differ in nationality and age. Ms Leiser, the German Team Leader, is highly experienced in the region and in EU Technical Assistance; Mr Hinchliff, from the UK, is a proven senior expert on project management and Ad Hoc Support for CSOs, and Mr Soldatenko, the rather young and dynamic expert for communication and networking ensuring the fresh and innovate spirit particular in terms of new media and communication. As such, the team is 1. well-balanced in fulfilling both – experiences in the region as well as on EU contractual procedures as well as on civil society; 2. Internally-local mixed by combining international tools with local standards.

The Team is led by **Christine Leiser**, MA for Eastern Europe, Sociology and Political Science, highly experienced in leading EU-funded projects, who is a experienced in capacity building of CSOs, especially in the ENPI East region and also did the mapping available for Azerbaijan. She has very successfully led two consecutive EU project in Ukraine implemented by Transtec and Partners from 2005-2007. She will be seconded by the Senior Project and Guidance Manager, **Simon Paul Hinchliff**, a political scientist, also fluent in Russian, with ample experience in development issues, focusing on the Eastern Partnership countries, Russia and Central Asia. He has managed a number of EU-funded projects, working mostly on topics related to strengthening civil society as well as monitoring and evaluation. He will bring in his excellent expertise as international back up for the ad hoc support component, will be involved in the mapping as well as in the capacity component and of course will monitor the project and share monitoring and evaluation methods with CSOs. A highly motivated and experienced local junior expert in the field of PR Campaigns and visibility strategy will complete the team. Communication and visibility is a crucial point in this project. To understand the gaps and needs of the local CSOs one prerequisite is to create an appropriate and feasible communication strategy. The Communication and Networking expert, Mr **Oleksiy Soldatenko** from Ukraine, a sociologist with more than 15 years of professional experience in the area of communication and public relations with CSOs is the best candidate for this position. In addition to his excellent PR track record he gained fruitful experiences in organising high level events for different actors which will help him to fulfil his role as key organiser for the multi stakeholder meetings.

The consortium

The consortium is composed of: Konrad-Adenauer-Stiftung e.V. (KAS) Transtec and The Assembly, as well as the following 6 NGOs from the Eastern Partnership Countries: European Integration (ARM), Azerbaijani Youth Euro-Atlantic Organisation (AYEAO, AZ), ACT (BY), International Center on Conflict and Negotiation (ICCN, GE), the Institute for Development and Social Initiatives (IDIS, MD) and the Initiative Centre to Support Social Action (ISAR Ednannia, UA). This consortium is unique in so far that the leader, Konrad-Adenauer-Stiftung e.V. (KAS) is itself an internationally working NGO from Germany. It has joined forces with two other international partners (the Belgian private consultancy firm Transtec and The Assembly of pro-democratic NGOs as a Belarusian NGO but legally registered in Lithuania) and 6 NGOs from the Eastern Partnership Countries. KAS is already actively working in the EaP contries with three country offices and one regional office responsible for Caucasus and will fully bring in its working experiences and networks and guarantee that the project results will be sustainable beyond the project lifetime. Furthermore Transtec and KAS together with other partners, have been contracted to implement the regional capacity-building programme for the Civil Society Facility for ENPI South which will help to create synergies for the ENPI. All consortium members have been working together in various projects. A pre-meeting for the project preparation in October 2012 strengthened the trustful relationship between all partners which we see as an essential asset for the project implementation.

ENPI-East

1 Rationale

1. RATIONALE

1.1 Background

When the EU's 'Big Bang' enlargement brought in the central European and Baltic states, the Union's Eastern border shifted to new neighbouring countries with either short or shaky traditions of statehood, all of which were also struggling with serious economic and social problems.[1]

Although located outside this border the EU's new European neighbours to the East do not only belong to Europe in a geographic sense, but their citizens also consider themselves European by virtue of common experience and culture. What distinguish these states from EU countries is their democratic deficits, their weak and inefficient legal institutions, their under-developed civil societies and their low levels of economic development. However, one should not forget that these countries have been independent states for a mere 21 years, during which time – following the demise of communism – they had simultaneously to design a new economic system, confront all the problems created by the disintegration of cooperative ties within the former USSR, and at the same time build the foundations of their own statehoods including a national identity. In addition, Russia is not only attentively observing the developments but also actively interfering in this "near abroad" as it still refers to its neighbours.

The European Union, which in the mid-2000s stepped up its engagement in these post-Soviet countries, has come to be seen by them as the primary source of modernisation and improved governance in the region. The EU made alignment with its regulatory regime - a key precondition for closer relations in the context of the European Neighbourhood Policy (ENP) and the Eastern Partnership (EaP). Thus it has sought to promote a rule-based, future-orientated regime that is geared to the European governance model.

This project is to be seen in the broader context of the European Union´s Eastern Partnership which is aimed at increasing stability, security and prosperity of the EU's neighbours to the East, and thereby contribute also to the EU's own wellbeing.[2] The region covered by the project falls into **two separate geographical areas:** The Western group comprising Belarus, Moldova and Ukraine and in the South East, the Caucasian group comprising Armenia, Azerbaijan and Georgia. This geographical spread of the region will have to be considered in the practical implementation of the project. The fact that the six countries are located in two groups occupying two distinct geographical areas (divided by Russian territory) **has no political significance for the EU** since all of them are considered as equal partners

[1] *See Radoslaw Sikorski at: " The EU's « Eastern Partnership » with former Soviet states holds the key to relations with Russia" at http://www.europesworld.org/NewFrancais/Accueil/Article/tabid/190/ArticleType/articleview/ArticleID/21413/language/fr-FR/Default.aspx*

[2] *http://www.europarl.europa.eu/ftu/pdf/en/FTU_6.3.3.pdf*

in the context of the EaP providing they respect the basic principles of the partnership agreements.

The project context is extensively described in the Terms of References (ToR). In this chapter we analyse the main elements of this context, and underline their impact on the project.

1.1.1 The State of Affairs of the Eastern European policies

European Neighborhood Policy (ENP) and European Neighbourhood Partnership Instrument (ENPI)

Since the dissolution of the Soviet Union the EU has gradually formulated its policy towards the former Soviet region and consequently continued the development of specific instruments to realise it. Four major phases could be marked in the consolidation of EU's policy towards the Eastern Europe (including South Caucasus):

- Introduction of Partnership and Cooperation Agreements (PCA) as an institutional tool to set down a new legal basis for relations with ex-Soviet Republics in 1991.[3]
- The European Neighbourhood Policy in 2003 (plus inclusion of South Caucasus in 2004).[4]
- The EU membership of the three Baltic States in May 2004.
- The Eastern Partnership (EaP) inaugurated at the 2009 Prague EU Summit.[5]

The objective of the European Neighbourhood Policy (ENP) was to share the benefits of the EU's 2004 enlargement with neighbouring countries and to prevent the emergence of new dividing lines between the enlarged EU and it's neighbours. The vision was that of a ring of countries, drawn into further integration with the EU but without necessarily becoming full members. Since the Eastern component of the ENP was directed towards former Soviet Republics Russia regarded the initiative with suspicion and insisted on the creation of four EU-Russia Common Spaces instead of ENP participation.

The financial instrument that covers the ENP countries is the European Neighbourhood and Partnership Instrument (ENPI), a widened strategic continuation of MEDA and TACIS. The ENPI (launched in 2007) is based on the political and regulatory framework developed over more than a decade with the Eastern and Southern partner countries, in particular the Association Agreements and Partnership and Cooperation Agreements. The ENPI is policy driven, supporting the implementation of agreed ENP.

[3] *Esra Hatipoglu, EU and Russia: Partnership and Cooperation, Marmara Journal of European Studies, Vol: 5, No1, 1999, p.1 http://avrupa.marmara.edu.tr/dosya/MJES/Vol:5%20No:1-2/EU%20-%20Russia.pdf*

[4] *http://www.consilium.europa.eu/ueDocs/cms_Data/docs/pressData/en/gena/80951.pdf*

[5] *http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/er/107589.pdf*

The ENPI has three strategic objectives: supporting democratic transition and promoting human rights; the transition towards the market economy and the promotion of sustainable development. Within the framework of these strategic objectives, the Commission and partner countries established four principal axes of co-operation based on:

- The implementation of a strengthened dialogue on priority multi-sector reforms;
- The approximation of legislation;
- Institutional support;
- The objectives of the UN's Millennium Development Goals.

1.1.2 Eastern Partnership (EaP)

In July 2008 the Union for the Mediterranean was launched - a kind of southern regional cooperation branch of the ENP. It made the ENP – until then addressing partners from the South together with partners from the East – more focused. In May 2008 a Polish-Swedish initiative presented the Eastern Partnership (EaP) as its Eastern counterpart to the Union for the Mediterranean. The war between Russia and Georgia in August 2008 accelerated the development of the EaP because it confirmed how vulnerable the Eastern neighbours can be and that the EU's security begins outside of its borders. The EaP was inaugurated at the EU Eastern Partnership Summit in May 2009 when the Czech Republic invited the leaders of the six members of the initiative, namely Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine to Prague.[6] The second EaP summit took place under the Polish EU-presidency in 2011; the third EaP Summit is planned for autumn 2013 when Lithuania holds the EU presidency.

The Eastern Partnership aimed at improving the political and economic relations with six post-Soviet states and intended to complement the Northern Dimension and the Union for the Mediterranean. The main objective of the EaP is to support political and socio-economic reforms in the partner countries in order to accelerate political association and economic integration, support mobility of citizens and visa liberalisation and enhance sector cooperation. Promotion of human rights and rule of law as well as the principles of market economy, sustainable development and good governance in former Soviet states form the "core" of the EaP. It is designed to provide the foundation for new Association Agreements between the EU and those partners who have made sufficient progress towards the principles and values mentioned. Thus the **Eastern Partnership marks a new approach, non-discriminatory and egalitarian in terms of opportunities, with actual differentiation in treating partners according to their progress**. It is a political concept that means something far more than co-operation, and something less than

[6] *Belarus was not invited at the level of head of state although the visa ban against President Lukashenka was lifted in Autumn 2008. The country was represented in Prague by the Vice-Minister of Foreign Affairs.*

full membership.

The EaP follows two parallel tracks: bilateral (association agreements, deep and comprehensive free trade areas, support for reforms) and multilateral (four thematic platforms and flagship initiatives).[7] Apart from Association Agreements (AA), the Eastern Partnership process envisages legal "approximation" and joint "institution building," leading to the creation of a new free-trade zone. The policy would also see visa-free travel to the EU for the 76 million people living in the region. Steps toward "visa liberalisation" are to be taken on "a long-term perspective and on a case-by-case basis." An overview of the current State of affairs of the Cooperation of EaP region with EU Union can be summarised as follows:

Azerbaijan	AA progress at a slow pace;
Armenia	Substantial progress in implementing "key recommendations", especially in areas of Democracy and Human Rights;
Belarus	No negotiations on AA; March 2012: Launching of the European Dialogue on Modernisation with Belarusian society;
Georgia	Launch of AA negotiations in 2010; *Newly elected Government has expressed its ambition to move forward at speed with critical processes*[8]
Moldova	AA negotiations proceeding at good pace;
Ukraine	2011: Conclusion of AA negotiations, including DCFTA; AA not yet ratified.

The ENP, the EU membership of the former Soviet Baltic States and in particular the Eastern Partnership addressing six other former Soviet Republics were perceived by Russia as unwarranted interference in what it saw as its legitimate zone of influence. In October 2011 then Russian Prime Minister Putin presented his idea of the creation of a Eurasian Union which consists of a kind of preliminary phase of a customs union between Belarus, Russia and Kazakhstan. This idea prompted concern in the EU of renewed Russian attempts to re-integrate the post-Soviet space, which would clearly contradict the EU's objectives in the Eastern partnership states. It is clear that there is competition over integration between the EU and the Russian Federation in the Eastern Partnership region where Europe wants to support democratic transition, promote human rights and strengthen civil society while for Russia's elite the strengthening of authoritarian regimes nearby is clearly dictated by the perception that the advance of democracy would reduce the Russian sphere of influence in the region.

[7] *The platforms are the main tool of the Eastern Partnership (EaP) multilateral track. Democracy, good governance and stability (platform 1); Economic integration and convergence with EU policies (platform 2); Energy security (platform 3) and Contacts between people (platform 4).*

[8] *http://www.enpi-info.eu/eastportal/news/latest/30786/Commissioner-Füle-wants-to-keep-up-the-pace-of-EU-political-association-with-Georgia.*

1.1.3 The role of the CSOs in a changing Neighbourhood: The Civil Society Forum of the Eastern Partnership (EaP CSF)

In its Communication "The roots of democracy and sustainable development: Europe's engagement with Civil Society in external relations" the Commission underlines that: "Civil society plays a pivotal role in advancing women's rights, greater social justice and respect for minorities as well as environmental protection and resource efficiency". The approach builds on the broadly accepted acknowledgement of CSOs as "actors in their own right" with a "right of initiative", as also confirmed by the recent Busan Declaration 2011. The Commission takes the view that whilst pursuing their own agendas, CSOs can make an important contribution to the implementation of sound national development strategies, including by providing complementary services beyond the reach of the public sector and by promoting innovations.

The EU will support a greater political role for non-state actors through a partnership with societies,[9] helping CSOs to develop their advocacy capacity, their ability to monitor reform and their role in implementing and evaluating EU programs. In-country EU Delegations will seek to bring partner countries' governments and civil society together in a structured dialogue on key areas of co-operation. EU funding for such actions could be delivered through the establishment of a dedicated Civil Society Facility for the neighbourhood."[10]

According to the Commission, "many ENP Action Plans, jointly agreed by partner countries and the EU, include commitments to fostering civil society and its inclusion in decision-making processes, commitment translated also into many National Indicative Programs under the ENPI (i.e. Armenia, Azerbaijan, Georgia, Republic of Moldova). However, policies and practices developed by partner countries with regard to non-state actors vary. Many obstacles remain that hinder the participation of civil society and non-state actors to policy dialogues and cooperation activities"[11] such as the weak capacities of non-state actors per se, restriction of fundamental rights, the lack of "operationalisation" of dialogues and the fact that many funding needs of non-state actors are unmet in the ENP region.

Against this general background it is clear that civil society plays an important and emancipated role in the concept of the Eastern Partnership. Accordingly the Eastern Partnership Civil Society Forum was established in order "to promote contacts among civil society organisations and facilitate their dialogue with public authorities." The EaP CSF is a common

[9] *This is exactly what Dr. Anais Marin recommends in a study for the Directorate B of External Relations of the Union with regard to the EU's difficult relations with Belarus: "Breaking the current deadlock, bypassing the traditional dilemma in EU-Belarus relations and challenging Russia's influence requires a paradigm shift. The 'third track' strategy should lead to extending a pragmatic but principled partnership offer to Belarus as a country. Prior to this, the EU should widen its own, independent and critical expertise base for sorting out information influxes on and from Belarus". http://www.europarl.europa.eu/committees/fr/studiesdownload.html?languageDocument=EN&file=73991, page 6.*

[10] *Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee of the Regions. The roots of democracy and sustainable development: Europe's engagement with Civil Society in external relations, Brussels September 2012*

[11] *Action Fiche for Neighbourhood Civil Society Facility 2011*

platform representing the views of NGOs throughout the region and having predetermined access to the political process, nationally, regionally and with the EU. Since its establishment in 2009, the Forum has become an integral part of the multilateral track of the EaP which creates an opportunity for civil society to be engaged in the realisation of the broader political aims of the EaP. The Forum brings together civil society organisations from the EU and the partner countries in order to promote cooperation and strengthen the role of civil society organisations in the Eastern Partnership region. It is structured around the four different working groups according to the four EaP thematic platforms.

Over the last four years the Forum has organised 3 platform meetings in different European Cities (Brussels 2009; Berlin 2010; Poznan 2011; a fourth meeting is planned in Stockholm November 2012). The Forum itself and its elected Steering Committee formulates its mandate as follows: "The mandate of the CSF is to influence EU institutions and national governments by presenting the recommendations of the CSF during their decision-making process. A strategic roadmap for the Civil Society in the Eastern Partnership has been presented in 2011, which outline the priority activities of the Civil Society Forum as well as a civil society roadmap for democratic transition. The National platforms have started to provide with recommendations and policy papers".[12]

1.1.4 Civil Society Organisations in EaP countries

However important the EaP CSF is, it says little about the real situation of civil society in the particular countries of the EaP. The state of civil society in the region can be seen as a reflection of the condition of these societies as a whole, and of the complex transitions they have passed through over the past 25 years. All have faced fundamental socio-economic and political changes, many of which have caused widespread trauma and bewilderment in the populations. Whilst large numbers of people experienced impoverishment, unemployment and loss of State subsidies for health, housing, pensions etc., a minority of others became entrepreneurs and enriched themselves. From the relatively flat society of the Soviet era, in which there was little variety of income across the population, a two class system of rich and poor has emerged, without the benefit in sociological terms of a significant middle class, from which the inspiration and impetus for much of CSO activity traditionally comes.

Civil society in the EaP countries is still in the process of transition from the distant, though still relevant Soviet era, traces of which are still active in terms of traditional attitudes and behaviours. The post-Soviet tradition of imitating reform still exists and resistance to independent CS development is evident in many forms throughout the region. The decade following the collapse of the Soviet Union saw the green shoots of independent civil

[12] *http://www.eap-csf.eu/en/about-eap-csf/our-role/*

society arriving on the scene for the first time across the countries of the Eastern region. Initially there was a significant trend to consolidate civil society organisations, often with external support, which were tolerated or accepted by domestic governments. During this period efforts were made to establish grass roots, improve public outreach, visibility, reputation etc., and in many cases legislation more favourable to CS existence and activity was introduced. Despite these initial positive trends, the situation in more recent years has become increasingly difficult for NGOs and CSOs. There has been a rise in reported cases of harassment, and human rights violations, particularly directed towards CSOs campaigning for electoral reform, involved in monitoring of government activities, protection of human, civic and political rights etc. This may in some countries (in particular in Belarus and increasingly in Ukraine) be linked to ongoing political influences from the authoritarian regime in the Russian Federation: here open aggression and arbitrary action by bureaucrats against independent NGOs is now more or less institutionalised. By actively supporting authoritarian regimes and practices Russia strives to prevent the “democratic virus” spreading to its own territory and to keep the countries firmly in its own direct sphere of influence, a factor that might negatively influence the given project.

Another factor is the appearance of so called GoNGOs that has been widespread throughout the region. These somewhat subversive organisations, established by governments to pose as NGOs for various reasons, bring a degree of confusion into the sector because they are ‘phony’ by nature and intent. Since their agendas are obscure and their funding opaque due to their links with government, they often lack convincing grass roots, have no target groups and by definition can have no real intention or ability to influence government policy. The GoNGO phenomenon presents a significant risk of infiltration to the EaP CSF process at all levels. Often they are fronted by highly skilled individuals capable of presenting their organisation in ways which connote enthusiasm for democratic values when in fact they are committed to achieving the opposite. A particular challenge to the planned mapping exercise will be the ability to distinguish between the NGOs and the GoNGOs.

The effectiveness of independent CSOs in bringing people together to identify, push for, and implement solutions to problems in their societies depends on a variety of factors including the legal environment, access to funding, organisational capacity, access to training and support services, and public image, as well as unique historical and cultural factors. The USAID Civil Society Index for the EaP Countries provides a comprehensive overview of the condition and development of CSOs in the EaP region. On a scale from 1 (sustainability enhanced) through 3.0 – 5.0 (sustainability evolving) to 7.0 (sustainability impeded) it shows that most of the countries fall in the “sustainability evolving” category with Ukraine having the highest level of sustainability and its neighbour Belarus exhibiting the lowest.

USAID Civil Society Index Information for EaP East Countries according to 2011 data[13]

Criterion	Arme-nia	Azer-baijan	Bela-rus	Geor-gia	Mol-dova	Ukraine	Poland (for compar-ison)
CSO Sustainability (mean)	4	4.7	5.9.	4.2	4.1	3,5	2.2
Legal Environment	3.9	4.7	6.9	3.3	4.2	3.5	2.2
Organisational Capacity	3.9	4.5	5.1	4.1	4	3.5	2.6
Financial Viability	5.2	5.5	6.5	5	5	4.3	2.7
Advocacy	3.4	4.6	5.8	4.3	3.6	2.6	1.7
Service Provision	3.9	4.6	5.5	4.1	4.4	3.3	2.2

While the USAID Civil Society Index is primarily a result and figure-oriented stock-taking of the CS in the whole Eurasian (!) region (including Central European EU member states), the mapping studies that are foreseen in in the given project are concentrated on six EaP countries and aimed at identifying and analysing civil society actors' needs and capacities to get involved in policy dialogue in each partner country, as well as the way in which these actors can contribute to specific sector policy dialogues (ToR p. 5). Based on the local partners' expertise the Consortium has conducted a mini-mapping exercise presenting an initial overview of the current condition of CSOs in the EaP countries. While it confirms that the situation for CSOs in Belarus and Azerbaijan is the worst, it draws a more differentiated picture of the state of affairs in Armenia, Georgia, Moldova and Ukraine.

1.1.5 Mini-mapping: Situation of CSOs in EaP countries

ARMENIA

General environment for CSOs in Armenia

Although CSOs in Armenia do not enjoy significant support, the social and legal environments are not in themselves a threat to them. CSOs can be registered under the Ministry of Justice, although registration procedures can take an unreasonably long time. Recently the government launched an online data base where CSOs can be registered online.

A special State Committee on Humanitarian Assistance has been in place since 1994. The committee assesses whether or not financial support received from a donor can be considered 'charitable'. The Committee's decision is final and cannot be appealed. The State has also established

[13] *These scores are averaged to produce an overall sustainability score. A panel of CSO practitioners and experts in each country assesses the sector's performance in each of the seven dimensions.*

http://transition.usaid.gov/locations/europe_eurasia/dem_gov/ngoindex/reports/2011/2011CSOSI_Index_complete.pdf#page=145

public councils on gender, youth and ethnic minority issues that are closely affiliated with the President or Prime Minister.

There are many state structures or councils covering issues such as gender, youth, ethnic minorities etc. whose remit includes establishing relationships between the State and CSOs. However, the activities of these councils are rather formal and there is no evidence that they are influencing political decision-making.

CSOs in Armenia do not have the resources required to actively participate in public life; they are rarely invited to participate in the process of preparing, passing, or implementing laws, and they have only a very limited impact on policy formulation.

General overview of CSOs in Armenia

CSOs in Armenia are mainly working to protect interests of various marginalised groups of the society; however there is little public confidence in the capacity and strength of CSOs in Armenia. Due to high levels of depopulation in rural areas CSOs are mainly located in the capital.

39.1% of Armenian CSOs are members of an umbrella organisation, a network or a federation,[14] such as the Civil Society Partnership Network, the Civil Society Development Network. They have been set up as platforms to exchange experience, knowhow and engage actively in joint initiatives and cooperation with state institutions.

Only two or three per cent of the population belong to CSOs. The lack of qualified staff undermines the quality of the expertise, service, and advice they provide. CSOs' internal governance also remains an issue to be addressed. In many cases CSOs' statutes will include a detailed and impressive statement on governance, as this is a condition insisted on by registration bodies and international donors. However in most CSOs there is just one person who is in fact taking care of literally everything. This factor significantly undermines the idea of democratic governance, more particularly transparency and accountability, the democratic decision-making procedures within the organisation as well as the social legitimacy of CSOs in general.

Need for capacity building

As mentioned above CSOs in Armenia clearly lack human resources. In most cases they are not able to recruit permanent staff and have just two or three people to carry out almost all the work ranging from administrative tasks to research, coordination and management. CSOs often lack a clear vision on how to manage volunteers, engage them in their activities in the long term as well as organize special trainings and capacity building activities for them.

[14] *CIVICUS CSI, op. cit., note 45, p. 28.*

Taking into consideration all the deficiencies mentioned above Armenian CSOs need strong support in the following fields:

- Increasing CSOs' capacity to retain qualified staff;
- Enabling CSOs to focus on research and advocacy through more target funding pools, better networking among research-oriented NGOs;
- Strengthening cooperation between NGOs and academic institutions;
- Empowerment of CSO's operational capacity via professional training, consultation, and other kinds of support programs.
- Helping CSOs to establish a permanent mechanism for dealing with the state and engaging in policy dialogue.

AZERBAIJAN

General environment for CSOs in Azerbaijan

Azerbaijan's agenda has been dominated over the last several years by the conflict with Armenia over the former autonomous province of Nagorno-Karabakh, continuous setbacks in relation to democratisation, the influx of oil money, and an infrastructure boom combined with 'massive corruption on all levels of the government.

The country is governed by the family of President Aliyev in a manner that allows for no free and fair elections and has reduced actual voter turnouts to around 10%. Opposition parties have been completely marginalised and lack any representation in the parliament. Pro-democracy youth movements are mostly virtual, and do not embrace any sizable segment of population. Media freedoms are regularly under attack and journalists are repressed. Dissenting voices have no access to TV and radio. However, internet remains mostly uncensored.

CSOs in Azerbaijan continue to operate within a fairly difficult legal environment. CSO registration is still burdensome. Statistics indicate that the number of CSOs that successfully register each year continues to fall, with 162 CSOs registered in 2009, 124 in 2010, and just103 in 2011. While commercial organisations are generally registered within three days, CSOs find that their registration process takes much longer – about 140 days.

The strength and influence of civil society organisations have diminished in recent years because of the lack of political competition. Low demand for civil society outputs has prompted many organisations to accept government funding and be transformed into GONGOs.

However, a State NGO Council was established four years ago to act as a bridge between the third sector and the government. It has demonstrated a strong willingness to report the problems facing the CSO sector to the

central government. In 2011, the State NGO Council developed four bills that would have a significant impact on the sector, including Laws on Social Orders and Public Participation.

General overview of CSOs in Azerbaijan

There are 2,725 registered CSOs, the vast majority of which are public unions. Of these, 1,350 submitted activity reports to the Ministry of Finance last year, suggesting that roughly half of registered organisations are active. Approximately 1,000 CSOs operate without any registration. According to government statistics, CSOs engage in twenty-four fields, including education, economy, health, democracy building, human rights, environment, disabled people, youth, and gender. The majority of CSOs remain dependent on funding from international donors, including grants provided by foreign embassies. According to the Council on State Support to NGOs (the State NGO Council), 1.9 million people benefited from the work of the CSO sector and CSOs utilised 250,000 volunteers in 2010.

According to official statistics from the State NGO Council, CSOs' total income in 2011 was AZN 29 million (approximately $37 million). Of this amount, AZN 2.05 million (approximately $ 2.6 million) came from the State NGO Council, with the rest primarily from international donor agencies.

Donations from businesses are not yet a significant source of income for CSOs in Azerbaijan. The business sector has little interest in cooperating with the third sector, the concept of corporate social responsibility (CSR) is poorly understood, and tax policy does not adequately address philanthropy.

Need for capacity building

A mapping study conducted in 2010 examined the capacities of the NGOs (mainly social service providers) in regard to:

- Sustainability,
- Quality of service to the target group,
- Co-operation with other organisations (the media, local and national government, other NGOs).

The mapping, which included a needs assessment, showed that many NGOs do not have operational links with either local or government authorities. Moreover a lack of awareness that such links could be beneficial to the aims and objectives of their organisations was quite predominant. Another result showed that the sector is characterised by a significant level of donor dependence, for funding of projects etc. There seems to be little awareness and/ or possibilities of the need to identify alternative sources of funding[15]. A number of national but also regional networks were identified in the mapping study, often organised around a thematical interest such as

[15] *Information based on the EC Mapping of Civil Society organisation in 2010*

children or women. Some networks function throughout the region.

BELARUS

General environment for CSOs in Belarus

The legislative environment in Belarus is unfavourable for the development of CSOs. Registration as a CSO requires a permit from State authorities (mostly the Ministry of Justice), foreign funds have to be registered at a special department within the Presidential Administration. Acting on behalf of unregistered CSOs is a criminal offence under Article 193.1 of the Criminal Code. Independent and democratic CSO leaders are often harassed and sometimes put into prison, the most prominent example being Ales Byalyatski, the leader of the unregistered Human Rights Center “Vyasna” (Spring).

The general public knows little or has a negative opinion of CSOs’ activities due to well-targeted propaganda in the state-controlled media. CSOs are seldom involved in public events and therefore have no opportunity to present themselves to the public. GONGOs such as the Belarusian Republican Union of Youth (BRSM) or the Belarusian Union of Women are however officially supported and promoted.

There are different levels of experience among Belarusian CSOs concerning policy dialogue. Some of them are ready for such a dialogue, others are ready but would not be accepted by the authorities. Most are simply too intimidated to adopt an active stance.

Nonetheless there are good practices of public campaigns, e.g. in 2011 upon the initiative of the Assembly of pro-democratic NGOs (a partner in our consortium) 112 CSOs brought together over 270,000 members in a successful campaign against the adoption of the Law on Non-Profit Organisations. ACT (also a partner in our consortium) together with other social NGOs advocated a new Law on Social Service with a chapter on Social Contracting. CSOs participate actively in public councils on ecotourism, with the national Business Platform successfully promoting legal changes in favour of entrepreneurs.

General overview of CSOs in Belarus

As of 1 October 2012 according to the Ministry of Justice there are 15 political parties, 37 trade unions, 2460 civil organisations, 30 unions of civil associations and 133 foundations registered in Belarus. Approximately 1000 CSOs are not registered because they have been shut down, failed to register or are not willing to register. More than 100 Belarusian CSOs are registered abroad.

621 CSOs (25.2%) are operating in the field of sport, 398 are charity organisations (16.2%), 244 dealing with youth (9.9%), 220 with education and cultural issues (8.9%), 121 with national minorities (4.9%); 83 are veterans organisations (3.4%), 68 work in the field of environmental protection, historical and cultural heritage (2.8%). Of the unregistered CSOs 25% have a cultural profile, 20% deal with youth and another 20% with human rights, 15% with social, 10% with education issues. The most developed CSOs are based in cities and the capital. In the regions, CSOs are underdeveloped or simply do not exist. Local self-government is practically not functioning.

There are several umbrella organisations of which the Assembly of pro-democratic NGOs is the biggest, with 302 Belarusian CSOs. Others are the Belarusian network of HIV NGOs, Greennet, Alternative Youth Platform, Association of Additional Education and Enlightenment, Confederation of Entrepreneurs or Belarusian Congress of Democratic Trade Unions.

The main coordination mechanisms are the regular congresses and meetings of the Assembly of Pro-democracy NGOs, the National Platform of the EaP Forum, sectoral Associations of NGOs, under the EU initiative of Clearing House project.[16]

Need for capacity building

A major shortcoming in the civil society in Belarus is the sizeable gap between the organisational capacity of regional CSOs and those from large cities. Further gaps are the lack of political dialogue and advocacy skills and tools and a poor public image.

GEORGIA

General environment for CSOs in Georgia

The general legal and social environment is conducive to the activities of CSOs in Georgia. There are no legal or regulatory obstacles to the registration and operation of CSOs, even though the previous government (prior to the October 2012 elections) had gradually repealed tax advantages for NGOs in the area of income taxation. In autumn 2012 the government had also developed rules that require CSOs to submit projects related to conflict transformation and peace-building vis-à-vis Abkhazia and South Ossetia to the prior approval of the State Ministry of Reintegration. With the current change of government, however, it is expected that this regulation will be cancelled.

[16] *The clearing house is a part of the "Belarus-EU Task Force" project coordinated by the Office for a Democratic Belarus and supported by the European Commission. The overall objective of the project is to build the organisational capacity of Belarusian civil society organisations and enhance their cooperation, while improving coordination among Belarusian civil society organisations and the European Union, European donors and international implementers.*

CSOs and civic activists at times take prominent roles in Georgian society, commenting on political developments in print media and frequently appearing in broadcast media as well. Nevertheless, there is still a lack of understanding among broader society about the aims and activities of CSOs. This is particularly outside the capital the case, where the population often is not aware of the role CSOs take in the community and, particularly, how broader society could benefit from the intermediary function of CSOs between the citizens and the state. Even though local CSOs in the region provide one of the few possibilities for citizens, and especially young people, to become engaged in civic and social activities, they often face numerous obstacles: lack of resources (both material/ financial as well as of qualified human resources), lack of access to and contact with public decision-makers, and a generally more traditional and conservative social environment that challenges advocacy activities.

The field of civil society activity – particularly with regard to policy dialogue – is uneven in Georgia when one compares activity in Tbilisi to the one in the regions. In the capital city, there are a number of budding think tanks and more research-oriented NGOs that principally have the capacity to become engaged in policy-dialogue with public institutions. However, so far these organisations have faced obstacles in accessing public officials and in being involved in meaningful and sustainable formats to interact and cooperate with government institutions. The National Platform of CSOs under the Eastern Partnership has taken over an important function in engaging with public institutions and advocating civil society positions and demands. However, it also has to be stressed that even larger NGOs in the capital city often lack adequate skills to engage in policy dialogue.

Needs for capacity building

As mentioned above, strengthening capacities of civil society actors for policy research is an area that requires further attention in Georgia. The donor community has recognised the needs of CSOs in this field, and is gradually starting to offer programmes and seminars to help the organisations improve their skill base. Nevertheless, CSOs will need increased support to tackle the following issues:

- Improvement of research and advocacy skills among CSO staff by providing basic and advanced capacity-building measures;
- Sustainable and effective formats for interaction, coordination and policy advice between CSOs and public institutions;
- Improved capacity to retain qualified staff and enable them to focus on research and advocacy through more targeted funding pools,
- Better networking among research-oriented NGOs, and strengthened cooperation between NGOs and academic institutions.

Apart from these concerns that are more focused on policy-advice, CSOs will need to tackle more general issues that hamper their effectiveness. Among the most salient of these are the internal governance structures of CSOs as well as the links and feedback mechanisms they maintain with their constituents.

REPUBLIC of MOLDOVA

General environment for CSOs in Moldova[17]

The legal environment can be described as an enabling one for CSOs to freely establish and operate, as well as engage with government and other stakeholders. Several laws that are positively affecting CSOs were adopted in 2010: amendments to the Law on Public Associations, including the public benefit status; the Law on Volunteering; and the Law on Social Services. These initiatives are generally supportive to CSOs and contribute to creating a better legal environment.

The Moldovan civil society sector works in a country that is small but diverse with little tradition of trust, self-determination and community responsibility. According to the Public Opinion Polls 28.1% of the population is unaware of CSOs and 37.3% do not trust them. Only 30.8 % have some trust in NGOs and 2.8% fully trust them. The general perception is that NGOs are “money launderers and grant eaters”. There are few or no fundraising campaigns, a low level of social service provision, few economic activities managed by CSOs and low business support, making CSOs fully dependent on donors

The relations between authorities and civil society are governed by a number of different laws and regulations. Since 2005 a Cooperation Policy has been in place regarding the national parliament and civil society. Local administrations are obliged to organise consultative meetings with the citizens. Another recent initiative to establish better links between the civil society sector, the Government and the private sector is the National Participation Council, established as an advisory body in February 2010. However, it should be noted that it is almost non-operational, especially at local level.

CSOs in Moldova are overly dependent on external funding sources. Donor funding generally makes up 80-95% of their budgets. According to estimates, most of their financial resources are grants (92%), with just 6% coming from service fees. Membership fees, individual donations etc. represent only about 2%. Two of the main donors are USAID with its

[17] *The text is based on the information provided in “Concept Paper Moldova Programme – 1st Phase 2011-2013” by Forum Syd; “The Strategy for Development of the Civil Society in the Republic of Moldova for 2012-2015”; “Assessment of the Draft Strategy for Development of the Civil Society in the Republic of Moldova for 2012-2015”; the “Resolution concerning the approval of the Concept of Cooperation between Parliament and Civil Society” and the “Report Development of civil dialogue and partnership relations between civil society, national governments and EU institutions”.*

Moldova Civil Society Strengthening Programme (MCSSP) as well as the Swedish Organisation for Individual Relief, which both have funds for CSO organisational development.

General overview of CSOs in Moldova

Since independence, the number of CSOs has grown to reach currently around 8,200 registered NGOs. 65% of NGOs are located in the municipality of Chisinau (this administrative territory represents 25% of the total population) and about 35% are working at the local level. Only 53% of registered NGOs declared themselves to be active, primarily those located in the larger cities.

Every tenth CSO works on human rights while 7.4% are active in the youth sector. Environmental issues are dealt with by 6.5% of the CSOs, and 4.3% are interested in economic development. 3.4% relate to the media. There is rapid development in community development organisations. The areas of activity mostly covered by CSOs are: health (11%), culture (10%), sport (10%), economic and community development (8%), human rights protection (6%), social services (6%), ecology (5%). There is generally a lack of Community Foundations and private foundations.

Need for capacity building

The civil society sector in Moldova is considered as having a high potential, however, with a non-uniform development. There is a huge gap between cities, where CSOs have access to information, have a considerable experience and are working with several donors, compared to rural areas where the civil society is developing at a slower pace or is even stagnating. Amongst others, the main shortcomings of CSOs in Moldova relate to:

- Very low capacity and knowledge on how to plan and implement activities
- Lack of ability to follow accounting rules
- Lack of knowledge on results-based management
- Lack of qualitative expertise for drafting public policies for submission to public authorities
- Lack of capacity of dialouge
- Weak relationship with their constituents
- Lack of transparency of decision making processes
- Proposal writing and management
- Lobby and monitoring
- Promotion of best practices
- Fundraising

UKRAINE

General environment for CSOs in Ukraine

Several improvements to the legal environment governing Ukrainian CSOs came into effect in 2011 including the new Tax Code, and Resolution 1049, which regulates state financial support to CSOs. In addition, favourable laws, including the Law on Public Organisations, adopted in April 2012 and Law on Charity and charitable organisations approved by the Parliament in the second reading, suggest further enhancements to the legal environment in the future.

At present the registration process for CSOs remains cumbersome. In 2011, the Ministry of Justice established an ad hoc registration service aimed at creating a single unit for registering CSOs throughout the country, but its responsibilities are still unclear.

On 24 October the Ukrainian government agreed on the draft law on making amendments to various laws in order to bring them into conformity with the Law “On public associations”.

Ukrainian NGOs report greater influence on policies including amendments to the Tax Code. Prominent national policy successes civil society organisations are proud of include the adoption and implementation of Ukraine’s liberal FOIA legislation, the defence of a transparent public procurement legislation to meet OECD standards and the adoption of the law “On Public Organisations” and in the second reading-“On Charity and Charitable Organisation.” All which are serving a broad national agenda, affecting the life of every-day Ukrainians. Despite the drawbacks in democracy, the environment provides more opportunities for civil society to influence policy processes.

General overview of CSOs in Ukraine

In 2011 positive trends of institutional development of the Ukrainian civil society were observed as the number of officially registered citizens associations continued to grow. The number of public organisations registered in the Unified State Register of Enterprises and Organisations of Ukraine rose from 67,696 at the beginning of 2011 to 71,767 a year later. They consisted of 27,834 trade unions and their associations (previously 26,340), 13,475 charitable organisations (up from 12,960), 13,872 associations of apartment and home owners (up from 11,956) and 1,306 bodies of self-organisations of population (1,210 the year before).

Almost half of all respondents reported that children and youth is one of the principal sectors in which they work (44%), 27% cover the issues of civic education, 27% of CSOs work in the sphere of human rights protection and 25% deal with solving social issues.

Need for capacity building

There is a regional difference in NGOs' capacities which suggest a need to tailor support to different types of organisations. The main line of divisions is between Kiev based organisations and NGOs in the other regions of Ukraine which are still struggling with maintaining their own operations. A number of CSOs stress the importance of donors' gaining insight into the genuine needs of organisations, suggesting an institutional audit, which would enable them to verify the declared record of experience and identify their developmental needs.

Capacity development is a relatively popular topic in Ukraine. Many donor organisations are changing their priorities and policies on strengthening civil society. Sustainability and capacity of the CSOs is becoming a special focus for the most of the donors.

Other topics that would strengthen CSOs' capacity to better interact in policy dialogue are:

- Innovative approaches and ability to present the results of their work,
- Ability to conduct negotiations and interact with different stakeholders (communication strategy);
- Networking between think tanks and advocacy groups;
- Work with the constituency (legitimacy);
- Policy analysis writing;
- Advocacy packages.

1.1.6 Related EU programmes and other Donors in the ENP East region

Large flows of financial resources supporting the emerging Civil Society sector in the EaP countries could be observed after the collapse of the Soviet Union.

A wide set of donors have been supporting CSOs initiatives. They are ranging from international agencies (such as UNDP, the EU and the World Bank) and organisations linked to national aid agencies (such as USAID, SwissAid, Cida, Sida, etc), EU member states, but also Norway, Switzerland and Japan, American and European private foundation and funding agencies.

Funds were and are allocated the EaP East Countries in general civil society capacity development, in human and social rights defends, in initiatives for better education, culture and art and most importantly for supporting service delivery to the disadvantaged.

In recent years, attempts have been made by Civil Society actors to streamline various support modes, also those emanating from within the countries,

notably through the local private foundations set up by business structures such as the Pinchuk[18] or Rinat Akhmetov's Foundation for Development of Ukraine[19]. In some countries, like in Azerbaijan special state bodies were installed partly with the function to allocate money to projects initiated by civil society organisation[20].

However, these resources:

- are not mapped in all countries involved;
- the international community is not necessarily willing to ongoing co-finance civil society organisations in the countries, some of the donors have already left[21];
- are not often addressed at increasing CSOs capacities to improve engagement in policy and governance issues;
- are often prone to unanticipated consequences, such as the increase of competition for resources among CSOs, the mushrooming of so called "briefcase NGOs", the increase of cost for CSO initiatives and the lowering of CSO legitimacy within the local populations.

As mentioned in the ToR (1.5), a number of **EU initiatives** have been launched in the region supporting civil society. The Consortium feels that it would be beneficial for the project to cooperate with these initiatives where appropriate, in order to coordinate related activities, avoid overlaps, derive benefits from obvious synergies etc. Early in the implementation period the TA, in consultation with the EC/EUDs will conduct a survey of ongoing EC funded projects in the Civil Society sectors of the countries involved. This will serve to identify both the actual projects, and the also actors involved. It will be useful for understanding the scope of project works, including potential synergies, and also it will provide essential data for the initial mapping, since by this process the involved CSOs will be identified. Subsequently, civil society projects being funded by other donors will be identified (via consultation with donors) and the above process repeated, thereby extending the mapping as all actors involved in donor funded work are identified and their work assimilated into the knowledge base of this project. The following is a list of the related EC programmes mentioned in the TOR, to which the above process will be applied:

- The **Eastern Partnership culture programme**

  The Programme has set up a Regional Monitoring and Capacity Building Unit (RMCBU) in Kiev and launched first activities in late summer, early autumn 2012.

[18] *http://pinchukfund.org/en/*

[19] *www.fdu.org.ua/en/news/250*

[20] *For example, the Council of State Support to Non-Governmental Organisations under the President of the Republic of Azerbaijan allocated €5.19 million from 2008-2010*

[21] *This applies e.g to DFID, UK, which left the Ukraine altogether in 2005*

- The **Eastern Partnership youth programme**

  The programme tender was launched recently, therefore kick off and location of this programme needs to be watch closely in future.

- The **Cross-border Cooperation programmes (CBC)**

  Fifteen Programmes have been established under the European Neighbourhood and Partnership Instrument Cross Border Cooperation (ENPI CBC) for the period 2007-2013[22].

- **Thematic programmes of the EU**

  Non-State Actors programme which supports actions that are aiming at a democratic, cohesive and autonomous society in partner countries by enhancing the capacities of Non-State Actors and Local Authorities as well as supporting populations with no access to resources or basic services and excluded from the political decision-making process, and favouring dialogue between State and Non-State Actors.

  The European Instrument for Democracy and Human Rights (EIDHR) aims to strengthen the role of civil society in promoting human rights and democratic reform, in supporting the peaceful conciliation of group interests and in consolidating political participation and representation.

In addition to the programmes mentioned in the TOR, the consortium has already identified a range of other EU financed or co-financed projects as additional potential cooperation partners, which are either implemented in the region or on country level. Some of them are funded or co-funded by the EU, (under A), bilaterally by specific member states (under B) or other donors (under C):

A) Additional EU co-funded projects in the region

The “Facility Project” of the Council of Europe

As a permanent partner in the European Union’s Eastern Partnership (EaP) initiative the Council of Europe and the European Union have developed a programme officially known as a “Facility” to carry out measures developed as part of the platform on Democracy, Good Governance and Stability.

The project's aim is to provide support to reform processes in the six partner countries and bring them closer to Council of Europe and European Union standards in core areas such as public administration and electoral standards; judicial reform; fighting cybercrime and corruption, and promoting good governance[23].

The CoE is contributing to 2 platforms: the platform on “Democracy, Good

[22] *http://ec.europa.eu/europeaid/where/neighbourhood/regional-cooperation/enpi-cross-border/programmes/index_en.htm*

[23] *http://www.coe.int/t/dgap/eap-facility/*

Governance and Stability" (Platform 1) and the platform "Contacts between People" (Platform 4)

The CoE is also chairing two experts' panels on corruption and the judiciary.

The "Facility's implementation began on 1 March 2011 for a period of 30 months.

The Eastern Partnership–Council of Europe Facility is working in all six countries and partners with NGOs and understands NGOs as its beneficiaries at the same time. This facility runs until August 2013[24].

The **Community Based Approach** -II Project

Co-financed by the European Commission and implemented by UNDP Ukraine, aiming at promotion of sustainable socio-economic development at local level by strengthening participatory governance and encouraging community-based initiatives throughout Ukraine. The CBA Project focused specifically on the promotion of community based approach to local governance and sustainable development and to enhance energy efficiency at local level. In the frame of the project several hundreds of Community based NGOs emerged.

B) EU Member States contribution to Civil Society

Some of the EU Member States run specific NGO support programs and activities often in form of small grants schemes at regional level and/or at national level. The new Central Eastern European member states of the EU are the most active supporters of civil society in the EaP region whereas they often focus not on the whole region but on particular countries. Thus the Lithuanian MFA is supporting through the East European Studies Centre (EESC) various initiatives mainly in Georgia, Belarus, Ukraine and Moldova. In addition Vilnius is hosting the Belarusian European Humanities University in exile. The Polish MFA is probably the most potential supporter of civil society in Belarus (apart from an impressive number of small grants it is sufficiently funding the Warsaw-based independent TV Station Belsat and the Kalinowski scholar programme), it has also a democracy assistance programme towards Georgia. In addition there are lot of Polish NGOs like the East European Democratic Centre (EEDC) that are running extensive civil society support programmes directed to Ukraine and Belarus. The Slovak Pontis Foundation is supporting civil society and youth projects in Belarus since 2000, in 2006 they initiated the Belarus Public Policy Fund which by means of small grant schemes, offers assistance to local initiatives within the field of public policy that are driven by Belarusian expertise. Germany is also since 2000 biannually running a 1.5 mio support programme for

[24] *The Council of Europe facilitates Platform 1 "Democracy, good governance and stability" with topics such as 1) public administration - electoral standards; 2) support to the judiciary and respect for human rights in the delivery of criminal justice; 3) support measures against serious forms of cybercrime; 4) good governance and the fight against corruption. One example of a project within this facility is the Project on 'Good Governance and the Fight against Corruption' which is being implemented in Azerbaijan.*

Belarus. UNDP is planning a four-year civil society development programme in Ukraine with financial support from the Danish government. All German Political Foundations are active in one or the other country in the EaP region and within their general democratisation efforts there is often a significant part of civil society support in their country programmes. The KAS has offices for Ukraine, Belarus (based in Vilnius), Moldova and the Southern Caucasus Region (based in Tbilisi) and over the last five to ten years was able to establish a wide network of political and civil society partners in all six countries. Other EU-member states with significant contribution to Civil Society in EaP are Sweden (though mainly through SIDA) and the Netherlands (Matra KAP).

The actions of all these state/non-state actors in EU member states will be also part of the donor mapping (on country level). The outcome will have to be taken into account while drafting the capacity building programme so as to avoid overlap and repetition.

C) Other donor initiatives

There is still a wide range of donors active in the countries concerned. USAID is certainly one of the biggest donors, funding also other North American implementers such as the National Endowment for Democracy (NED), the American Political Foundations (IRI, NDI) or PACT.

Worth mentioning is the USAID financed Moldova Civil Society Strengthening Programme (MCSSP) as well as the "Capacity Development Forum" in Ukraine. The Forum calls itself a "platform for discussion of significant standards and practices for organisational development of NGOs and decision-making on policies in the field of capacity development".[25]

Other potential actors running programmes in the EaP regions are the Soros Foundation, (operating in Ukraine under the name International Renaissance Foundation), German Marshall Fund (GMF), the Charles Stewart Mott Foundation and Freedom House. With regard to Belarus, which is certainly the most complicated case when it comes to civil society support, there is an international coordination mechanism in place: the Belarus International Implementers Meetings (BIIM) are coordinated and supported by KAS, NED and EEDC and are held twice a year in a neighbouring country of Belarus are usually attended by over 50 international donors where they discuss projects, exchange experience and share good practice in order to avoid overlaps and duplications of funding. A comprehensive overview of the donor programs will be undertaken in the mapping.

As already mentioned, the project team will seek to cooperate with all these initiatives so as to relate to them in whatever ways are appropriate in order to obtain mutual synergies. As a first action, introductory emails (with a short presentation of the project and its objective and purpose) will be

[25] *www.ngomarket.org.ua*

sent to the relevant actors with an invitation to meet and discuss common interests. Based on the feedback, further action will be taken.

1.2 Understanding of the Terms of References

1.2.1 Project intervention logic

The overall objective

The overall objective of the Eastern Neighbourhood Civil Society Facility, of which this contract will be a part, is to strengthen and promote civil society's role in reforms and democratic changes taking place in the Eastern Neighbourhood countries

Comment:

The present project objective is in line with the new approach towards EU's neighbours to the East and South[26], based on mutual accountability and a shared commitment to respecting universal values, international human rights standards, democracy and the rule of law. The necessity of supporting the development of civil society and non-state actors for measures aimed at promoting human rights and fundamental freedoms and supporting democratisation is clearly formulated in the Regulation of the European Parliament and of the Council, which lays down general provisions establishing a European Neighbourhood and Partnership Instrument[27].

In this context, civil society organisations should be considered not only as single beneficiaries of capacity building programmes, but as pro - active players with the right to initiative, able to pursue their interests and autonomous agendas. They have the de facto right to be regarded as:

- Independent representative actors essential to the process of good sustainable governance.
- Messengers of citizen interests, and carriers of the social voice.
- Powerful social innovators, capable of representing their constituents in policy debates.
- Plural and diverse by nature, representing the entire social spectrum.

The project purpose

The purpose(s) of this contract is to strengthen the overall capacities of civil society organisations so as to boost their contribution to the political and institutional framework of partner countries

[26] *The Communication on "A new response to a changing Neighborhood" was launched in 2010.*

[27] *The Regulation No 1638/2006 of 24 October 2006.*

Comment:

The purpose of this project is clearly formulated. We understand it to mean that the project´s expected results will lead to an empowered civil society, whose representative entities can interact with policy makers so as to influence legislation in general and push for reform in particular.

Support for the creation of an enabling environment for civil society is the foundation of EU initiatives to carry through and maintain the process of reform in the partner countries. The purpose of this project is situated firmly within that context since civil society actors empowered as a consequence will achieve the necessary contribution to the political and institutional frameworks of the countries concerned. The ToR also mentions the following five topics under the heading specific objectives which we regard as components of the purpose.

1. To carry out **mapping studies**, identifying and analysing civil society actors' needs and capacities to get involved in **policy dialogue** in each partner country, as well as the way in which these actors can contribute to specific sector policy dialogues;
2. To implement **capacity-building activities** for civil society actors, so as to enhance their capacities and their role in promoting reform and increasing public accountability in ENP policy areas;
3. To ensure **guidance, technical support and visibility** of the projects selected thorough the Neighbourhood Civil Society Facility regional call for proposals;
4. To organise and coordinate the **organisation of multi-stakeholder consultations** at national and regional level involving civil society actors, national authorities and EU Delegations;
5. To ensure **the visibility** of the Facility itself, and more generally of EU efforts towards support to civil society actors in ENP countries, through publications on EU support to civil society actors, a website and information sessions.

The four **expected results** of the project are:

Result 1: Civil society organisations in partner countries have strengthened capacities to engage in policy dialogue and reforms at national level and to monitor the implementation of government commitments

Comment:

This result is linked to the following specific activities of the ToR

Carrying out in-depth mapping studies of the civil society landscape in partner countries as well as to specific activity

The **mappings** will provide an oversight of active and engaged CSO organisations at both national and regional levels. The method used will be based upon a special four tier model which has been applied throughout the world in the frame of EC CSOs mappings. The levels inherent in the model correspond to the operational realms into which CSOs are normally situated, varying from grass roots organisations to formally registered NGOs to overarching structures such as umbrellas and finally platforms (the level at which policy discussions with governments are conducted).

The project approach to mapping will be outreaching and inclusive. It will identify and register the active genuine CSO in relation to the four operational levels, and reveal the context in which they try to achieve their goals, including any links and relationships between them, functional, hierarchical or otherwise.

The six monthly updates of the mappings will be used in project implementation to set them within an iterative and holistic framework in which each successive mapping builds on, refines extends and includes results obtained earlier. Without breaching confidentiality rules the results will be publicised on the website of the project and thus will serve as a data base for CSOs to use in networking etc.

The mapping activity is the foundation to most of the other specific activities, providing seminal information upon which following actions are based: needs assessmen, capacity building, trainings.

➢ The ToR indicate under the mapping component that “due to the rapid development of the civil society landscape in partner countries, the mapping studies will be updated on a six-monthly basis”. Based on our experience in the Eastern Partnership countries, and especially compared to the transition situation of the ENPI South countries, the developments of the civil society landscape in the ENPI East countries can generally not be characterized as rapid. This excludes obviously sudden currently unforeseen developments, such as for example a political overthrow. The consultant understands the mapping as a flexible exercise and an ongoing process and would therefore, also in the light of the relatively stable civil society landscape, recommend not to fully institutionalize 6-monthly updates of the mappings.

Organising capacity building activities for civil society organisations

Capacity building of organisations involves individual and organisational learning which builds social capital and trust, develops knowledge, skills and collective attitudes. When successful, capacity building leads to collective

abilities, which enables a human system to perform, achieve results, deliver value, establish relationships, solve problems and create adaptive procedures and can renew itself. These benefits empower the organisation to function and survive in the long term. In this sense the project will not only contribute to the empowerment of the CSOs, but their participations in the mappings, in the trainings offered by the helpdesk, their involvement in the stakeholder consultations and their use of interactive communication tools will all contribute to the capacity building in the above mentioned sense.

For capacity building quality control, a modified version of Kirkpatrick's training evaluation methodology will be used.

Result 2: Civil society organisations manage their projects better and are able to attract more funding, as a consequence of the guidance and advice offered by the consultant

Comment:

This result is linked to several activities of the project:

a) **Helpdesk function:** On the one hand, the ToR clearly state that ad hoc support (based on request) linked to the calls for proposals launched by Delegations and Headquarters is required, which gives the project a technical service providing function.

b) **Capacity building:** On the other hand this result clearly touches the capacity building component and its proposed training activities in the field of technical and organisational abilities of the organisations involved in the call for proposal scheme.

a) Helpdesk function:

Several calls in the targeted countries were launched by the European Commission in the target countries in 2011 and 2012 for providing grants to CSO projects, partly also in the field of promotion of CSO involvement in decision making processes either on a local or national level. In some cases the overall objective is fully coherent with the objective and purpose of this project.

For the ENP East region, most of the awarded grant projects have already started or are still ongoing.

One may expect that a majority of grant project beneficiaries will need ad hoc support in setting up an adequate project management, designing an internal M&E system, and / or in complying with EC procedures for the management of grant projects, especially in the fields of financial management, procurement, monitoring, and reporting.

The TA will also provide ad hoc support to the grantees through a helpdesk function as well as assisting the EC with input to the calls for proposals (main objectives and thematic areas if required). The TA will also provide support to monitoring and reporting between grant project beneficiaries, and most importantly provide publicity for the calls as part of the project´s visibility strategy (see TOR, 4.2.5 ensuring the visibility of the Eastern Neighbourhood Facility).

b) Capacity building:

In addition to the help desk functions services for the grantees, all of them will be invited to participate in all other activities of the project from a very early stage, so as to provide them with the opportunity to receive the capacity building training related to organisational development, policy related aspects and EU issues. This intensive input on a multi-level capacity intervention will enable these organisations to better manage their projects (in terms of effectiveness, efficiency, accountability outreach) and also assist them in terms of attracting further funds to sustain their project work. Specific training in project management techniques will also be offered, especially concerning the management of EU funded projects, for which it is particularly important to understand a wide range of associated rules and procedures.

Result 3: Multi-stakeholder consultations are organised and the input of civil society actors is taken into account to a larger extent

Comment:

The objectives and the follow-up of the stakeholder consultation will be clearly and convincingly formulated and communicated to potential participating CSOs, otherwise they may be unwilling to become involved. It is important that the stakeholders meetings are not seen as a waste of time and effort.

The TA will work as facilitator to the stakeholder meetings, using approaches and methods designed to empower and assist all participants towards fruitful discussions in such a way that the mechanism thereby established will have the capacity to remain in place and continue its function after project completion (sustainability).

The TA will provide assistance to the functioning of the stakeholder meetings in the form of training to CSOs in dialogue techniques including conflict management etc.

Throughout all areas of project implementation (mappings, capacity building, steering committee meetings, Forum, Platforms etc.) the TA will continuously identify issues of potential interest to the multi stakeholders, and introduce these for discussion through the appropriate channels. The

TA will formulate and agree appropriate communications outputs following multi stakeholder meetings in order to contribute as necessary to the visibility aspects of the process and the project.

Result 4: To enhance the recognition of civil society's role

Comment:

Civil society faces multiple challenges to convey its achievements to the public and its positive contribution to the democratic reform process in their countries.

It will be a major task of this project to highlight the positive contribution of civil society to policy making and monitoring activities. The project will promote the image of CSOs as pro-active representatives of public interests and needs, both with their constituents and with policy makers.

The project intervention takes place in countries where the general conditions are characterised by the following (the list is not exhaustive, but gives a general blueprint):

a) A public opinion that is highly vulnerable to manipulation due to restrictions on the freedom of the press
b) High levels of poverty, forcing many people to focus their concern on meeting basic needs
c) Attempts by ruling elites to discredit and obscure the achievements of genuine civil society by setting up GONGOs, which divert public money into projects that lack any significant connection with their constituencies.

1.2.2 Resources to be mobilised

The technical assistance project has a maximum budget of 3,500,000 Euro. This budget is broken down as follows:

Technical assistance (maximum 3,475,000 Euro):

Technical Assistance Team

- Team Leader, for a total of 660 person/days during a period of 36 months,
- Key Expert 2 Project and Guidance manager, for a total of 330 person/days during a period of 36 months,
- Key Expert 3 Expert in Communication and Networking, for a total of 660 person/days during a period of 36 months,

Short term expertise, for a total of 220 person/days.

Office support staff, which costs are integrated in the experts' fees.

Backstopping support, from the consortium members.

Incidental budget: 1,800,000.

- Travel costs and subsistence allowances for missions, outside the normal place of posting, to be undertaken as part of this contract, including costs for environmental measures such as CO2 offsetting.
- The logistical costs of organising meetings, training sessions, including interpretation (English-Russian), travel and subsistence allowances for the participants and speakers;
- Translation into Russian of various documents.
- Development, design and maintenance of the website.
- Costs of communication materials, such as brochures, leaflets, manuals, books.
- Data collection, if justified.
- Access to databases, if justified.

Costs for expenditure verification: 25,000. Fee for the auditor charged with expenditure verification.

Comment: the project set up is classical, with a team of 3 permanent experts who will be in charge of administering the Civil Society Facility on behalf and under the supervision of the European Commission, assisted by ad hoc short term expertise for specialised interventions.

Specific to this TA project is however the high amount of the incidental budget, which means that the Team leader, supported by the backstopping team of KAS, will need to be fully conversant with the management of procedural and financial issues related to this incidental budget.

1.3 Key Issues

In the opinion of the consortium the Key Issues (KI) presented below are important for the success of the project, they must be addressed adequately and specifically so that the project can achieve its expected results and reach its purpose.

This section only identifies the main constraints, and difficulties on key issues. The answers to how these key issues are addressed are developed in Chapter 2 “Strategy”.

Key issues presented here only relate to the purpose of the project and to the respective TA. Key issues that relate specifically to one of the Expected Results are not presented here, but are developed in Section 2.2, which presents the specific approach to each Result.

Key issue 1- Need for a greater engagement of CSOs in policy dialogue and governance

This issue relates directly to a major objective of the project. Traditionally, policy and governance are the domains reserved for government, in conjunction with diplomatic activity and the interventions of external entities including amongst others the EC. The idea of complementing policy dialogues with interactions involving civil society represents a major challenge to the political status quo.

The existence of the already negotiated Eastern Partnership agreement between the EU and EaP countries, including the established supporting structures (working groups, national platforms, CSF and CSI) seems to suggest that the political means by which civil society can be empowered to adopt a new policy related role are already firmly in place.

However there is a significant deficit of public trust concerning political institutions and processes, and a corresponding barrier at the level of dialogue between genuine CSOs and government. Bringing effective government/CSO dialogue into reality on the scale anticipated by this project will therefore require a powerful combination of both top down and bottom up approaches integrated within a multi layered framework of support at national and regional levels. The success of the Forum and related national platforms, linked structurally to the implementation of this project and supported at institutional level by ongoing bilateral EU dialogues with the governments concerned will collectively form the lever for fundamental change. This diverse matrix of functionality and activity must be continuously monitored and fine-tuned over the term of the project in order to observe that the desired change process is actually happening. Fundamental to this process will be the results of the mappings, which will provide continuous indications of changing dynamics within the sector at both national and regional level.

When looking at the CSOs' capacities for policy dialogue and for the participation to governance, both at local, national and regional level, a set of widely diffused obstacles emerge, including:

- a diffused **weakness concerning internal accountability, governance and democratic functioning**, that risks reducing the legitimacy of CSOs and make them vulnerable to the attacks of governments and political parties;
- the **lack of adequate knowledge of EaP policy dialogue mechanisms**, resulting in the past in limited participation in EaP initiatives and its platforms and flagship initiative and a rather limited engagement in the Civil Society Forum's work groups also due to lack of capacities to feed into the thematical areas of the EaP with the necessary expertise; **lack of a common voice** of civil society organisations: despite the number of organisations in most countries, their knowledge

and potential, and the financial support of civil society engagement from mainly outside donors, there is no widespread understanding for the need and necessity to build strong umbrellas and platforms to build a common vision and raise a common voice; both because of conflict and competition within the CSO community (for resources, for legitimacy, for political point views,) and because of the lack of spaces for defining agendas)

- the **unclear relationships of CSOs with politics**

  Lack of clarity in the relationship between CSOs and mainstream politics: CSOs tend either to be close to the ruling elites, which is seen as suspicious from an EU perspective, or opposed to the political regime which is seen in turn as suspicious by the elites and the public in societies where opposition is not considered an integral part of the democratic process. In some cases the latter has even led to criminal prosecutions of members of CSOs.

Key issue 2- Different situations of the CSO sector in each country – need for countries specific approaches

Civil societies in the EaP countries, whilst sharing important features in terms of history, culture and many common challenges, also exhibit important differences from country to country. There is diversity in terms of orientation towards EaP dynamics of change; some are more “advanced” than others in the sense that there is a perceived stronger commitment to the process than for others. Moldova is a case in point, especially compared with its apparently wavering neighbour Ukraine. Belarus is an obvious example of relative isolation and complexity compared with all others in the EaP region. Whereas a generalised approaches to project implementation may be envisaged (using the “tools” of the EaP agreement) this would be limited without the necessary refinements to take account of inherent national variations. Thus a differentiated and flexible approach must be built into the design and implementation of the project. This will be particularly important when dealing with dialogue at national and regional level.

Key issue 3 - Increase of legitimacy of CSOs towards Government

A close cooperation with CSO in decision making processes is a relatively new concept in the modern societies, especially for those in Eastern Europe. There follows a brief description of the development of CSO recognition over the past decades both internationally the European Union and in the Eastern Neighbourhood

➢ International recognition

Internationally the UN has had a pioneering function in cooperation with civil society recognising the CSOs’ important consultative role within the

UN system[28]. A specialised system, developed over years and called "the integrated Civil Society Organisations (iCSO) System", was established in the mid 90s by the UN Department of Economic and Social Affairs (DESA).

This system facilitates interactions between civil society organisations and DESA. International, regional and national NGOs, non-profit public or voluntary organisations are eligible to obtain consultative status.[29]

➢ Recognition in the EU and by the European Union

Participatory democracy via civil society involvement came to be considered as a promising supplement to representative democracy and entered EU documents such as the "White Paper on European Governance" and the draft "Constitutional Treaty" around the turn of the millennium. However, the origins of the current debate on civil society in EU governance can also be traced back to interest group research which has flourished since the early 1980s and the debate on `participatory governance' that unfolded in the 1990s.[30]

The Commission acknowledges that CSOs' participation in policy processes is key to ensuring inclusive and effective policy making. CSOs therefore contribute to building more accountable and legitimate States, leading to enhanced social cohesion. They are important elements of citizens' active participation in society and help to invigorate all aspects of public life

This applies to the Civil Society of the member states as well as to those in all the countries the European Union operates with, including the countries of the ENP East and South.

CSO programs worldwide are progressively supported and the culmination of this position is certainly reflected in the Commission's and Council's Communication

"Europe's engagement with Civil Society in external relations", in which the Commission[31] proposes an enhanced and more strategic approach in its engagement with local CSOs covering all regions, including developing, neighbourhood and enlargement countries.

This project and the Civil Society Facility is one of many practical evidences of the EC policy in regard to Civil Society enhancement.

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[28] *First initiatives date back to the late 1940´s.*

[29] *Article 71 of the UN Charter opened the door for suitable arrangements for consultation with NGOs. This relationship with ECOSOC is governed today by ECOSOC resolution 1996/31, http://esango.un.org/civilsociety/displayConsultativeStatusSearch.do?method=search&sessionCheck=false*

[30] *http://europeangovernance.livingreviews.org/Articles/lreg-2007-2/*

[31] *The roots of democracy and sustainable development: Europe's engagement with CivilSociety in external relations, COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS 2012*

➢ EaP East countries and the recognition of Civil Society

In the relatively newly established countries of the EaP civil society has been a vital part of the transition period from the pre-Soviet experience of a charity sector. Despite the contribution of civil society to the democratic transformation of society, most states are struggling with the recognition of a genuine, critical and independent civil society.

The reality in the EaP countries presents a controversial picture and the attitude towards civil society is not unified, but rather characterised by confusing, almost chaotic contradictions.

Initiatives to support civil society can be observed in most of the countries, where partial supporting State structures have been established. State strategies to strengthen civil society were sometimes prepared in cooperation with CSOs. Budgets have been set aside and NGO project competitions have been implemented.

However it is questionable whether these are in fact credible (sincere) actions of the respective governments, or whether there is an ulterior motive, that of control.

At the same time and in parallel 'disenabling' policies are applied to parts of civil society in some countries. This all contributes to the confusing picture, suggesting the need for vigilance whilst implementing the project.

The legitimacy issue does not only concern the relation between CSOs and the state, but also the CSOs and the populations of the Eastern Partnership Countries. Their legitimacy is hampered partly due to their own lack of internal organisational transparency and accountability, but also their difficulties in properly representing their own constituents and establishing themselves as viable counterparts and interlocutors of the governments.

Key issue 4 - Networks and Platforms

Based on the mini mapping carried out by the consortium and the various other historic mapping studies available it can be stated that a relatively complex fabric and variety of networks and platforms exists within the targeted countries.

The creation of networks and other formalised relations among CSOs in the different target countries has often been initiated by international donor programs and international organisations (such as the Global Fund against Global Fund to Fight AIDS, Tuberculosis and Malaria).

Many of these structures have been generated through various international cooperation frameworks and in the framework of sector or theme specific initiatives. By far the most important driving force behind the creation of

overarching/representative structures has been the influence of external donors, rather than the national CSOs themselves.

The CSF and its national platforms represent more of the same, in that they are inspired from an external source (the EaP), and to that extent owe their existence to obligations which might never have come about otherwise. The existence of these "external" structures has meant that national CSOs were obliged to participate in their conception, which in turn meant that they had to face the thorny issue of representation on these bodies. This task may not have been adequately accomplished in all cases, with the result that the platforms do not always have the full representational status they were established to embody.

The fact that NGOs do not always feel adequately represented by the platforms and Forum means that there is an issue of acceptance of these bodies, and this therefore becomes an issue for the success of this project. Capacity strengthening and awareness-raising in regard to the important function of operational and powerful networks will therefore be a key challenge of this project.

In addition to these networks and relationships, many others have been generated through other international cooperation frameworks and in the framework of sector or theme specific initiatives.

1.4 Assumptions and Risks

Assumptions

The TOR has identified eight assumptions (section 3.1), which are analysed in the table below. Against each assumption the perceived risk is noted and justified, the potential adverse impact on the project is described and finally an appropriate mitigating strategy is proposed.

Assumptions (TOR)	Risk level High / Medium / Low Justification	Potential adverse impact	Mitigating strategy
There must be a sufficient level of political stability in the region.	Medium risk; Many of the EaP countries have recently seen parliamentary or Presidential elections; there are no indicators of changes in frozen conflict zones.	The project activities undertaken in countries with political instability may not be fully effective.	If needed, adapt activities related to government - civil society dialogue; keep close contact with project steering committee (PSC).

At least the basic elements of an enabling environment must exist in the partner countries.	Medium to high risk; In some countries (Belarus, Ukraine, Azerbaijan) administrative or open repression against parts of the civil society may continue or increase (there are almost no elements of enabling environment for CSO in Belarus).	Affected CSOs will be displaced from normal activities including exclusion from associated dialogues. Their capacity to function will be reduced, they might be even closed down (as it happened recently with prisoner rights organisation "Platforma" in Belarus).	Closely monitor the legal environment and its practical implications. If necessary request expert advice on the legal position Alert PSC, EC/EP/CoE to the situation. Be ready to support appropriate civil society actions in response to repression by government.
Civil society actors need to have some access to information on policies and the functioning of the legislative and budgetary processes.	Medium to high risk; Transparency of government politics is not common in EaP countries.	CSOs involved in monitoring policies and budgetary processes have no access to data and will therefore be prevented from performing the monitoring functions.	The project will support CSOs in obtaining access to information, assisted where necessary by EC and CoE. The project must use to an extent possible its resources to disseminate any available information on policies in an accessible and understandable manner.
Public authorities must consider that CSO involvement in policy-making can bring added-value.	Medium risk; Some EaP countries seem to accept that CSO involvement is beneficial and they cooperate with CSOs to some degree. Others are sceptical or actively reluctant and not willing to cooperate.	Project initiatives become blocked because of inadequate involvement of CSOs in policy making.	Use part of the resources to raise awareness within policy making structures about the added value of critical civil society contribution. Work with best practice and success stories from those countries, where cooperation works best (examples from within the region, accession countries, and EU countries). Keep PSC, EC/EP/ CoE informed of the situation.

CSO must be interested in engaging in policy dialogues.	Low risk; The EaP CSF demonstrates that a significant number of CSOs are ready and willing to get involved with CSF events (working groups, national platforms etc). This can be taken as an indicator for their readiness to be involved in policy dialogues.	A major objective of the project is undermined by unwillingness of CSOs to engage; policies making proceeds without involvement of civil society.	The TA team will disseminate the aims and objectives of the EaP in an attempt to motivate CSOs generally to become involved in project activities, particularly those related to policy dialogues. The TA team will identify new CSOs (through mappings etc), which are potentially interested in engaging in policy dialogues and strengthen their capacities to participate.
The government must allow at least some 'space' for the involvement and intervention of civil society;	Medium risk; Space is given to some extent in some countries, in others (Belarus) there is almost no space for CS intervention apart from GoNGO-involvement.	Project activities might be blocked or undermined by GoNGOs.	The project should together with other donors/programmes emphasize at each opportunity the necessity of CSO involvement. The project can count on support and initiatives of the Civil Society Facility and the EC's firm commitment to treat CSO as privileged partners.
Civil society organisations must have at least some basic capacities allowing them to interact with international donors and their own government;	Medium risk; There is evidence that a lot of CSOs are already interacting with international donors (e.g. CSO working groups within the country branches of the WB) and monitor government policies & budgetary processes.	Project initiatives remain ineffective because of inadequate capacities of CSOs.	Appropriate and tailor made awareness raising, training courses and other support activities will be provided to CSO. The project will identify (mainly via mappings) those CSOs which need capacity building to extend their operating abilities.
There must be some accountability mechanisms in place allowing civil society to hold government to account for its actions.	Medium risk; Some of the EaP countries see themselves accountable towards the population, in others (Belarus) there are no accountability mechanism whatsoever in place.	CSO will not be able to hold government to account for its actions.	Analyse and report on current gaps in countries' environment that are not conducive to accountability mechanisms. Elaboration of toolkits, identification and promotion of best practice.

Risks

The ToR have identified two risks (section 3.2) and the consortium has identified a further three potential risks, all of which are analysed in the table below. Against each risk a brief justification is noted, followed by its potential adverse impact on the project and finally a risk management strategy is outlined. Additional assumptions and risks particular for Belarus are outlined in separate section.

Risks (TOR)	Risk level High / Medium / Low Justification	Potential adverse impact	Risk management strategy
The risk of deterioration of the working environment for civil society actors, potential also through undue Russian influence in some of the partner countries (Belarus and Ukraine).	Medium risk; Deterioration of the working environment can come about for many reasons (see "Assumptions" above) The most serious deterioration would arise from repression of CSO activities by various means (administrative, physical intrusion etc).	Project activities undertaken in the countries could potentially be dangerous for some stakeholders and therefore the CSO will not take the risk to fully participate in the project.	The ToR states that a certain measure of mitigation will be provided in the fact that projects to be financed under the Facility will cover monitoring and advocacy for an improved enabling environment for civil society actors (TOR) The EU will include in its political dialogue with partner countries the requirement to engage with civil society actors at the national level and to promote a more enabling environment for the work of civil society (TOR) Any serious deterioration of the working/enabling environment in one of the countries will be communicated to the EC (PSC) the CoE and CSF for immediate discussion.
There is a risk of a certain unwillingness of CSOs to engage in policy dialogue with the State or simply the lack of incentives to do so.	Medium risk; Some CSOs in EaP countries do not understand that there is an important role for them to play in policy making (since they do not consider the authorities to be cooperative), or they lack the capacities.	CSO participation in policy dialogues is limited and therefore biased Some important CSO perspectives are not taken into account.	Tripartite dialogue (authorities, EU, CSOs) will help to highlight the usefulness for CSOs (and for authorities) to dialogue and work together. The project must identify new CSO (through mapping), which are interested in engaging in policy dialogue and strengthen their capacities to participate. The TA team will also publish and fully support the aims and objectives of the EaP as part of its outreach.

Risk of selecting fake NGOs (GoNGOs) for inclusion in the project.	Medium risk; In some countries (particularly Armenia, Azerbaijan, Belarus) civil society is increasingly infiltrated GoNGOs.	Organisations whose basic mission is the opposite of the aims and objectives of this project could do much damage during implementation if they pose successfully as genuine NGOs and thereby gain access. Their presence could seriously undermine the work of the project.	Mapping exercises will pay special attention to this issue, the Forum will be invited to assist with information and guidance, the possibility for NGO audits will be examined and supported by the project.
Civil Society Forum initially sees the project as competitor rather than supporter facilitator.	Initially high, reducing to medium and low; The project is well financed whereas the Forum is staffed by volunteers and has no secretariat to assist its function.	Loss of an important cooperation partner, confusion of aims and responsibility, likely adverse effect on the mappings and policy dialogues.	The functional relationship between the TA and the Forum must be clarified during the Inception phase and set down in a Memorandum of Cooperation. PSC is actively included into discussion with EaP CSF. The TA will present its project to the EaP CSF at the earliest opportunity.
Risk of a new conflict between Azerbaijan and Armenia due to Nargorno Karabakh.	Medium risk; The on-going tension between the countries is still an obstacle for cooperation.	Limitations on travelling between Azerbaijan and Armenia could make collaboration difficult or impossible Tense and hostile situation between Azerbaijan and Armenian citizens when brought together by project interests.	Slow down or freeze programme activities in the region until conditions improve. A clear position in the consortium and the project team supporting peaceful cooperation free of national, racist or gender prejudices is the foundation of this project and will limit and mitigate parts of this risk.

Additional assumptions and risks particular for Belarus

The current political environment in Belarus is a clear risk for the implementation of the project due to the political tensions between Belarus and the EU that are reflected amongst others in the following cases:

- there are no official political contacts between the EU and Belarus,
- there is a list of more than 240 officials, including president Lukashenka and foreign minister Makey, who are banned from entering the EU,
- there was a diplomatic conflict in early 2012 when the EU ambassador together with the Polish ambassador were requested to leave Belarus (as a sign of solidarity, all EU ambassadors temporarily left Minsk) - in August the Swedish ambassador was literally expelled;
- the latest parliamentary elections in September (as all previous elections, including locals) in Belarus were considered wereby EU and OSCE to be neither free nor fair nor democratic.

With regard to the given project the situation described poses risks in particular to the following components:

1. Running training courses in Belarus is a risk if this is funded from a project that is not registered in the country.
2. Organising multi-stakeholder consultations is a risk since the willingness of officials to participate in the consultation has to be questioned.
3. Organising some of the visibility actions might be a risk since the official side is currently not likely to participate in information and partnership events and there will be only limited possibilities to organise information sessions.

Mitigation strategy:

The Belarusian partner (ACT) in the consortium is very experienced in organising training activities in Belarus and is able to soberly assess under which condition an activity can be conducted in the country. If it is recommended to organize trainings outside of Belarus, KAS with its offices in Vilnius and Kiev is very flexible to do this also on the short notice. In addition KAS office in Vilnius has experience in organising a couple of trainings in Lithuania within the framework of the EU-funded project “Support to Independent Media Belarus” in 2008/2009.

The Belarusian partner in the consortium has long experience in organising consultations with local authorities in the field of social contracting. These experiences can be used in order to shape the format of the consultations and to cautiously attract the authorities to participate in the multi-stakeholder meetings foreseen in the project.

Over the last couple of years the Belarus office of KAS has built a strong network of independent media in Belarus that can be used to increase the visibility of the Facility and the CSO sector. Information sessions can be organised so far only in the premises of the EU-Delegation in Minsk. The experience of ACT in cooperating with authorities can be used in order to convince some of the authorities to attend the information and partnership events.

As soon as the TA is settled, it will review the actual situation of all assumptions and risks, so as to draw relevant conclusions; and will report these into the preliminary report to be presented to the EC.

ENPI-East

ENPI-East

2 Strategy And Methods

2. STRATEGY AND METHODS

2.1. Strategy

This section presents the main elements of the strategy that will be applied to the overall implementation of the project's results and activities. Following our introductory remarks, we will describe the four key features characterizing our proposal, special constraints and challenges we identified and our methodological principles, which will guide the implementation.

Introductory Remarks

Our strategy is characterized by the adoption of a set of methodological principles and practices that have been developed on the basis of the implementation experiences of EU support programs worldwide, adapted to the specific requirements of the region. The four key features of our strategic approach of the project are:

1. Results and process oriented;
2. Demand driven and interactive;
3. Transparency of information management; and
4. Inclusive outreach.

The involvement of the CSOs as active project partners in the consortium as well as national platform coordinators as members in the Steering Committee will ensure high levels of ownership, a prerequisite for the success of the project. The analysis and results of the "mini mappings" the consortium executed during the planning phase of the project have revealed that the national context in which civil society organisations operate and the challenges faced by them vary considerably. The special situation in Belarus for example is noted in each of the activities and it should be pointed out that the consultant has the ability to react accordingly. Nevertheless the need assessment shows that there are also a set of similar characteristics and challenges, for example very restricted NGO law in countries like Belarus and Azerbaijan and relatively weak organisational capacity in all countries. The project builds on these observations and aims to foster individually the capacity and coordination of the CSO scene in each of the countries as well as encourage the exchange of experiences and best practices of ongoing and future EU-funded grant projects amongst the CSOs but also for the Civil Society Facility as such.

Even if the project follows in general a national approach there are elements such as capacity building or the ad hoc component, as well as the set-up of the multi-lingual website, which foster the regional East-East approach and ensure the visibility of the Civil Society Facility in a uniform manner in all countries. The staffing of the Steering Committee also takes account of this

East-East approach as 6 national coordinators will be members of it.

During the implementation the project will actively reach out to CSOs in the regions to avoid creating activities only accessible for the "established scene". The consultant also ensures that high levels of synergy effects are maintained through close coordination with other relevant EU and non-EU funded projects.

The design of the project lays emphasis on ensuring that the intervention is sustainable beyond its own duration. In addition to the aspect that both the involved CSO partners will remain in the country and can take over ownership, KAS itself remains with its offices in the different countries and will continue working in the fields of the TA. Sustainability is achieved through various aspects of the project:

- Capacity building (including fundraising) of CSOs/NSAs will contribute to the strengthened institutionalization of CSOs, thus increasing their sustainability;
- Ownership by partners is promoted through their active involvement, and continuous consultation and advice;
- Substantial legacy of influence remains in terms of organisational and institutional memory embedded across the spectrum of human capacities and knowledge invested by the project;
- Physical legacy in terms of the toolkits, techniques and manuals, (including websites and e-learning devices) created and left behind with organisations as the implementation proceeds;
- Strong visibility of the project promoting the importance of CSOs for success of the reform process in all its stages (formulation, implementation, monitoring) built on a sound communication strategy targeting a variety of audiences (including civil society actors) and being an instrument in itself to ensure sustainability of knowledge and results;
- Support to the consolidation and strengthening of the Civil Society Forum and its national platforms and any other initiative supporting the reform process in a European spirit, by supporting the relevant constituents and promoting the holding of governments to account;
- Self sustained participation of CSOs in the dialogue mechanism of the Government with the EU and between CSOs and Governments as well as region wide exchange of experience, best practices and success stories;
- Success is the most vital of all sustainability factors. As the project succeeds in its aim to strengthen and promote civil society's role in reforms and democratic change taking place in the Eastern Partnership countries self sustainability will naturally follow, as the involvement itself will be supportive to this over the foreseeable future.

On a practical level, the project has been designed in such a way that on the one hand different components are interlinked and build on each other,

like for example the components mapping and capacity building, but on the other hand some components have a horizontal linkage cutting across all the other components, like for example the visibility component which has to be consistent for all components.

1. Results and process orientation

The Consortium and its TA expert team commit themselves to a results -oriented approach in the implementation of the project, aiming at reaching the four expected results and conducting all corresponding activities and tasks to the given components in the ToR. These activities are interlinked, built where possible upon each other and serve the overall objective of the project, which is to strengthen and promote civil society's role in reforms and democratic changes taking place in the Eastern Neighbourhood countries. At the same time it will be important to carefully facilitate, monitor and constantly improve the processes launched and supported by the project. Reform and dialogue are ongoing processes and will not come to an end with project termination. The intended democratization will bring CSOs, and through them the voice of their constituents, deeper into policy making. This is a process that requires time, ongoing improvement and patience to mature. Moreover capacity development is a targeted, planned and process-oriented method of support and advice for organisations with the intention to improve efficiency and effectiveness. Organisations, staff and volunteers benefiting from capacity building processes will be enabled to play a more active role in the change process. It is important to document the various processes at each step and make them available for others and in future through toolkits, manuals, video clips etc.

2. Demand-driven and interactive

The project will adopt a 'demand-driven' and interactive approach in the implementation phase in order to be attractive for those CSOs which come forward, and show active interest in participation and change processes within their organisations and as well as in regards to other stakeholders. This will be done by reaching out, particularly during the mappings, to those organisations who wish to engage in close participation, interacting with them so as to identify their main interests and key priorities, as well as the modalities of the activities to be included within the project, before preparing and finalising the project work plan.

This 'demand-driven' approach will imply the establishment of a functioning monitoring and evaluation system require from the beginning of the project, and its use as a project management tool. This M&E system will look both at the dynamics emerging within the project (i.e. concerning the actors directly involved in the project management and the activities of the project itself), and at the dynamics and processes

that emerge in the external environment (focusing on CSO/government interaction, on reform policies, on direct and indirect beneficiaries).

The approach will be applied to all activities of the project, meaning for example that mapping outcomes must be made accessible to the CSOs which participated in them. Furthermore the capacity building themes and methods must be agreed on with the CSO actors, through interactive discussions.

The project is aimed at strengthening the overall capacities of civil society organisations so as to boost their contribution to the political and institutional framework of partner countries. Fulfilling the expectations linked to the project's aims will require the project to integrate different perspectives such as: those of CSOs at different levels, the Civil Society Forum with its national platforms, those of EU Delegations in different countries, that of EU Headquarters, and those of other relevant actors, such as public administration representatives. Moreover, the actions carried out at different levels will be integrated, avoiding both conflicts and overlaps.

3. Transparency of information management

The principle of transparent information management is introduced strategically as a work ethic throughout project implementation in order to carry into practice an aspect of democratisation inherent in the intention behind EaP objectives. Populations in the countries of the EaP region still retain much of the cultural heritage of the Soviet era associated with information mis-management, characterised by over-possessiveness, secrecy and withholding. By adopting the opposite management ethos the project will seed good practice by example. In doing so it will be important to show sensitivity to the fears inherent in the idea of treating information in a much more open and transparent way, whilst at the same time revealing by application of best practice the benefits of efficient and responsible use of information, particularly in areas of cooperation, collaboration and networking, where sharing and open discussion of information is an important principle for growth and empowerment. Transparency will thus be one of the cornerstones of the overall communication strategy.

4. Inclusive outreach

The level of CSO involvement foreseen in this TA project is quite unusual considering on the one hand the obligation to include CSOs as formal partners in the consortium and on the other hand the inclusion of the coordinators from the national platforms as full partners in the project Steering Committee. The project itself mirrors its own intentions to promote CSO involvement in policy making at institutional level. The deep involvement of CSOs brings a significant contribution to the

empowerment of civil society as a whole in the countries concerned. This will at the same time ensure high levels of ownership, commitment and sustainability, all prerequisites for the success of the project.

The project's TA approach fully recognises the rights of initiative of all CSOs in the partner countries and is committed to working with them at all levels in the interest of achieving the intended results. The project will incorporate systematic cooperation with other related initiatives and where possible connect with them appropriately so as to avoid reinventing the wheel, unnecessary competition and duplication of efforts. During its implementation, the project will actively reach out (via mappings and visibility activities) to previously unseen, hidden, new or geographically remote actors and find appropriate ways to include them in the project. For example, when during mappings the TA identifies CSOs already involved or willing to become involved in policy dialogues at institutional level these actors will be invited into close cooperation and participation with the TA. Their efforts and learning experience will be integrated if possible into the ongoing activities of the project, through sharing of best practice, dissemination of information, and discussion within the wider CSO community. In this context it is important to point out that during its implementation, the project will actively reach out beyond its own national partners and those already involved in the Forum/ platforms in order to attract all relevant actors into the scope of the project and its activities. By operating this extensive policy of outreach through regular calls for new actors, the project will develop over time of a comprehensive knowledge of the structure and content of the CS sector in each country and upon this basis encourage and promote greater engagement with activities and processes leading directly to the achievement of declared objectives, namely those associated with facilitating networking, reinforcing capacities and the inclusion of CSOs in policy making and monitoring.

2.1.1 Institutional organisation and environment of the project

The TA project is managed by the European Commission, Development and Cooperation Directorate General – EuropeAid, in Brussels with Unit 3 being responsible for technical procedures and Unit 5 for financial procedures. In order to take this into consideration, the consultant nominated as the Project Director the KAS representative of the foundation’s European Office in Brussels. However, to also emphasise the presence in the region in the Steering Committee the consultant nominated Dr Canan Atilgan from the KAS regional office in Tbilisi, Georgia, as Co-Director.

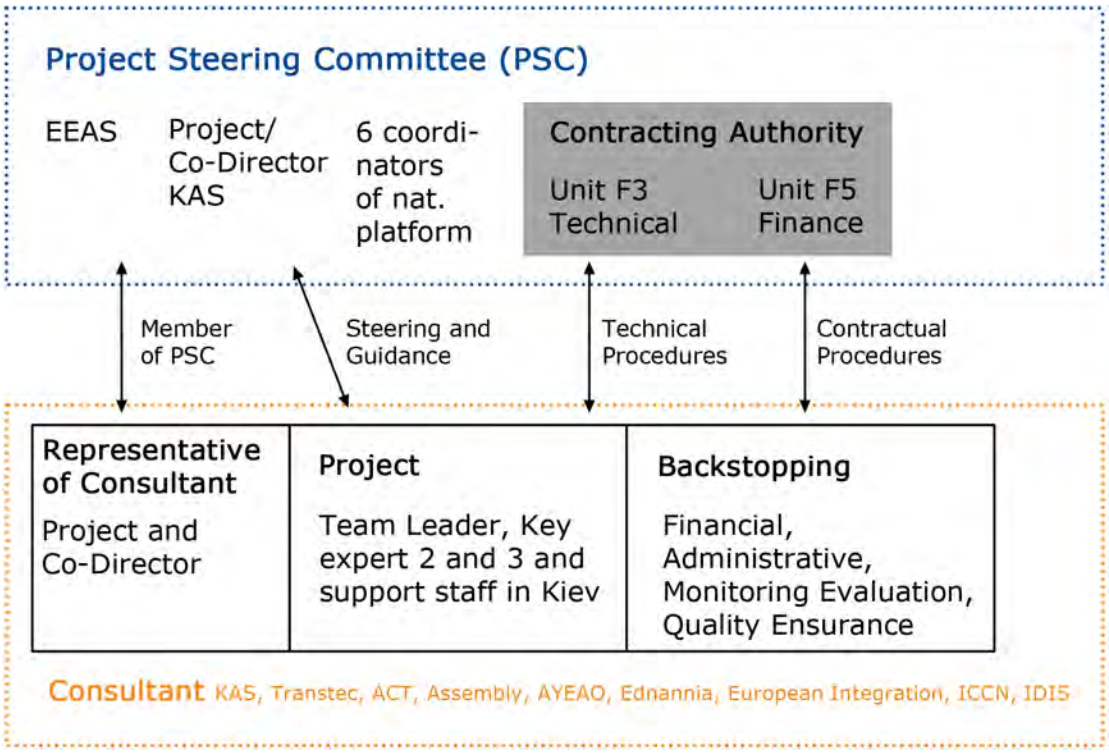
Together with the members from the EEAS, the Steering Committee is formed of 6 coordinators from the national platforms from the Civil Society Partnership Forum and representatives from Europen Commission Unit 3/5 the Steering Committee is formed. The TL will be available at the steering committee meetings to report on the progress of the project.

The PSC will oversee and provide overall guidance and direction throughout the entire period of project implementation. The first meeting of the PSC will be during the inception phase to review the first findings. Afterwards it will meet on a 6-monthly basis. The PSC will be briefed on progress made and provide guidelines on how to address substantial project implementation issues, if any. Its views and conclusions will be taken into account by the consultant in formulating recommendations and revising action plans. The meetings can take place in Brussels but the consultant proposes to hold some of the PSC meetings also in the Eastern Partnership countries.

For issues without significant contractual or financial implications, such as technical issues, the consultant will leave it to the Team Leader to discuss these questions with the Contracting Authority, so that adequate decisions are taken consensually, without further approval or endorsement by the Consortium.

For issues with direct contractual or financial implications, such as the submission of 6-monthly Technical and Financial Progress Reports, or the presentation of TOR and CVs for short term expertise missions, the Team Leader will systematically refer to the consultant's Project Director in charge of the project backstopping, so that issues and documents can be jointly examined and the appropriate endorsements given.

Overall Management Structure of the project



Project Environment

The project is embedded in a complex environment with a number of different expectations towards the results of the project. The consultant is aware of this situation and set up its consortium accordingly. Through its own office structure in the countries and the related working experiences with the civil society and national stakeholders for many years, KAS sees itself in an excellent position to implement the project taking the different expectations carefully into account.

TA Project's Environment

Because the **Eastern Partnership Facility** has already established the **Civil Society Forum (CSF)** and associated national platforms the project will aim to position its initiatives and activities within a context that is complementary to and consistent with the work of these existing structures. It is important to the success of the overall Eastern Partnership Facility that the activities of the TA project and the Forum/platforms are to some important degree linked by common understanding, shared aims and values, and upon this basis the project approach will encourage appropriate consultation, exchange of information and ideas with the CSF.

The national **platforms and Forum's** function is to promote contacts among CSOs and facilitate their dialogue with public authorities. The ToR do not specify any formalized operational links between the TA and the CSF (other than inclusion in the steering committee of some Forum members). Therefore the project will initiate an introduction meeting (probably during inception) with the CSF and national platforms so as to introduce the TA team, present the aims and objectives of the project and discuss perspectives for future cooperation. The project's relationship with the Forum/platforms will also be discussed and agreed with the EC as necessary.

The ToR also do not specify any formalized operational link between the TA and the **EU Delegations** in the countries. The grant projects funded under the Civil Society Facility will be contractually managed by the EU Delegations in the countries. The consultant therefore proposes to cooperate with the EU Delegation mainly for the component 3 “Ad hoc support” and invite the Delegation always to the information sessions. Another point of contact will be with component 4 “Multi-stakeholder consultations”. Regular exchange of information is considered as crucial by the consultant.

The **Contracting Authority** of the TA is located in Brussels and the consultant will aim at establishing a trustful and cooperative relationship to the specific unit and is fully aware of all contractual procedures needed with the project implementation. The consultant is prepared to reply to any ad hoc information requested. Every six months an update of the project progress will be generated and discussed in the PSC.

The project will cooperate with the **Grantees** under component 4 “ad hoc support”. The TA team will implement a number of information sessions to introduce the project management cycle as well as to strengthen their capacities on self-promotion and dissemination of project results (component 5).

To address and motivate the **National Authorities** to liaise with the project and to be ready to interact and participate in the multi-stakeholder consultations (component 4) involving civil society will be one of the main challenges in most of the six countries. In particular for Belarus, a different approach might be needed. The project will foresee special events for national authorities. The consultant is aware of the sensitive nature of this component and will bring in all its experience in the region to provide full support for the TA Team.

2.1.2 Methodological Principles

The following chapter provides a detailed outline of **methodological principles and practices for the mapping and capacity building components** in order to address these in a comprehensive manner.

As in the scheme below, the model is based on the recognition of four different levels in which CSOs can be included.

It is important to highlight that civil society in its diversity as well as similarity includes not only CSOs defined as formal organisations that provide service to communities, or engage in research, policy making and other activities, and that are registered in governmental bodies. It also includes a wider set of groups and collective initiatives that can be informal in their nature, but are voluntarily created and/or substantially autonomous from other organisations i.e. in their decision making processes and actions.

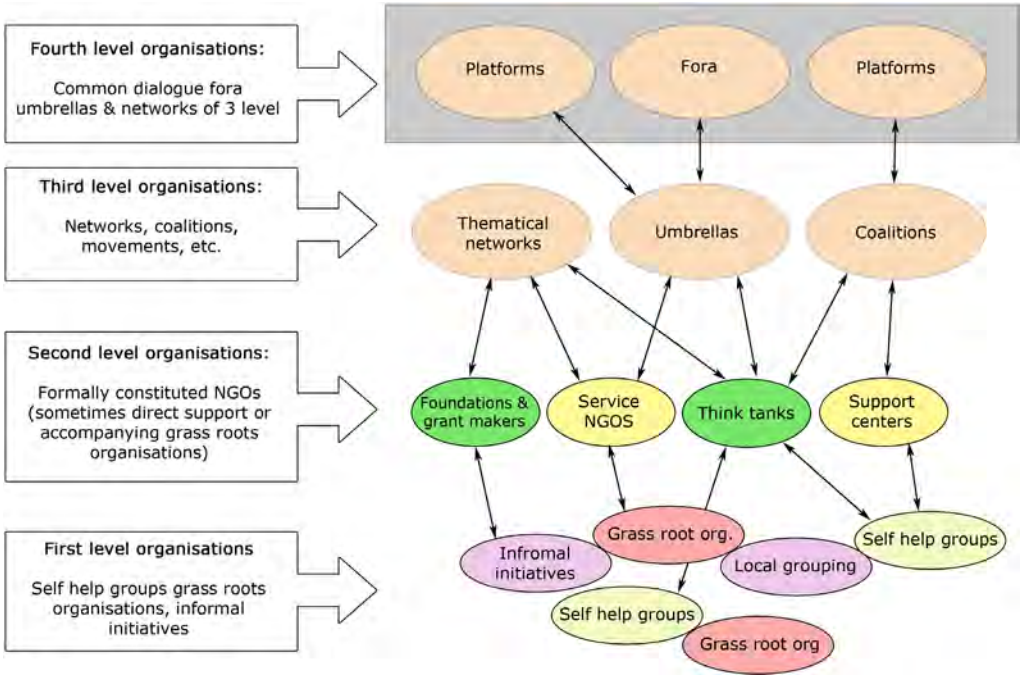
In the context of the EaP countries and according to our experiences, we

consider it necessary to adopt an approach allowing for the identification of specific needs and dynamics related to the various groups of organisations in regard to capacity building and involvement in the policy dialogue on regional, national and local level. Based on the experience of other civil society projects carried out by the European Commission in other parts of the world, as well as on outcomes of a research study on civil society organisations, a model has been built and widely adopted in the CSO mapping exercises carried out in the framework of the EU.

We hereby proposed to introduce and apply a slightly altered version of this model, adapted to our understanding of the structure and dynamics in countries of project implementation. This model can be used as a reference for the mapping exercise as well as for the capacity building. It is understood that a model is not a 100% copy of the reality, but tries to simplify the complexity of the real life.

The model, if necessary will have to be adopted to the outcomes of the mapping and will have to be handle in a flexible way.

Model of CSOs in EaP East structures on four different levels of organisation



This model is an adaptation of two other models used in the frame of EC NSA/CSO policies[32]:

Level 1: Community-based organisations (CBOs), a term usually used in ACP countries, can also be applied increasingly to the EaP countries[33] and

[32] *Capacity Building Support Projects for Non State Actors under the 9th EDF, Brussels, 2009.and "The Cotonou Agreement, A user's guide for Non State Actors, ecdpm 2003*

[33] *Within the framework of the above mentioned community based approach UN II project in Ukraine, co-financed by the European Commission, approx. 2000 community based organisation were created in the last five years.*

Grass Roots Organisation (GROs) is made up of grassroots organisations, self-help groups, cooperatives around a block of flats, women's and youth groups, faith-based organisations, clubs, groups of IDPs, cultural and sports groups etc.

These are created in rural and urban areas by groups of people who get together in order to suggest joint solutions to problems of the immediate local context, defend their rights or improve their living conditions and access to basic public services (health, education, etc.).

These organisations, of limited geographical and thematic scope, are often largely informal and often live on the enthusiasm and small financial contribution of their members (membership based organisations). They are often not organised in networks and have little access to information and little is known about them.

Level 2: Second level including intermediary level civil society organisations.

For the EaP Countries these are mainly non -governmental organisations, grant making organisations, foundations, think tanks, research institutes, human rights organisations, Media NGOs, women´s organisations, youth organisations and to a very limited number independent unions are belonging to this typology. This category contains very varied entities in terms of size or degree of establishment in the involved countries. They are made up of formally constituted actors with an advanced structural level, oriented towards social responsibility, that work for the benefit of the population and of its accompanying organisational forms on the first level (grassroots)

The distinction between the first and the second level is not always clear and the transition sometimes fluid. One can find NGOs that act locally or a large national organisation through branches or as support centres or grant-making organisations. However, beyond the size or reach at the local, national, provincial or regional levels, the same principles govern these organisations, which usually operate in a similar way. For example, a large number of actors on this level receive external funds in order to carry out specific or one-off actions within the framework of nationally or internationally financed projects.

Level 3: Networks of CSOs. Basically, coordinated groups, coalitions—consisting of a group of organisations that decide to get together and collaborate along a thematic and/or geographic rationale. The organisation arising out of this collaboration is usually conceived of as a space for exchange, communication and consultation between the member organisations, as well as a tool for offering services to the member organisations in areas such as capacity building, external projection, defence of collective interests, etc. In the EaP countries this level of CSOs has often been motivated (through financial incentives) and sometimes even set up by international donors/ organisations.

Level 4: Platforms and fora. These constitute national platform(s) of networks of CSOs. Platforms constitute real "groupings of umbrella organisations" (that is, composed of networks, coordinated groups, collectives, etc.) that are often characterised by their degree of flexibility and permeability. They are created in order to take a common stance with respect to common external problems, public authorities, donor policies, etc. Platforms can act on a national, regional or international level.

Our understanding of capacity building

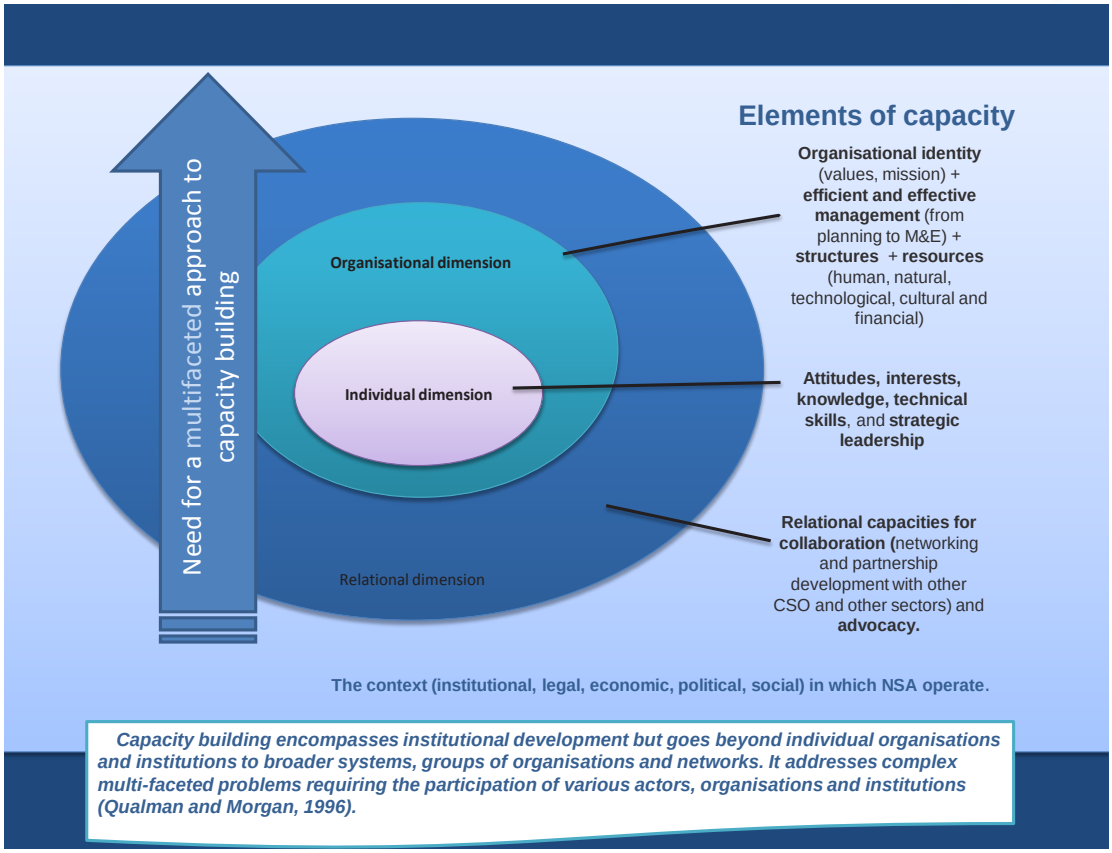
Capacity building involves individual and organisational learning which builds social capital and trust, develops knowledge, skills and collective attitudes. When successful, capacity building leads to collective abilities which enable a system to perform, achieve results, deliver value, establish relationships, solve problems and create adaptive procedures and can renew itself. All this empowers the organisation to survive in the long term[34].

Multi-dimensional approach to capacity building

As mentioned above, capacity building cannot be reduced to the mere transfer of knowledge, information or skills. It should be considered as a multi-dimensional process involving the concerned organisations, their staff and their relationships with social and economic environment. To deal with these different dimensions it seems necessary to identify three main capacity areas:

- Individual level: where representatives of the organisations are encouraged to gain new abilities, skills and attitudes which they will bring back and anchor in their organisations – therefore key persons will have to be identified for the capacity building.
- Organisational level, where internal dynamics will be affected by the gained abilities of their individuals and will as 'learning organisations' improve their efficiency and effectiveness in regard to advocacy and policy making.
- An organisation's interactions with other actors and the context, in which the capacities to interact with the environment are the focus of the process. This would not require capacity building activities but rather initiatives addressing the social, political and legal environment in which organisations participate. This model is presented in the following scheme:

[34] *This understanding is based on the experience of DFID, UK and ECDPM, Brussels*



Source: Maurizio Floridi, Beatriz Sanz-Corella, Stefano Verdecchia, Capacity Building Support Projects for Non State Actors under the 9th EDF, Brussels, 2009.

Within the framework of this project, capacity building will particularly seek to stimulate the empowerment of CSO involvement and participation in the democratic reform processes in the countries, rather than focusing on the development of their technical expertise, which can be done by local NGO training centres, having grown from recipients of capacity building to capacity providers.

The different capacity elements, i.e. 36 technical operational training sessions, ToT for skill trainers, 3 e-learning courses, stakeholder consultations and corresponding preparatory activities, online peer group sessions, e-dialogues, will be reallocated in an appropriate manner to the above described 4 levels.

2.1.3 The Project Structure and Phases

Based on the structure already given in the ToR the consultant developed a project design following the logical framework approach. As such, a clear logical intervention was set up by defining a comprehensive set of activities and tasks leading to the project results. An additional result 0 was defined to ensure the proper operational set-up and approval of work plans at the beginning of the project. In addition, a number of “supporting” activities are described, which complement the activities mentioned in the ToR, to ensure that the project objectives will be achieved and sustained in the future. In

the following the project structure is presented:

Overall Project Objective: To strengthen and promote civil society's role in reforms and democratic changes taking place in the Eastern Neighbourhood countries.

Project Purpose: Strengthen the overall capacities of civil society organisations so as to boost their contribution to the political and institutional framework of partner countries.

1. To carry out mapping studies
2. To implement capacity-building activities
3. To ensure guidance, technical support and visibility
4. To organise and coordinate the organisation of multi-stakeholder consultations
5. To ensure the visibility of the Facility itself

Result 1

Civil society organisations in partner countries have strengthened capacities to engage in policy dialogue and reforms at national level and to monitor the implementation of government commitments

Component 1

Carrying out in-depth mapping studies of the civil society landscape in partner countries

Activities

- Mapping in all 6 countries
- Update of mapping all six month

Tasks are defined to each of the activity

Component 2

Organising capacity building activities for civil society organisations

Activities

- 36 training courses
- 9 training of trainers courses
- 3 e-learning courses

Tasks are defined to each of the activity

Result 2

Civil society organisations manage their projects better and are able to attract more funding, as a consequence of the guidance and advice offered by the consultant

Component 3

Offering ad-hoc support (performing a Helpdesk function) to civil society organisations upon their request

Activities

- ad-hoc support (based on request) on project management issues and visiblity
- act as Helpdesk for civil society organisations on matters such as EU funding, registration, partner search or reporting

Tasks are defined to each of the activity

Result 3

Multi-stakeholder consultations are organised and the input of civil society actors is taken into account to a larger extent

Component 4

Facilitating the organisation of multi-stakeholder consultations

Activities

- papers identifying ways to facilitate CSOs' participation in selected sector policy dialogues between the EU and partner countries and in implementation of relevant bilateral projects and programmes
- empowerment of CSOs to participate effectively in dialogues
- improve accessibility and quality of information
- organisation and promotion of the dialogues and consultations, etc

Tasks are defined to each of the activity

Result 4

The recognition of civil society's role in reforms is enhanced

Component 5

Ensuring the visibility of the Eastern Neighbourhood Facility

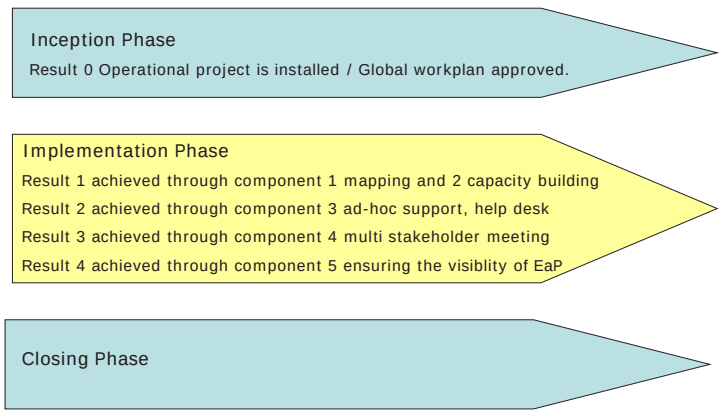
Activities

- Liaising with media
- Creating and maintaining a bilingual website (EN-RU)
- Organising information sessions
- Ensuring the sustainability and dissemination of project results
- Organising information and partnership events promoting inter- and intra-sectoral networking

Tasks are defined to each of the activity

The project consists of three work phases:

1. Inception Phase (months 1-2) for project set-up and approval of work plans
2. Implementation Phase (months 3-34) for activity implementation
3. Closing Phase (months 35-36) for finalizing workflows and ensuring the sustainability of results.



Within these phases, the activities will be presented in line with the project results. Each activity will then be described by providing information on:

- Timing and human resources needed: KE(s), ST expertise if needed;
- The approach and methodology of the activity;
- A description of the activity and related tasks;
- The expected outputs of the activity.

2.2 Expected Results and Activities

2.2.1 Result R0 Global work plan - Inception phase

Timing: Week 1-8
Input: Key Expert 1 – 22 days
Key Expert 2 – 10 days
Key Expert 3 – 22 days

The principle of this phase will be to launch the project and complete all set-up and mobilization tasks, identify the main stakeholders, formulate the project's communication and monitoring and evaluation plans, set up the project steering committee and prepare a comprehensive Inception Report.

The consultant proposes to extend the inception phase by one month to a two-month period. The high complexity of the situation in the countries, the involvement of 6 countries with the already selected partner CSOs which are mostly not familiar with the procedures of a TA project, the kick-off meeting with the Contracting Authority in Brussels as well as the set-up of the Steering Committee makes an extension justified and a requirement. The phase will end with the submission of the inception report.

The effective team mobilisation is aided by the composition of the Key Expert team. The TL is already familiar with the Ukraine and will be available from the first week onwards. The Team Leader and the second Key Expert already worked together in another project and both are familiar with the themes and procedures of the TA project. The network and communication expert is from Kiev and will also be available from day 1 of the project. The following activities (described under R0) are planned to take place during the Inception Phase for subsequent management of the project by the Team Leader and the two Key Experts assisted by the contracted support staff from the project start to the final report.

The overall aim of the inception phase is to fulfil the basic infrastructural staffing needs for the project, to establish an effective project management framework, and to create a good working relationship with the project partners, counterparts and other key stakeholders.

As mentioned above, this result R0 is an internal management feature

designed to cover the start-up phase of our work, from day 1 to the conclusion of the inception phase. During this period the following necessary tasks will be fulfilled to thoroughly prepare for subsequent implementation of the project´s activities and tasks as described in the ToR: By implementing R0 as a first step the TA strategy and activities with regard to the priority needs will be optimized to the EC expectations.

List of activities Result R0:

Activity 0.1: Contracting of TA Team

Activity 0.2: Preliminary consultations with the European Commission

Activity 0.3: Set up of operational structures

Activity 0.4: Preliminary situation analysis

Activity 0.5: Planning workshop with partners

Activity 0.6: Set up of monitoring and evaluation system

Activity 0.7: Development of global work plans

Activity 0.8: Update of LF, presentation & approval by SC in the first steering Committee meeting

Activity 0.9: Introduction to other projects/ stakeholders - Kick-Off Meeting

Activity 0.10: Set up and approve of communication strategy and principles

Activity 0.11: Preparation of Inception Report

Activity 0.1: Contract and mobilise the TA team and its support staff

Each of the 3 key experts has given his/her commitment to be available for the duration of the contract; the experts will be mobilized by KAS as soon as the contract with the European Commission is signed. The team will be fully briefed on all technical, administrative, management and technical dimensions of the project. The Consortium Project Director and the backstopping team will be in daily contact with the experts to facilitate and support project start-up.

We have assembled a top class team of key experts with a combination of skills allowing them to successfully plan and implement the activities necessary for this project. The Technical Assistance Team based in the project Office in Kiev is assembled with these key experts:

Key expert 1 - Team Leader: Mrs Christine LEISER

Mrs Christine Leiser is a political scientist and development professional with more than 15 years of professional experience. She has a long track record as Team Leader of projects financed by the European Commission, working extensively with non-governmental and civil society organisations

on issues of institutional strengthening. This includes assignments in the countries from the Eastern Partnership region. Further more she is a certified organisational developer with long-standing knowledge in capacity building of CSOs, not only in the Eastern Europe, but also in South America. Most notably she managed the EC-TACIS project "Strengthening Civil Society" in Ukraine from 2005 to 2007, where she conceived and implemented capacity building training programmes for NGOs from 5 regions based on a training needs assessment. This also included the set-up of an e-learning distance programme as well as the participation in the inter-ministerial working group with the Ministry of Labour and Social Policy. Prior to this, she was equally Team Leader of the TACIS project "NGO Development – Kiev and selected regions", which focused on the set-up and supervision of a network of partnership centres and the conduct of a training programme for NGOs. The project also had a help desk function to EIDHR scheme of the Delegation and organised special trainings and monitoring for the grantees. Assistance to formulating the call for proposals based on stakeholder consultations where part of the helpdesk function. Apart from conducting partial mapping exercises in the framework of the above-mentioned projects, she has moreover designed and conducted a full country-wide mapping of NGOs mapping in the framework of her assignment in Suriname on the institutional strengthening of NGOs as well as a mapping of social NGOs in Azerbaijan, thus demonstrating a sound expertise also in this area. In the framework of her different assignments (including advice to the formulation of thematic themes for NSA and EIDHR calls), she has been developing and leading round tables, conferences and group consultations involving different stakeholders and mediating between the different positions. Mrs Leiser has an excellent knowledge of EU procedures. She is fluent in English, Russian and German.

✓ **We selected Mrs Christine LEISER for this position on the basis of her long-standing experience with the capacity building of CSOs, especially also in the ENPI East region, her previous Team Leader positions, her experience with EU-funded projects and her excellent knowledge of English and Russian.**

Key expert 2 - Project and Guidance Manager: Mr Simon Paul HINCHLIFF

Mr Simon Paul Hinchliff is a political scientist with ample experience in development issues, focusing on the Eastern Partnership countries, Russia and Central Asia. Throughout his career spanning more than two decades, he has managed a number of EU-funded projects, working mostly on topics related to strengthening civil society in the region as well as monitoring and evaluation. A particular focus has been on networking and developing projects in cooperation with local civil society organisations. Through his various positions he has gained a thorough expertise on project cycle management and EU contractual procedures.

His professional experiences includes for example the management of the 2004-2005 project in Kyrgyzstan on "Building the capacity of civil society organisations to improve the situation of vulnerable older people", which involved project development, internal monitoring and evaluation as well as technical and institutional support to the network of CSOs in the country. Furthermore, he has been himself personally involved in managing EU grants in the region. This is complemented by a number of evaluations of projects and programmes financed by the EU, such as the IBPPs (Institution Building Partnership Programme: Support to Civil Society and Local Initiatives) in Central Asia and Russia. The later was conducted in cooperation with Ms Leiser. He is thus the perfect candidate to offer advice and guidance on a variety of topics of importance to CSOs, including in any issues or questions they might have in relation to EU-funded grants and their contractual procedures. Furthermore, he is also knowledgeable on mapping studies of civil society organisations' needs and capacities for policy dialogue.

Besides a thorough familiarity with EU procedures, Mr Hinchliff is fluent in English, Russian, German and Spanish.

✓ **We selected Mr Simon Paul HINCHLIFF for this position on the basis of his previous positive experience with EU-funded projects in the ENPI East region, his knowledge of monitoring and evaluation techniques as well as his expertise in providing advice and guidance to grantees.**

Key expert 3 - Expert in Communication and Networking: Mr Oleksiy SOLDATENKO

Mr Oleksiy Soldatenko is a sociologist with more than 15 years of professional experience in the area of communication and public relations. Throughout his career, he has been involved in organizing events, coordinating publications and online tools and dealing with the press. His different assignments have enabled him to acquire a proven networking and negotiation experience.

He started his career as Programme Director at the Journalists' Initiative Association, having a lead role in developing PR strategies and negotiation. This included for example an assignment for the British Council in Ukraine on the development of a communication strategy and concept, the analysis of the target groups and the best PR means to reach them, the implementation of the strategy as well as the monitoring of the campaign. He has furthermore facilitated the training of journalists and public information officers, and designed, facilitated and managed corporate events for news media organisations from different cities in the Ukraine. In his current position as Director General of the PR Agency Image-Rost he has developed promotion and communication strategies for a number of NGOs, developing PR materials such as information brochures and leaflets. His professional experience required him to regularly liaise with the media, collect information, prepare newsletters and edit all sorts of communication materials. Being a Ukrainian

national, he is well-placed to shape and implement the communication and visibility component according to local needs and customs in the region. Mr Soldatenko is fluent in Ukrainian, Russian and English.

✓ **We selected Mr Oleksiy Soldatenko for this position on the basis of his proven experience in public relations, communication, information and networking, as well as his perfect knowledge of Russian.**

Non-Key Experts

The Key Expert Team will in addition be supported by 220 days input from a number of local and international short-term non-key experts. These will be made up of senior and junior experts who will fulfil the profiles as set out later in the ToR for the specific activities. For the mapping component the ToR recommended to allocate short-term expert days to experts from the Consortium Partner but also from other CSOs experienced in conducting mapping studies. In addition the consultant will bring in some very experienced international experts with local knowledge. High-level short-term experts will also support the capacity and training component 3 and the multi stakeholder component 4. For both components all consortium members will bring forward and propose their candidates.

Project Support Staff

In order to give the Key Expert Team the freedom to concentrate on their main tasks the consultant will contract three additional project staff members for the project office in Kiev. All three positions will be paid out of the fee budget of the experts.

Financial Officer (full time), who is responsible for the project accounting and the financial reporting as well as financial planning (fluent in English and Russian, financial experience with international donor funded projects)

Training and Event Coordinator (full time), who is responsible for the organisation and conduct of trainings for CSOs. (fluent in Russian and knowledge of English, experienced in capacity building of CSOs in the region). In addition this position will also support the organisation of the mappings.

Secretary / Assistance (full time), who is responsible for all organisational and general administrative matters (fluent in Russian and English)

➢ Outputs

Fully functioning TA Team

Fully functioning project office

Activity 0.2: Preliminary consultations with the EC and establishment of PSC

At project start-up, the KAS Project Director and the Team Leader will meet the EC Task Manager in Brussels in order to present themselves. The meeting will discuss key operational requirements including all aspects of the start-up, communication and reporting scheme with the EU and the establishment and role of the Steering Committee. The first meeting of the PSC will be scheduled for the end of the inception period and will discuss the aims and objectives of the project, the plans that we propose to include in the inception period and expectations that the beneficiaries have for the implementation of the project.

Activity 0.3: Set up project office plus management information and administration system

A project office in Kiev will be opened, equipped with computing equipment, printer, photocopier, communications equipment, and office supplies (please see section 2.3.2. regarding the choice of Kiev).

Within a maximum of 4 weeks after the arrival of the team in Kiev, it is intended to find and establish a fully functioning and operational office with full communications and support facilities (communication/office equipment).

Programme management, accounting and administrative systems will be established within the project office. Double-entry based accounting and administrative systems will be used for the incidental expenditure.

During the same period we will establish an operational base in each of the EaP countries. This will consist of an allocation of office space in the partner office, with access to communication systems.

Activity 0.4: Review situation (baseline) and documentation including mapping of synergies with other Projects

The TA team will study all documentation available including papers that would be provided by the EC.

A baseline review will be made to define precisely the "pre-project" situation and the respective initial value of each identified indicator in the ToR. It will include an initial mapping of the political context, including governance institutions, players, and where possible interests of those stakeholders officially involved in the Eastern Partnership context. The EC Delegations could be a crucial point of information here.

This baseline review will have to be adapted after the first mapping which will allow for a far more in-depth reflection of the situation. It is important, especially in regard to the ongoing EU financed projects, to gain a clear

understanding in regard to CSO and policy making. And in a wider sense, understanding the political context is vital to engaging effectively in policy processes.

This baseline review together with information gathered during the briefings and preliminary consultations will enable the team to get a more updated view and understanding of the current situation. The team can thus better react to the dynamics of the CSOs in the EaP countries.

Activity 0.5: Planning workshop with partners

During the first two months, a workshop with all members of the consortium will take place (KAS, Transtec and the 6 country partners). The aim is to further elaborate on the discussion about the project and to organize a detailed common practical approach per result of the project. It will be crucial to present and train them on the monitoring system to ensure a proper internal evaluation process from the very start of the project. This team building action will ensure a smooth cooperation between the partners and serve the interests of efficiency and effectiveness.

Activity 0.6: Establish monitoring and evaluation system

Development and implementation of a project monitoring & evaluation plan, based on project activities and deliverables.

The project monitoring & evaluation plan will be based on the project's Logical Framework matrix (section 4). The proposed logframe matrix will be included in the project inception report for review (and finally approval) by the Steering Committee members.

The M&E plan will focus not only on the monitoring of the activities and their outputs and of the effective reaching of the expected Results, but also and mainly on the monitoring of the impact of the project, that is to strengthen and promote civil society.

Regarding the M&E plan, the method used will be classically based on the monitoring of a well-selected set of indicators, and will comprise the following steps:

- Identification of a set of SMART (Specific, measurable, available, relevant, time-bound) indicators at each level of the logical framework, including those already listed in the ToR and this proposal and already added to the logframe; (to be updated in the inception report)
- Review and approval of these indicators by the Contracting Authority;
- Clear identification of the data that will have to be collected for the monitoring of each activity and of each indicator;
- Set of simple forms for gathering these data for each activity and each indicator;

- Database for the data collection and processing (EXCEL spreadsheets);
- Definition of clear rules and responsibilities for gathering these data and feeding them into the database;
- Set of foreseen outputs from the database for:
  - tracking activity and indicator progress;
  - producing consolidated project progress dashboards;
  - identifying difficulties and delays;
- Reporting modalities about the above including all timing / frequency aspects.

Regarding the **specific monitoring of the project outcome**[35], some of the elements of the monitoring method called 'Outcome mapping' as set by the Canadian International Development Research Centre (IDRC) will be added to the standard ROM approach and included in the M&E plan.

"Outcome mapping"

Outcome mapping is a method used in knowledge and learning programmes.

Outcome mapping supplements other forms of monitoring by focusing specifically on related behavioural change.

Outcome mapping recognizes that development is essentially about people relating to each other and their environment. The originality of this approach lies in its shift away from assessing the products of a programme to focus on changes in behaviour, relationships, actions, and activities in the people, groups, and organisations it works with directly.

Starting from recognizing that such "impacts" (behavioural changes) are often *the product of a confluence of events for which no single agency or group of agencies can realistically claim full credit. As a result, assessing development impacts is problematic, yet many organisations continue to struggle to measure results far beyond the reach of their programmes*[36].

Outcome mapping does not belittle the importance of changes in state (such as more funds or better regulations) but instead argues that for each change in state there are correlating changes in behaviour[37].

The Consortium believes that this method is an added value to the monitoring of this project. It therefore will be used for additional measurement of the impact of this project, especially in the capacity building component where

[35] *The outcome refers mainly to the overall objective and can be monitored by tracking the measures linked to the overall objective*

[36] *International Development Research Centre (IDRC)'s Outcome Mapping: http://www.idrc.ca/EN/Resources/Publications/Pages/IDRCBookDetails.aspx?PublicationID=121.*

[37] *http://www.odi.org.uk/publications/5212-outcome-mapping-learning-knowledge-sharing*

it is of crucial importance.

Activity 0.7: Develop global work plan, including the first six-monthly work plan

A global work plan, which consists of a detailed inception report, will be prepared and discussed with the EC and the Steering Committee, and possibly as per EC wishes, with the six involved EC Delegations. We propose to elaborate, discuss and validate this GWP within max. 8 weeks of commencing our assignment. The GWP will be an update of the present technical proposal, with where necessary an update of sub-activities and deliverables to produce. It will also include an update of the logical framework and of the activity schedule, and a draft breakdown of the Incidental Expenditure budget over the whole project duration. The contents and format of the GWP will follow the EC-recommended format available under the 'Inception Report' section of the EC PCM brochure.

The GWP will also include the following:

- A TA overall proposed Work Plan updated and a first TA 6-monthly Work Plan covering the first period of the project up to progress report 1;
- The result of the document study and baseline under 0.4;
- Project administrative information and arrangements (staff planning and modalities for the use of the incidental expenditure budget);
- Reviewed and updated OVI's of the technical assistance project's logframe, taking into account the specific options proposed in the present proposal for the Monitoring and Evaluation system to be established within the project (see activity 0.6 M&E system);
- A tentative plan of recruiting of short-term expertise.

Activity 0.8: Update of Logframe, presentation and approval by Steering Committee

The Steering Committee will be informed about the start of the project as soon as the office is up and running. The updated logframe matrix of the project and the implementation modalities will be discussed during the first Steering Committee meeting, which will also contribute to a clarification of the mutual relation between the PSC and the project.

Activity 0.9: Introduction to other projects/ stakeholders - Kick-Off Meeting

After the approval of the logframe and the global work plan, (see 0.7 and 0.8) the project will introduce itself to a broad range of stakeholders such as other EU financed programs, already identified CSO, major donors, EC member states active in the field of CSO capacity strengthening in regard to

policy dialogue etc. This can be done by a letter and/ or by a main kick-off meeting in Kiev and smaller kick-off meetings in the other project countries.

»» **For Belarus:** CSOs will be addressed through our partners and it will be carefully decided which is the best way to present the project within the country. ««

Activity 0.11: Set up and approve the communication strategy and principals

Following the description of the component 5 visibility, the communication strategy and the communication plan will be drafted. Both, the strategy and the plan will be discussed within the Steering Committee Meeting.

Activity 0.12: Drafting the inception Report

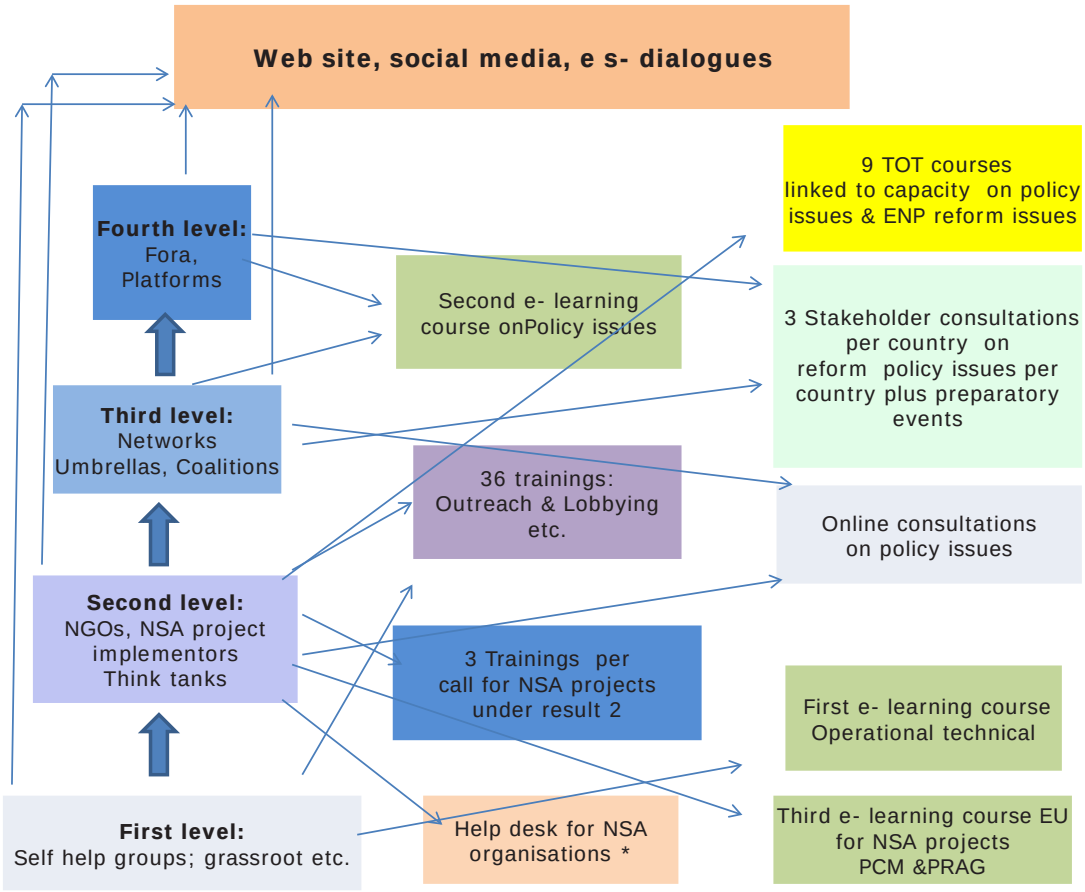
The Inception Report will be submitted within two months after the start of the project.

The Inception Report will include the following elements:

- Review clearly the objectives of the technical assistance;
- Detail any changes agreed with the EC that were not specified in the ToR;
- Set out a detailed work plan and time schedule for the next 6 months as well as an overall work plan for the whole project duration;
- Review the resource planning for the different components;
- Provide a list of incidental costs elaborated in details;
- Provide a list of costs of services to be subcontracted.

Project Implementation Phase

The methodology described under 2.1.2 is the implementation guideline for the project. There is a strong interrelation between all capacity elements within the 5 components, defined levels and activities; and none of them can be considered as a standalone solution. The Schematic below presents the relationship between the four civil society levels and the associated capacity building tools offered by the project in the activities and sub-activities under Result 1-4.



2.2.2 Result 1 – Civil society organisations in partner countries have strengthened capacities to engage in policy dialogue and reforms at national level and to monitor the implementation of government commitments;

Component 1 – Carry out mapping

Timing: Month 3 - 35
Input: Key Expert 1 – 225 days
Key Expert 2 – 70 days
Key Expert 3 – 42 days
Short Term int – 20 days
Short Term nat – 90 days

Result 1 will be achieved through the implementation of the following two main components:

- Component 1 Carry out in-depth mapping studies of the civil society landscape in partner countries; and
- Component 2 Organising capacity building activities for civil society organisations.

Both components are interlinked with each other and will carefully consider the outputs of the respective activities.

Result 1 - Component 1 Carry out in-depth mapping

The ToR give clear information / instruction on the goal of the mapping exercises which is to provide the EU with an in-depth analysis of the CSO landscape in each country and the civil society actors' needs and capacities to get involved in policy dialogue. The way in which these actors can contribute to specific sector policy dialogues should also be covered (ToR 4.2.1).

Ultimately the mappings should be a useful tool for the EU Delegations / DEVCO services (and other donors involved) for firstly understanding the actual civil society landscape more clearly, and secondly on that basis defining the national and regional engagement with CSOs (ToR 8.1. Definition of indicators).

Since the mapping is expected to be more than just an inventory of the civil society actors in each country, it must go further than the inventory by including it as a first necessary step and then extending it; as the following demonstrates:

- Identification of the key civil society actors in each country, and their involvement in governance processes
- Reflection and assessment of local dynamics (influencing civil society and its role in policy-making and implementation of policies). Analysis of legal and judicial system, legislative framework relevant to the functioning of CSOs and the de facto implementation level;
- Assessment of the role and position of civil society actors, as well as of their relationships with other actors (including the public sector, the private sector, international donors, etc.) and the context;
- Assessment of CSOs' aspirations, strengths and weaknesses and their capacity-building needs.

In addition to the above the mapping study should address the following important questions:

- Does the current framework actually provide civil society actors with the necessary basic functional rights (to exist and organise themselves, to secure funding, take initiative, enjoy freedom of expression and association and have access to information)? To what extent are these rights guaranteed in practice?
- Do CSOs actually have the right to participate in and contribute to public affairs, or are there blocks in access to policy makers?
- Does an institutional framework already exist through which CSOs are always involved and included by the public authorities in policy-making

and implementation, or do they have to struggle each time to get into dialogues and have their voices heard? If such a framework does exist, how is it defined and what is its legal status?

Actual situation

Civil Society Mapping exercises are in widespread use for establishing a useful baseline and part of the analysis on which strategies can be built. There is no standardized methodology available for civil society maps or indexes. They are conducted by INGOs and international aid agencies[38] for different reasons and with different aims, not necessarily following the same demand and requirement and certainly including a variety of different methodological approaches (like UNDP - included in the Human Development Report, USAID civil society index[39], INGOs like Civicus etc.). The EU has used mapping studies in different parts of the world, in the Middle East[40], in Latin America, in Asia.

In the EaP countries mapping studies have been conducted in Georgia (2008), in Azerbaijan (2010), Ukraine and Armenia (2012). The mappings often had different aims, but would often map the emerging needs for strengthening civil society.

These mappings were not necessarily based on the same methodological approach and theoretical background, even though they included in most cases a needs assessment of capacity building and were supposed to be a baseline for EC schemes to support CSOs .

The approach for implementing this activity is based on the methodological approach used for the mapping studies to be conducted under this result, which follows the same approach that will be used by the ENPI South project (under implementation by the Consortium led by Transtec and involving KAS as partner) thus contributing to a standardisation of the mapping approach of the European Commission.

Main key issues for the Mapping:

As mentioned earlier the Consortium has a considerable experience in conducting NGO needs assessments, NGO directories and mappings even in the region. Based on these experiences it is possible to identify the following challenges in carrying out CSO mappings:

- To find after discussion with the EC and the respective Delegations an appropriate approach in regard to the inclusion of the CSOs working in

[38] *Such as for instance USAID's Civil Society Index, which is annually updated http://transition.usaid.gov/locations/europe_eurasia/dem_gov/ngoindex/reports/2011/2011CSOSI_Index_complete.pdf#page=22*

[39] *http://transition.usaid.gov/locations/europe_eurasia/dem_gov/ngoindex/*

[40] *See: Action Fiche for Jordan/ENPI South/Civil society & Media supporting programme and The European Union's MED – Mediterranean Programme for the Hashemite Kingdom of Jordan, Mapping Study of NSA in Jordan, 2010*

the conflict zones of the regions, evaluating possibilities to work with existing data of organisations like the UN and/or OSCE;

- To reach out to those active genuine CSOs everywhere, particularly those working in remote places and to attract only those CSOs that are genuinely interested to participate and at the same time respect their response and involvement. This concept of their involvement is part of what is meant by "inclusive", in the sense of them being involved on their own terms, as they wish to be;
- To honour the participating Civil Society organisations by recognizing that the participation in such a mapping is a time consuming labour intensive activity. It will be a challenge to obtain a maximum of useful quantitative and qualitative information with a minimum of constraint on the efforts of the involved Civil Society organisations. This includes the serious intention to avoid considering CSOs as “objects” of mapping studies, by integrating the issues and dynamics CSOs perceive as important. This includes avoiding to project stereotypes onto them, leading to misinterpretations through adoption of an external view which does not take account of internal views and perspectives. It also means that the involved “mapper” is obliged to follow a certain code of conduct. They are to behave as the messengers and representatives of the project and must therefore in some degree “personify” the visibility of the project and therefore the Civil Society Facility in a positive manner;
- Incentives for participation of the Civil Society organisations in this mapping must be made clear from the very beginning and a safety policy must be applied (anonymity where required to stick to the principle of no harm, which is in particular challenging while organising focus groups);
- The need to make the most of existing knowledge, which requires to set up a framework for knowledge accumulation and avoids the re-production of studies and research that have been already carried out;
- The need to adopt clear categories (clusters of NGOs within the four levels) and concepts, that should enable to match with the diversity of the civil society in the region and the clear understanding of the sample which is considered to be representative also by the contracting authority;
- The need to integrate the national level and the regional level, finding out which are the issues and dynamics that CSOs face at national level as well as on the regional level. This must be undertaken without renouncing the differences existing within the regions;
- The need to avoid creating databases of CSOs which exists mainly on paper but are otherwise dormant

Approach for the Mapping:

The mappings (either starting from scratch or as updates of the existing country mappings) will follow a common format and standardised rubric for

ease of comparison and analysis of results. They will be based on:

- ✓ Inclusion of the pro - active civil society organisations in the countries in other words the "agent/drivers for change" taking into account sectors, categories, territorial scope, etc., and considering the extent and diversity of the civil society landscape; the existing national platforms and umbrella as well as regional networks
- ✓ Getting buy-in from local CSOs by adopting a participatory approach (as CSOs are to be seen as actors within a process that includes mappings and assessments, the stakes and challenges they face, the needs for fulfilling the roles they can play in existing social and political dynamics[41]);
- ✓ Including quantitative and qualitative information, organised to allow comparative analysis, capitalising on existing sources and previous studies and linking with broader governance assessment;
- ✓ Analysis of CSOs capacities and their needs to be (better) involved in policy dialogue about the democratic reform process as well as to play an effective monitoring role must be provided;
- ✓ Providing an analysis of the relationship between the CSOs and the institutional context in which they can operate (legal framework and the practical applications, procedures, consultation mechanisms, attitude of government and other actors towards CSOs, etc.) and the regional institutional context, looking at strengths as well as shortcomings;
- ✓ Taking into account the presence of other stakeholders, such as national and international donors and other technical and financial partners, and the ways they interact with CSOs;
- ✓ Being aware of the dynamic nature of the sector, ensure the six monthly updates be carried out in cooperation with EU Delegations, which can play an important role as providers of knowledge and information[42], including updates of the political situation.

In order to make the requirements of ToR an actual feature of the mapping activities carried out in the implementation of this project and taking

[41] *Capacity building needs therefore are not to be assessed against an abstract model of a "working CSO", but are to be identified and assessed by looking at the roles CSOs are playing and are oriented to play in their social and political environment. Therefore CSOs are to be recognised as the main actor in the assessment process.*

[42] *EU Delegations have been involved in multiple relations with CSOs both in the framework of thematic programmes and bilateral cooperation (by receiving CSOs proposals, by interacting with CSOs prior and during project implementation, etc.). The EUD / CSOs relationships can be considered as a dynamic space for identifying active civil society actors, for analysing the way local and national agendas meet international agendas, for assessing the relationships among the different tiers of CSOs and the partnership capacities, for looking at relationships existing between civil society and other actors (i.e. the government and political institutions, the local authorities, other NSAs). In addition to that, EU Delegations have been playing in recent years a growing role in the coordination of donors. So potentially some of the Delegations can offer information about the different donors involved in civil society development. Finally, in many cases EU delegations have assumed an important role in hearing the "voice" of movements in EaP East countries, offering space for dialogue to many actors – from those belonging to traditional NGOs to those belonging to cultural and academic communities or to those engaged in human rights and government accountability issues. Playing this role allowed EU Delegations to be one of the places in which local civil society dynamics became visible. (so for instance during the Strengthening Civil Society project in Kiev, when the EU Delegation offered a platform for working groups on legislation, involving line Ministries, Civil Society organisations, experts, other EU projects, mass media).*

The mapping activity of CSF can in this framework help accumulated knowledge, information and experience to be formalised, to be made available, visible and to be disseminated.

into account previous experiences of mappings, the following main methodological principles will be adopted:

- The assumption of a strategic perspective, identifying the challenges and issues that CSOs have to face in order to play an active role in governance and policy dialogue;
- The definition of civil society as a wide range of organisations, belonging to different families, playing different social functions and roles, having a variety of organisational and institutional settings, but assuming objectives and goals linked to general interest (common good) rather than to particular interests;
- The adoption of a differentiated approach to CSOs, based on the recognition of a set of different groups and tiers, each one having to face different issues and challenges and each one having different social nature and features (see the section on methodological principles);
- The adoption of a multidimensional perspective when dealing with capacity building needs, focusing not only on skills, information and knowledge, but also considering the needs related to organisational dimension and functions and those related with institutional and sector context – as already presented in project strategies and approach.

Indicators as defined in the TOR (under 8.1)

- The quality and timely delivery of the mapping studies and needs assessments;
- The mapping studies should provide a thorough analysis of the active CSOs in the region;
- The mapping studies should provide an analysis of the CSO capacities and needs in regards to their contribution to policy dialogue- to promoting national reform, increasing public accountability and
- To becoming stronger partners in implementation of the EaP objectives;
- To be useful and effective tools by the EU Delegations/DEVCO services (and other donors involved) for defining the national and regional engagement with Civil Society;
- To be identify opportunities for enhancing Civil Society participation in policy dialogue;
- The national and regional mappings are considered by the EU Delegations/ DEVCO services as dynamic
- The mappings should allow for regular updates;
- The national is suitably broad and inclusive (CSOs diversity but also institutional relations, including with international donors).

There are various tools that can be used for mapping political context of civil societies, worked out by national aid agencies such as the British DFID, the Swedish SIDA or the German GIZ. A synthesis of all these tools will be drawn up for our purpose and applied accordingly.

List of Activities and Tasks for Result 1 component 1 mapping

Activity Carry out in-depth mapping studies of the civil society landscape in partner countries

Task 1.1.1: Conceptualising mapping

Task 1.1.2: Mapping preparation and set-up mapping teams

Task 1.1.3: Carry out a prototype pilot mapping in Moldova

Task 1.1.4: Rolling out mappings in the other five countries

Activity Update mapping every six months

Task 1.1.5 Prepare and conduct (six monthly) updates of the mapping (s) (max. 5 times)

Result 1 - Activity 1 Carry out in depth mapping studies of civil society landscape in partner countries

Task 1.1.1: Conceptualising mapping

To elaborate a comprehensive mapping concept first a compilation and assessment of the current exiting national mapping is needed.

The existing mapping studies of Armenia, Azerbaijan, Ukraine, Georgia[43], will be obtained by the respective EU Delegations, They as well as mappings of other donor organisations or research institutes working on civil society issues at country level will be assessed.

The assessment of current existing mapping studies will result in the drafting of a reference line paper a “CSO landscape per country” information, including:

- Quantitative aspects of CSOs (structured, as far as possible, according to the tiered model of civil society (Grassroots, NGOs, Umbrellas, Fora);
- Qualitative aspects of CSOs (internal governance dynamics, sectors of intervention; quality of management; funding sources and modalities; quality of action, etc.), considering the different levels identified;
- Policy / governance activities promoted by CSOs;
- Dynamics involving CSOs, at different levels;
- State/CSO dialogue and partnership initiatives, at the different level;

[43] *ToR,4.2.1. In these countries national CSO mapping studies and studies have been carried out recently with the funding of EU.*

- Linkages, dialogue and partnerships with Local Authorities, at the different level;
- Linkages with other NSA, at the different level.

This will allow allocating existing information gaps and demands for information.

As far as it is possible, the review will concern CSO mappings and similar documents (i.e. need assessments, strategy papers, etc.) produced in the last 3 years. Documents produced before 2009 will be considered only when more recent documentary sources are lacking. This reference line paper would be discussed with relevant stakeholders at country level. The consultation with relevant stakeholders will be carried out through e-mail. The finding from the assessment will be summarized in a **reference line paper.**

On the basis of the reference line paper the emerging mapping needs will be identified and an **action plan** on practical implementation of the new country mapping studies and the updating of existing mapping studies will be drafted.

Parallel to the drafting of the action plan, **a concept** of the mapping methodology will be drafted. This concept aims to generate a methodological framework, which will be applied in all countries in order to produce comparable, valid and effective information.

The methodology will include:

- the definition of operational concepts to be applied for identifying CSOs as well as their features and their needs and to be applied for identifying and analysing relevant social and political dynamics;
- the methodological principles and operational tools to be utilised in implementing of the mapping studies (i.e. sampling procedures, data gathering procedures, information sources, etc.);
- the data gathering tools to be applied (guidelines for discussion; guidelines for semi-structured interview; structured questionnaires; guidelines for analysis of documents, etc.);
- the tools for data registration and processing (database structure);
- the quality standards and code of conduct for the "mappers" in the six countries of partner involved;
- the template for reporting.

Once the methodological concept is drafted it will be presented for discussion and feedback to the PSC either during a meeting or with the help of email consultations.

➢ Output(s) of the activity:

1 reference line paper will be produced;

1 action plan on practical implementation;

1 methodological concept including quality standards and a based on the mapping concept + annexes (such as a needs assessment questionnaire and a swot analysis) will be produced through the activity 1.3.

Task 1.1.2 Mapping preparation and set-up mapping teams

Based on the technical needs and requirements, formulated in the methodological concept, a data base will be purchased and if necessary modified to be applied in the six countries. It must be able to link those parts of the database, which are not sensible to go public, to the web site of the project

To strengthen ownership of the mapping results and also to train CSOs staff in conducting mappings per country a mapping team of local short term experts will be assembled. The local short term expert will contracted from our consortium partners or from other CSOs. For training, coordination and guidance an international mapping expert together with the TL will be accompany the mapping process. For the contracted local short term experts which form the national mapping team an intensive briefing in form of a webinar will be conducted. When possible local experts having previous experiences in CSO mappings will be included in the team.

The international mapping expert will aim at supporting national teams so to allow them to produce information that is valid and comparable. The support will concern:

- Technical assistance to the implementation process (ex. sample definition, solving problems rising in interviews and in the administration of questionnaires; solving problems related with data processing);
- Quality assurance on mapping outcomes (check of data, check of methodological operations);
- Assistance in reporting (review of reports, identification of reports' gaps);
- Assistance in relationships with relevant stakeholders (EU Delegations and others).

➢ Output(s) of the activity:

Database system purchased and set up;

6 local mapping teams in place;

a common understanding of the implementation approach, a backstopping report and (indirectly) good quality national reports.

Task 1.1.3 Carry out a prototype pilot mapping in Moldova

Moldova as the smallest of the countries will be used to conduct a prototype pilot mapping. This will offer the opportunity to test and validate the mapping concept. A public announcement will have to be launched so as to make sure that all pro- active CSOs will be aware of the mapping and have the chance to participate. After a thorough evaluation of the mapping outcomes, lessons learnt will have to be formulated and presented for feedback to the Steering Committee. The methodology and approach might have to be adapted according to the results of both, the evaluation and feedback.

➢ Output(s) of the activity:

Report on Moldova pilot mapping.

Task 1.1.4: Rolling out mappings in the other five countries

According to the described approach the other 5 CSO mappings (partly an update of the already existing mappings) will be implemented by the project.

National CSO mappings can be expected to include the following operations:

- consultation of key informants and CSO representatives through in depths interviews;
- administration of questionnaires to a sample of CSOs at the different levels, defined so to assure adequate representation of geographical areas; intervention sector; CSO level;
- consultation of CSOs in each considered region through "focus groups" and "collective interviews" (so to generate knowledge through the direct interaction among CSOs);
- recapping workshops on country level for discussing the main output of the first mapping (each workshop would involve 20 to 30 organisations; workshop could be complemented through webinars and e - dialogue)

➢ Output(s) of the activity:

6 country reports presenting the mapping outcomes including the needs assessment in regard to capacity building in English;

6 country reports translated in Russian language.

Result 1 - Activity 2 Update of mappings every six months

Task 1.1.5 Prepare and conduct (six monthly) updates of the mapping (s) (max. 5 times)

Six monthly updates of the mappings are foreseen in the ToR. We understand the mapping as a flexible exercise, requiring a constant monitoring of the CSO framework in the six countries. We therefore see it as an ongoing process rather than a one-off activity every six months. The project aims to empower capacities of NGOs and therefore it is expected that the capacity needs as well as the capacity level of the participating NGOs will also change in the course of this project, which should be subject of this mapping.

The following operations will be included so as to ensure an updating of the mapping

- Monitoring and comparing of legal and political environment of CSO in the six countries plus conclusions
- Monitoring and comparing empowered capacity of those CSOs participating in the mapping plus conclusions
- Enlarging the sample with each of the follow up mapping by 10 - 20%
- Ensuring proactive participation in the mapping by allowing to take part in the mapping through online tools on the web site
- Ensuring a constant improvement of the mapping approach through evaluation
- Presentation to the PSC
- Translation of updated mapping studies into Russian, publish non sensitive data on web site and send CDs to main stakeholders

➢ Output(s) of the activity:

Updated and enhanced 6 country mappings in English and in Russian.

»» **GoNGO Alert:** A significant risk in Belarus is that GoNGOs may be included in the mapping. In order to avoid them being included and participating in the project, the consultant will closely liaise with its Consortium Partners ACT and Assembly. They are deeply implanted in the Belarusian civil society landscape and have a clear knowledge and experience of potential GoNGOs. ««

Best Practice for Component 1 Mapping

The Consortium and the team both have gathered experience in mapping, evaluating and indexing Civil Society organisations.

Team Leader: The TL has conducted a mapping study in Azerbaijan of social oriented NGOs in 2010. The main research objective of the mapping was to show the overlap of donor intervention as well as to assess the needs of NGOs in terms of capacity building. The analysis of the relation between the State and the NGOs, the constraints on the human rights situation as well as recommendations for the formulation of the NSA programme 2011 were also included in the report. During a mission period of 5 weeks some 40 NGOs in four geographical areas of Azerbaijan were interviewed in Russian language, more than 300 questionnaires spread out online.

A presentation of the preliminary findings was conducted in the EC Delegation, attended by the main international donors and the State Committee for NGOs.

In the frame of the Ukrainian Civil Society project between 2005 and 2007, a needs assessment of the capacities of more than 400 CSOs in five regions of Ukraine was designed and supervised by the TL and conducted by the five regional teams.

Based on the outcome of this needs assessment a core group of 80 NGOs were invited to participate in a training for NGOs regarding organisational development. Directories / indexes of social service providers in the target regions were published and should still be available in the Delegation at Kiev.

Assembly, Experiences in the field of CSOs Mapping

The Assembly of NGOs participated in creation of the Map of Civil Society Sector which was done in 2000 by BARC (Belarusian Association of Resource Centres). The result was a CD and a brochure. Besides, in recent years the Assembly has completed several researches related to the Belarusian civil sector's activities (such as "Monitoring of legal status of non-governmental organisations and freedom of associations in Belarus", "The Belarusian Third Sector: Potential for Changes", "An Assessment of Foreign Donors' Policies by Belarusian NGOs", "Public Councils in Belarus: Legal Regulation and Practice").

ICCN, CSO Mapping and Needs analysis in Georgia

ICCN has specific experience in the field of CSOs Mapping. The organisation is conducting regular research on civil society perspectives, problems and needs in target regions, mostly based on the focus group methodology. On the basis of the cooperation with regional NGOs in Georgia information on civil society problems, developments and needs is gathered. This research

is used as a starting point for the development of civil society development action plans for different programs.

ACT, CSO Mapping in Belarus

Since 2006 ACT conducts the annual CSO Sustainability Index in Belarus which includes identification, tracking and analysis of the main trends of CSOs' development.

2.2.3 Result 1 Component 2 - Organising capacity building activities for civil society organisations

Timing: Month 3-35
Input: Key Expert 1 – 150 days
Key Expert 2 – 73 days
Key Expert 3 – 46 days
Short Term int – 50
Short Term nat - 30

As shown in part one of this offer (see sustainability index from USAID) in terms of all the countries involved, CSOs effectiveness remains limited to a certain degree due to their lack of capacity, inexperience, lack of organisational development, lack of training etc. Many of these issues have already been addressed by externally provided capacity building initiatives.

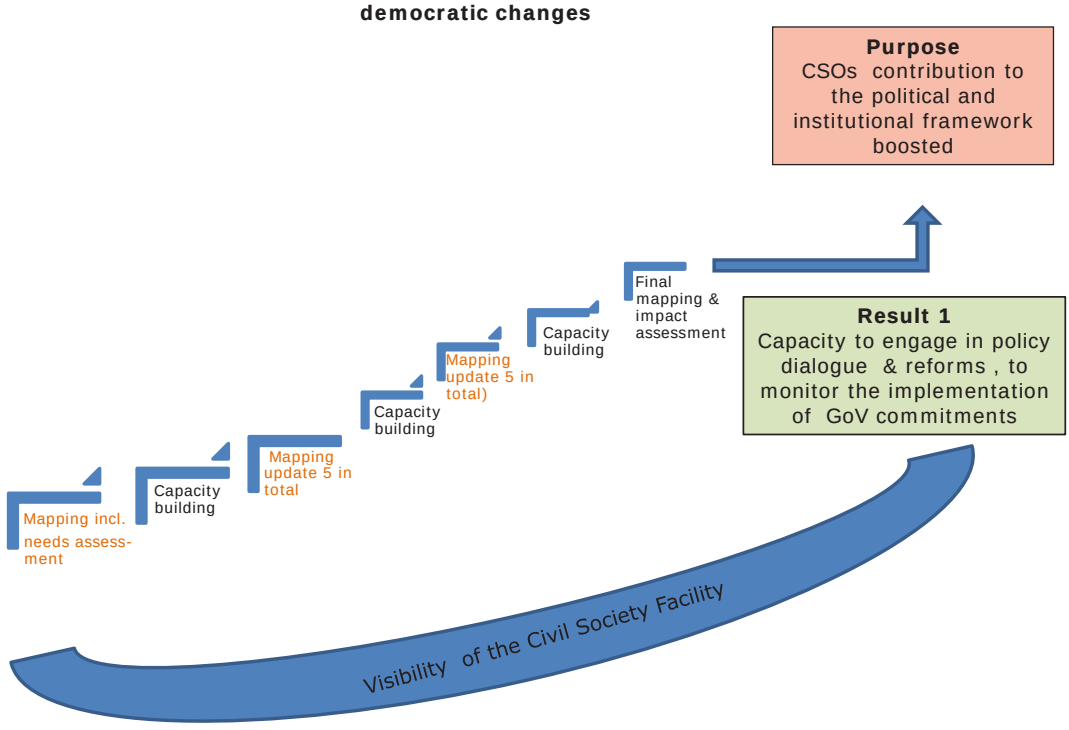
These initiatives were largely focused on organisational set-up, development of social services providers, support to human rights initiatives and to a lesser extent to reinforce advocacy skills for use in policy dialogues. Subsequently the sector has matured to some degree and the need for capacity building in support of advocacy efforts has now become more of a priority. This is particularly important at the level of platforms and fora where CSO input to policy making is required.

Capacity building involves individual and organisational learning which builds social capital and trust, and develops knowledge, skills and collective attitudes. When successful, capacity building leads to collective abilities which enable a system to perform, achieve results, deliver value, establish relationships, solve problems and create adaptive procedures and renew itself. All this empowers the organisation to survive in the long term.

Capacity building in support to CSOs involved in policy dialogues is fundamental to the success of this project. It is not the intention to focus on other (more basic) capacity needs in this project since these have been dealt with before to some significant degree, and the priority now is in the area of advocacy and monitoring.

The mapping exercises will include needs assessments for all the CSOs mapped, and these will lead to identification of capacity building needs. Until the first mappings are completed it will not be possible to say, except in broad indicative terms, what the specific training needs will be to support the required capacity building. Mappings will be updated and extended progressively, in a step wise process and the identification and delivery of trainings will go hand in hand with this, as shown in the graphic below, which attempts to illustrate the progressive contribution of capacity building towards achievement of Result 1 and thereby achievement of the purpose project. Over time and successive steps in mapping/needs assessment/ capacity building, the project builds up the capacities necessary to achieve the result and the process is supported throughout by the communications activities designed to raise the visibility of the Civil Society Facility as the context in which the project is situated.

The linkages between, mapping/needs assessment , capacity building and visibility contributing to strengthening and promoting civil society's role in reforms and democratic changes



Here it is important to clarify how the capacity building activities will be organised and for whom, taking into account that CSOs will be involved by invitation only rather than by obligation. In this sense the project will fully involve and encourage CSOs during the process of identifying training needs so that their participation is interactive and voluntary.

Following the multi-dimensional process as described in the strategy, capacity building of the concerned organisations will happen on several levels:

Individual level: where representatives of the organisations are encourage to gain new abilities, skills and attitudes which they will bring back and anchor in their organisations – therefore key persons will have to be identified for the capacity building

Organisational level: where internal dynamics will be affected by the gained abilities of their individuals and will as learning organisations improve their efficiency and effectiveness in regard to advocacy and policy making

CSO collaboration with other related actors via networking within wider civil society structures (networks, umbrellas, etc) sharing best practices and lessons learned to enhance capacities at the national/regional levels. This level, unlike the above is not brought about by specific trainings but by energising the sector through the overall implementation of the project (mappings, trainings, communications, visibility etc).

The capacity building activities under this result will have to react to the differentiated approach to civil society organisations based on the four tiers model on the one hand and on the other hand will have to take country specificities into account. The mappings under activity 1.1 will not only have to validate the three training areas mentioned in the ToR but will also have to identify the appropriate trainings for the appropriate level of organisation

Key issues to be considered:

➢ Capacity building aimed at bringing the influence of civil society to institutional level must be applied across the whole structure of related organisations and their interconnections, reaching from the grass roots level via NGOs to networks and finally to the platform level.

Capacity building initiatives and other supports must be "level" specific, meaning that the needs at each level must be accurately assessed and transformed into training initiatives.

➢ The capacity building programme must be designed in such a way as to be compatible with all other related work provided by other donors and projects. This is to avoid duplication and repetition. It will also be necessary to ensure that the trainings provided really do address the capacity needs required by the objectives of this project, and not to stray into other areas whose connection with enhanced participation to policy dialogues is tenuous.

➢ As well as providing needs-based capacity trainings for individuals and organisations it is important to stress the structural aspects of civil society through raising sector awareness with actors at all levels. Because this approach is concept based it may not be easy to convince all actors to acknowledge the structure and their place in it, and to play the appropriate part. It is envisaged that this topic could be integrated into all or most training events as an interactive discussion issue designed to stimulate both debate and acceptance.

The relatively limited budget available for all short term experts who would be attracted as trainers and facilitators of capacity building interventions.

Approach:

A detailed capacity building strategy will be drafted during programme start-up, and will be fine-tuned in a second stage, based on the findings and outcomes of the mapping studies, which will provide the input needed to clarify training requirements. The strategy will take into account how to meet the assessed needs and how to secure the willingness of CSOs to become involved. The strategy will include an action plan regarding the 36 trainings, the 9 ToT courses as well as the 3 e- learning courses. Elements of the strategy will include the following features:

General: As suggested above a core message of common interest and importance to all actors must be created irrespective of their role and level, which can be inserted into the curriculum of every training event (including e-learning courses). This message must address the nature and functioning of the civil society sector, the various roles and structures and the importance of each part contributing to the whole so that the whole cycle works. This message must also include a description of the important EU issues related to the EU Neighbourhood Policy, EaP and the role of the Civil Society Facility in supporting the development of CS in the eastern region.

Technical & organisational aspects: Previous assessments made on capacity building needs have shown that often CSOs and in particular grassroots organisations, continue to be limited in their technical capacities, for example to adequately describe the projects they wish to do and develop the necessary funding arguments. Likewise GROs are often lacking in financial management skills. Capacity building in these areas could be covered by e-learning seminars and trainings sessions provided by the project.

Policy aspects: Since boosting the contribution of CSOs to the political and institutional framework of the EaP partner countries is the purpose of this project, capacity building in policy analysis, lobbying and advocacy, monitoring of state performance as well as networking and coalition building within the sector should be integrated into training modules in a level specific manner.

Trainings will be delivered in two basic ways. *Classroom trainings* will be built as specific courses designed around the common needs of CSOs concerning specific subject areas. Subsequently the training material will be adapted for use with interactive e-learning packages available to registered users - those who have participated in the mappings- via links on the project website. Training sessions will be recorded by web cams and the highlights extracted for use in e-learning packages or as clips available from links on the project website.

The training specifically intend to train expert trainers being capable of delivering capacity interventions to NGOs of all levels to better take on their "watch dog" function. This will be delivered by employment of the "*Training of Trainers*" method (ToT). Potential Trainers will be selected via open competition amongst registered (mapped) CSOs to be trained as trainers by suitably qualified and experienced short term experts recruited in the EU. The ToT courses will be prepared following consultation with the TA staff and delivered to the selected trainees in specially prepared workshops, following which the participants will be "certified" as competent to deliver the course material to others. The idea is to produce a small number of skilled and qualified trainers with high level knowledge of the project who can then be deployed to capacity building sessions covering a variety of topics. The knowledge and skills base of the trainers will be extensive so that they are able to deliver material in the form of modules tailored to the needs of particular training events. They can be deployed at all levels, from GROs to platforms to participants in stakeholder dialogues with government.

A proactive attitude of the participating organisations will be the key of acceptance to join the programme. Paying respect to the "right of initiative" and "actor of their own rights", one focus will be on *peer group learning*, coached and mentored by the project. The transmission of learning tools, methods, approaches and knowledge will be led by the right of self-determination, which will be central to the programme – learning processes will be offered, not imposed.

Specific actions will have to be developed to address grassroots organisations active in policy making on local level. These actions will be designed to increase the capacities of these organisations in influencing governance and policy dialogue at local level and in influencing NGOs, platforms and umbrella organisations at higher level. Coaching grass root organisations in their policy involvement initiative through the TA team and supporting them in their dialogue processes would be an appropriate approach.

Facilitate exchange of good practice by strengthening East - East cooperation through active networking: In addition to direct capacity building organised and implemented by the project indirect capacity development will be promoted through ensuring that CSOs that are active in the networks exchange experience, lessons learnt and best practice. Therefore spin-offs in terms of confidence enhancement, awareness raising and the opening of opportunities for networking with other CSOs are a consequence of the methodology applied.

Using a mix of capacity building methods: capacity building as the "backbone" strategy in the project will improve capacities through a variety of innovative and inclusive methods and tools, including technical assistance, coaching, internships, mentoring, peer group learning and exchanges, e- learning, online consultations etc.

Indicators:

At least 9 ToTs implemented

At least 6 Trainings in each of involved countries

Number of CSOs and participants trained

CSO have evaluated trainings as empowering to increase their capacity for further involvement in the policy dialogue.

Increased number of new CSOs which are involved in the policy dialogue

Number of government consultations with CSO participation

Quality of CSOs' monitoring reports on implementation of government commitments.

CSOs / other perception/opinions of willingness of public institutions to engage in dialogue.

List of Activities and Tasks for Result 1 component capacity building

Activity 36 trainings

Activity 9 TOTs

Activity 3 e-learning courses

Task 1.2.1 Assessment and identification of capacity building needs

Task 1.2.2 Formulation and validation of capacity building strategy

Task 1.2.3 Implementation of capacity building programme

Task 1.2.4 Monitoring and impact assessment of the capacity building programme

Task 1.2.1: Assessment and identification of capacity building needs

The mapping activity includes an analysis of CSO capacities and of their needs to be involved in political dialogue: The capacities (= readiness) as well as the willingness to play an effective role in monitoring and implementing government programmes on a national as well as on a local level. Based on this information an analysis of the current knowledge and skills gap in technical and organisational aspects of CSOs will be made. The same will be done in policy aspects alongside the four CSO tiers.

As defined in previous paragraphs, capacity building needs will be defined:

- According to the three areas of knowledge and skills; organisational development; institutional and sector development;
- Concerning the different levels of CSOs (1st, 2nd, 3th, 4th);
- Based on the priority needs expressed by the CSOs through the mapping exercise;

- Using cost-aware and cost effective methods, compatible with the available Incidental Expenditure budget.

Capacity building needs will be presented in an operational way to facilitate the identification and formulation of capacity building initiatives. Where possible, they will be updated with each mapping update.

➢ Output(s) of the activity:

Detailed Report on Capacity building needs.

Task 1.2.2 Formulation and validation of capacity building strategy

Based on the CSO mappings, a comprehensive capacity building strategy and a comprehensive action plan for capacity building will be formulated. Such strategy and plan will then be validated through the consultation of main stakeholders, including the PSC and the identified regional CSOs (umbrella organisations, platforms, etc.).

The capacity building strategy will include operational specific guidelines concerning:

- Target groups at the different levels (see previous paragraphs);
- Capacity building needs to be considered by PSC;
- Quality standards to be applied for each capacity building event[44];
- Partners to be involved in the design and implementation of activities;
- Monitoring & Evaluation mechanisms and indicators for capacity building activities.

The strategy and plan will constitute the main roadmap for guiding the TA management unit and the six partner units in launching and implementing capacity building activities. The strategy and plan will be reviewed every 6 months, in order to adapt capacity building initiatives to emerging needs and in relation to the outcome up the updated mapping.

A main feature of the capacity building activities of the CSF will consist of a "Method Mix" that can be summarised as follows: Restricting "Trainer Focus" to a minimum, and increasing the amount of "Participant Focus". Trainer-focused training, based on transmission of amounts of "information", will be restricted as much as possible, and will be mainly concentrated in "training modules" designed around case study techniques, which are, where possible and appropriate, linked to policy making and ENP policy topics issues and concerns. Training will be complemented by online follow-up peer groups and some of the trainings will be made available online (e.g. fundraising, web site creations, strategic planning) always carried out in an integrated manner with distance learning. Materials will be designed in such a way that participants can access them autonomously and with

[44] *These quality standards regard the content as well as the form of the capacity building events*

practical activities. “Room” activities[45] will mainly be applied to create team building atmospheres and coalition building: They will also be applied when shared perspectives among partners about critical and controversial issues have to be achieved. Adult education techniques such as role games and presentations will be applied as a standard in training activities.

In order to successfully implement the trainings a capable and professional pool of trainers will be identified and attracted to the TA project through a mix of word of mouth and online recruitment campaigns. Each trainer will be asked to send his/her CV and a statement regarding her/his methodological approach and working methods. For those trainings where regional trainers cannot be identified, international trainers will have to be found.

A trainer´s guideline will be developed to ensure fruitful cooperation between the trainers and the TA and to ensure that quality standards and ethical principles such as gender and equality issues are maintained during the training and follow-up.

➢ Output(s) of the activity:

Expected outputs include a (validated) strategy including action plan document; including online based consultation through peer group and trainer coaching and, webinars session;

A data base with trainers, trainer guidelines.

Task 1.2.3 Implementation of the capacity building programme

1) 36 trainings

Preparation of each identified capacity building initiative will include:

- Definition of criteria for selection of participants; methods for announcements of launch of programme;
- Mobilisation of trainers;
- Operational design of specific capacity building initiatives, through the interaction between the partners and the TA management unit in Kiev and the other locations (including detailed implementation and quality guidelines, operational design will be carried out to allow the adaptation of activities to emerging needs during the implementation; a range of flexibility will be therefore foreseen;
- Setting up the mechanisms for the implementation (including logistic and financial planning, and other actors for supporting capacity building, etc.) and monitoring of initiatives.

[45] *A room activity is an event where people actional come together in a seminar room and spend one or several days together*

Implementation of each identified capacity building initiative will include:

- Launching of call for participants at the relevant level (regional, country, local);
- Selection of participants through transparent processes;
- Launching and implementation of planned activities (the activities will be adapted to emerging needs, so that design will be requested to allow a certain flexibility).

The following list (based on a brainstorming on the potential capacities needs in the countries (see background) is indicative, subject to confirmation when the mappings are done. It is envisage that for each country a minimum of 6 training courses will be delivered.

1. Sustainability: Project definition and proposal formulation as means of fundraising	✓✓
2. Social responsibility: Transparency Accountability Legitimacy and Outreach to target groups and other stakeholders	✓✓✓
3. Communication: Public Image - Public relation	✓✓✓
4. Practical tools for socio-political/power analysis, needs assessments, surveys	✓✓✓
5. CSO Constructive Problem solution, conflict management and negotiation	✓✓
6. CSO lobbying and advocacy	✓✓✓

The participants as representatives of their organisations should be functionally linked to the training topics. This will ensure that the right person gains the right capacity. It also strengthens the organisational learning, since gradually more than only one person per organisation will be involved (e.g. the person mainly involved in public relation should participate in advocacy trainings, project managers in trainings linked to research etc.)

All training curricula must foresee a methodology and practical tools on how to anchor the gained knowledge into the organisation (organisational learning that follows after personal learning). All participants will be invited to make use of the possibility to deepen their gained skills through the follow up online peer group sessions and feedback surveys organised by the TA.

2) 9 Training of trainers

The idea is to produce a small number of highly skilled and qualified NGO trainers throughout the region with high level knowledge of the project and ENP East policy who can then be deployed for capacity building sessions with those involved in the preparation and facilitation of the stakeholder consultations, training platforms and forum members.

Indicative modules for the TOT, which can be combined in any way to suit the purpose.

1. Sector awareness for Civil Society and the role of CSO in reform policy	✓✓✓
2. EaP and the reform processes: aims, its mechanisms, platforms and flagship initiatives and the potential role Civil Society within the process	✓✓✓
3. Stakeholder analyses, power structure	✓✓✓
4. Negotiations - Constructive Dialogue	✓✓✓
5. Community monitoring and evaluation: measure the quantity and quality of public services and other government activities.	✓✓
6. Public Budgets: From analyses to impact	✓✓✓
7. Coalition building and Networking	✓✓✓
8. Lobbying and Advocacy	✓✓✓
9. Monitoring Government policy at all levels	✓✓

Selection of the trainees

Potential trainers will be selected via open competition amongst registered (mapped) CSOs or through participation in some of the 36 trainings to be trained as trainers by suitably qualified and experienced short term experts recruited in the EU. The ToT courses will be prepared following consultation with the TA staff and delivered to the selected trainees in specially prepared workshops, following which the trainees will be "certified" as competent to deliver the course material to others.

The train of trainers will "produce" facilitators for NGO capacity building linked to the promotion of democratic values, contribution to policy making including working out lobbying positions, holding governments accountable, advocating reforms; and monitoring implementation of reforms.

A mix of methods will be applied, but a special focus will be on the used case studies and best practices, all based on experience of CSO policy making, policy monitoring and EU policy issues. It is intended to largely make use of the lessons learnt and best practice of European networks, and platforms like the Social Platform or the Civil Society Contact Group but also experience of the civil society involvement in the EU policy towards the accession countries like Croatia or Macedonia. In addition case studies linked to the four Eastern Partnership thematic platforms[46] will be used.

- Parts of the training material and methods applied as well as the case studies will be used to produce the e-learning courses.
- Training sessions will be recorded by web cams and the highlights extracted for use in e-learning packages or as clips available from links on the project website.

[46] *The thematic platforms are : Democracy, good governance and stability (platform 1);Economic integration and convergence with EU policies (platform 2); Energy security (platform 3) Contacts between people (platform 4)*

Networking between the trainers throughout the region will be a spin - off of this ToT and will have a positive impact on sustainability.

3) Three E- learning courses

E- Learning course No.1 on technical issues

A comprehensive e- learning course for organisations mainly of the first and second levels dealing with technical issues such as fundraising project definition, financial management, quantitative and qualitative research methods, plus parts of the above mentioned topics under 1 will be developed.

E-learning course No.2 on policy and PR related aspects

Based on the ToT this course will be an in-depth knowledge pool on policy and PR relating aspects most likely to be used by organisations of the second and the third level.

E-learning course No.3 on EU project management issues

The third E- learning course No.3 will be dedicated to **EU project management issues.** This third E- learning course will be based on the training activities under result 2 for organisations, which are implementing projects co-financed by the Neighbourhood Civil Society Facility call for proposals.

➢ Output(s) of the activity:

Three e learning courses.

Task 1.2.4 Monitoring and impact assessment of the capacity building programme

A regular monitoring & evaluation of provided capacity building activities will be carried out.

For capacity building quality control, a modified version of Kirkpatrick's training evaluation methodology will be used[47]. This will involve evaluation from four perspectives:

- Usefulness of capacity building activities: the quality of trainers work, the relevance of the contents, extent to which the learning objectives have been achieved as perceived by the participants will be measured by means of questionnaires and group discussions;
- New skills, capacities and knowledge gained by the participants within the framework of capacity building measured through objectively verifiable indicators;

[47] *Based on this approach, knowledge, skills, and/or attitudes will be monitored before and after the programme. Crucial will be to monitor the following: what knowledge was gained? What skills were developed or improved ? What attitudes were changed?*

- New skills actually used in the daily work and organisational change dynamics.

➢ Output(s) of the activity:

Regular follow-up evaluation reports for implemented capacity building activities.

»» **Exiled:** Capacity building measures will take place in Belarus as far as this is possible. For the most part and based on our experiences, the majority of capacity building measures will likely need to take place in Lithuania (Vilnius) and/or Ukraine (Chernigov), considering the current political climate. The project will use a maximum of synergies to European Humanities University (EHU, Belarusian university in exile), the Belarusian HR-House (both partners of KAS), and Ukrainian NGOs in order to overcome this obstacle. ««

Best Practice for component 2 capacity building

KAS, Capacity Building for Civil Society Organisations

KAS has been active in international development cooperation since 1962. One of its cornerstones is the promotion of democracy and strengthening of civil society. KAS always implements its projects and programmes with long-term partners from civil society, government, media and academia. All of KAS' 80 country and programme offices worldwide regularly hold trainings and seminars for civil society representatives in order to promote democracy and reform in the respective countries, thus resulting in a country specific know-how and approach.

Transtec and IDIS Viitorul, Strengthening Civil Society in Moldova, EC

The project purpose was to develop the social service capacity of Civil Society Organisations (CSO) including the support capacity of CSO Resource Centres and CSO networks in Moldova, as well as to increase their role in public life. Important components included know-how transfers, information dissemination and learning/demonstration through best practice models. The project delivered these components through amongst others training and information events.

Transtec and Ednannia, Strengthening Civil Society in Ukraine, EC TACIS

The project's purpose was to empower different stakeholders of Ukraine on national level – Ministry of Labour and Social Policy and on local level – Civil Society Organisations (CSO), local and oblast authorities dealing with social issues in 5 target regions of Ukraine to develop and implement elements of EC social policy as foreseen in the European Union-Ukraine Action Plan (EUUAP). It included the conception and implementation of

capacity building training programs partly based on a training needs assessment with about 100 NGOs from 5 regions of Ukraine.

TL The proposed team Leader was in charge of the proper implementation of the two Transtec projects in Ukraine. The capacity building component in both projects was of utmost importance. NGOs attracted to the educational programs, were offered manifold learning opportunities, ranging from classic NGO capacity building like HR; Fundraising, Networking Communication to modern topics such as quality management and service orientation.

The educational programme included also ToT on quality management as well as a certified online training course, based at the University in Sumy (East Ukraine) for NGO managers.

2.2.4. Result 2 Civil society organisations manage their projects better and are able to attract more funding, as a consequence of the guidance and advice offered by the Consultant.

Component 3 Ad hoc support

Timing: Month 3-35
Input: Key Expert 1 – 20 days
Key Expert 2 – 81 days
Key Expert 3 – 60 days
Short Term int –
Short Term nat –

Not more than 15% of the total expert days will be allocated to this component.

Approach

Result 2 will be achieved by component 3: better management and attraction for more funding. It is important to note that the respective EU Delegations will be the contracting authority for the grants awarded to CSOs in the 6 countries, meaning that the grantees will be contractually responsible to their Delegation on all matters regarding the grant management.

Key expert 2 together with the appointed project staff members from the consortium partners will provide an on-going support to CSF beneficiaries in terms of technical and financial questions, planning, documentation, reporting, visibility, monitoring and evaluation. This will include ad hoc support to the beneficiaries throughout the implementation of their projects

upon request, as an important contribution to the capacity building in their administration of EU grants. The ad hoc support team led by Key Expert 2 will ensure that all grantees benefiting from funds under the Eastern Neighbourhood Civil Society Facility will be invited to make use of the TA help desk so that they will be enabled to provide to the EU as contracting authority regular reports on the project development (interim and final reports) as well as financial reports for expenditures in line with their agreed project budgets and contractual requirements, thus ensuring that all organisations holding a grant from the CSF fulfil their technical and financial reporting requirements as stipulated in the General Conditions of their contracts. Such support could include proofreading of reports and double-checking of the financial reports. The results of the selected projects will be disseminated via the project website of the TA project after each approved interim and final report. In addition, all organisations are encouraged and invited to use the visibility and communication tools (website, twitter, face book, RSS feed) of the TA to promote their interim achievements, best practices and results throughout their project implementation

Indicators as defined in the TOR (under 8.1)

- The level of satisfaction of civil society actors from partner countries regarding support and guidance offered by the project.
- Positive assessment by the EU Delegations/DEVCO services of the advice offered to CSOs.

List of Activities and Tasks for Result 2 component 3 Ad hoc support

Activity Offering Ad Hoc Support for Grant Holders

Activity Set up of a Help- and Service desk for Civil Society

Task 2.1 Training for the Help-Desk support staff

Task 2.2 Information Sessions

Task 2.3 Visibility of grant projects

Task 2.4 Ad hoc support

Task 2.1 Training for the Help-Desk support staff

Training for country help desk officers through Key Expert No 2 with the support of the Project Team

In order to bring all ad hoc team members on the same level of professionalism three trainings for the help-desk support staff will be implemented during the project lifetime. The aim of these trainings will be to increase the depth of knowledge on project contractual management as well as visibility, evaluation and monitoring concepts.

Out of these trainings an e-learning module for Project Management will be developed in order to enable civil society organisations having been awarded a grant by the EU to increase their capacity in implementing successful EU grant projects. Ultimately, the aim is to make this e-learning course available also after the end of the project lifetime to increase sustainability.

»» **Ensuring security:** In order to take account of the special situation in Belarus, the training on project management will also include a security component. It covers topics like data encryption with pgp; secure communication and data transfer via Skype; security aspects in mobile telephone communication. The training will also be used in order to plan the secure functioning of the help desk component in Belarus. ««

➢ Output(s) for activity

3 trainings for help desk officers of CSOs;

1 e-learning course about contractual procedures (see also component 2).

Task 2.2 Information Sessions

This activity intends to increase the number of potential grantees applying to get funding from the CSF. It will disseminate information about the Calls to as many stakeholders as possible, including to CSOs not based in the capitals, thus providing a level playing field and encouraging and professionalising the application procedure.

In light of the information available at the time of drafting this proposal, we have assumed that a number of calls for proposals are still to be launched in the course of 2013. The launching dates will be discussed with the respective EU Delegations during the Inception Phase in order to align related TA activities to those dates. Depending on the current discussions of the Multi-Annual Financial Framework 2014-2020, it is not clear yet how much funding under the Civil Society Facility will become available for 2014 and 2015.

Maximum of 18 1 day Information sessions, 6 per year on "Guidelines and proposal writing"

According to the designated time schedule of the new launch of the calls for proposal for the upcoming three years, after each launch an information session will be conducted focusing on the guidelines, registration in PADOR, VAT issues and proposal preparation. In agreement with the EU Delegation in each country, Key expert 2 will provide the training to the potential grantees. The morning sessions starts with the technical issues and during the afternoon session the structure of a grant application will be discussed as well as the budget requirements. In addition it is proposed to create

a sort of visualized FAQ about the proposal writing process in Russian language. Furthermore, individual support "sessions" via email or phone will be offered upon request. Here it is important to treat all support seeking organisations equally in regard to time and professional advice. The scope of support must be made clear from the beginning so as to not raise false expectations and to avoid that the TA will write the proposals).

Information about the information session will be published on the TA web-site and distributed via newsletters and mailing lists.

An information session per country will be conducted on the main topics of the contractual management, including monitoring and evaluation of project results in the course of the implementation period

Maximum of 18 2-day information sessions, 6 per year on "contractual procedures"

For the beneficiaries of the awarded contracts an information session on contractual procedures will be announced in each country shortly after the start of their projects. The TA will request a list of all CSF grantees from the Commission/respective Delegations so as to make sure that that all grantees can be invited to the training cycle sessions.

The aim is to improve the quality of implementation of the grantees' projects. The 2-day workshop will be a management training on financial procedures, accountancy and verification with special focus on: exchange rates, per diem and VAT, project planning, monitoring/evaluation and reporting as well as visibility and communication.

Maximum of 18 1-day information sessions on "Reporting and Dissemination of project results"

Prior to the reporting dates other session will be held for the same target group for technical and financial reporting as well as for the dissemination of project results.

Task 2.3 Provide Visibility for the project and dissemination of the results

As defined in the Comment to the ToR and in the component 5, visibility is understood as a horizontal issue. The specific approach for the dissemination of the grantee's project results of is fully embedded in the defined communication strategy, plan and part of the web-site. The detailed description is under Component 5 Visibility task 4.2.5.

➢ Output(s) of activity:

18 sessions about proposal writing;

18 sessions about contractual procedures;

2 Manual about proposal writing and contractual procedures;

FAQs published on the web page;

18 information sessions about dissemination;

Manual about reporting;

FAQs published on the web page.

»» **Belarus:** Information sessions will take place in the countries of the Eastern Partnership. However, for Belarus these information sessions might not be possible to conduct in Belarus itself because projects under the CSF cannot be registered in the country. In the case this assumption remains valid during project implementation the consultant will change the venue and conduct the meeting in the Ukraine instead. Also it might be difficult to rent premises where these information sessions can be openly conducted. They might be therefore held on the bases of the EU-Delegation in Minsk or if decided by the Contracting Authority s. ««

Task 2.4 Ad hoc support

The ad hoc support will be mainly done via the TA website as well as per mail or telephone. To this end the EU Delegations will be informed of the ad hoc team's contact details in order to pass these on to the beneficiaries. On the website a virtual ad hoc support portal will be established where grantees can submit their questions to the different topics of the contractual management. The ad hoc support staff in the respective country will answer the question and will add the answer to the FAQ section foreseen on the website. Key expert 2 functions as the quality control of the ad hoc staff members and will always be informed about the questions from the grantees by the staff members. In any case, it is important to note that the EU-Delegation will keep the final say in contractual questions. A close relationship between the Project and Guidance Manager will be established for each country. An exchange on a regularly basis between them will be initiated by the consultant. Key expert 2 will also be facilitating the web-site content and upload useful material for free download.

➢ Output(s) of Component 3:

Ad hoc support on request.

»» **Belarus:** For the ad hoc support in Belarus, only a Skype address will be publicly made available to the grantees due to political and security reasons. ««

Best Practice for component 3 ad hoc support

KAS, Internal EU-Team

The KAS internal EU-Team consists of 6 staff, of which 2 are exclusively dedicated to financial administration. KAS has been managing EU co-funded projects since the 1990s and has successfully implemented 29 projects with an overall volume of 13,000,000 Euro. Currently 14 projects with an overall value of 14,000,000 Euro are running. Questions are asked on a daily basis by the respective project implementation teams regarding the application, contractual and administrative management of EU grants. This has resulted in a strong and experienced backstopping unit, which is able to quickly respond to these based on the extensive grant management knowledge. The Unit is effectively functioning as an ad hoc helpdesk to KAS projects worldwide.

Transtec, Ednania and proposed Team Leader

The project's purpose was to empower different stakeholders of Ukraine on national level – Ministry of Labour and Social Policy and on local level – Civil Society Organisations (CSO), local and oblast authorities dealing with social issues in 5 target regions of Ukraine to develop and implement elements of EC social policy as foreseen in the European Union-Ukraine Action Plan (EUUAP). It included the conception and implementation of capacity building training programs partly based on a training needs assessment with about 100 NGOs from 5 regions of Ukraine. This also included a helpdesk function for the NGOs. NGO grantees, which were supported in proposal writing and throughout the implementation phase with monitoring, seminars, advice, visibility, networking.

2.2.5 Result 3 Multi-stakeholder consultations are organised and the input of civil society actors is taken into account to a larger extent.

Component 4 Multi-stakeholder meeting

Timing: Month 3 - 35
Input: Key Expert 1 – 156 days
Key Expert 2 – 27 days
Key Expert 3 – 220 days
Short Term int – 30 days
Short Term nat – days

The multi stakeholder meetings, coordinated with respective EU Delegations (including CSOs, representatives of government, EC officials), should achieve an increased contribution of the CSOs to selected policy dialogues between the EU and partner countries. The outcomes of the meetings should also

serve an enlarged and strengthened role of CSOs in the implementation of relevant bilateral and regional projects and programmes.

In concrete terms the consultant facilitates at least 3 multi-stakeholder consultations per country per year, involving civil society actors, national authorities and EU Delegations. The consultant will deliver upon request analytical papers about how the CSOs can be engaged in the specific topic.

Actual situation

One of the characteristics of the CSOs in the EaP countries is their weak interaction with government on policy issues. Hardly any initiatives and mechanisms are in place to ensure a regular and regulated communication and cooperation of CSOs with government.

Despite their official compliance to the ENP and its instruments, the involved governments do not have a consistent approach in soliciting the participation of civil society in the policy and decision-making process. There is neither a tradition nor mechanisms of engaging in meaningful consultations between governments and genuine civil society actors when determining policy priorities and implementation modalities.

The interactions between NGOs and political institutions within the EU have been a continuous process from informal lobbying to structured dialogue, and many lessons learned from this evolutionary process can be proposed. One particular valuable experience comes from the “Structured Dialogue” process that was launched in 2011 by the EU to discuss the involvement of Civil Society organisations and Local Authorities in European development cooperation[48].

Many lessons will be drawn from these experiences, including:

- The need to take into consideration the segmentation and diversity in CSOs at the different levels
- The tendency of organisations to avoid being exposed through active participation in dialogue initiatives: the reason for it being the authoritarian or semi-authoritarian regimes, especially in those countries where oppression of CSOs is a known phenomenon (such as Belarus and Azerbaijan), – here CSOs might prefer not to participate at all.

Key issues to be tackled:

For the success of the stakeholder consultations and for achieving the result, there are some crucial issues to be tackled:

[48] *The TA will make use of the experience expressed in **the Civil Dialogue, Making it work better** - a publication which based on an overview of dialogue with EU institutions and on case studies with a particular focus on national NGOs' involvement, looks at the practice of dialogue between NGOs and EU institutions, reviewing what works and what doesn't, and making recommendations for change. See 'Civic dialogue Make it work better', a report initiated by the Civil Society Contact Group, written by Elodie Fazi and Jeremy Smith.*

1. It will be important to identify and enable the appropriate speakers to represent the diverse Civil Society landscape.
2. Identification/agreement of appropriate policy issues for discussion at stakeholder meetings
3. Facilitate the reformulation of often repeated well-established CSO positions into more effective (persuasive) lobbying messages for use in stakeholder meetings.
4. It must be ensured that the appropriate influential government representatives participate in the stakeholder meetings.
5. Need for ongoing commitment and interest of all parties involved (CSOs, EU representatives, GoV representatives), requirement for establishing creative respectful dialogues leading to win-win outcomes for all parties.
6. Lack of institutional frameworks enabling CSO involvement in policy dialogues

Where possible and within reach, proposals for solutions of identified problems have been formulated that will be integrated in the approach of the TA for managing this component of the project.

In the light of the said above, it is important to stress that the approach adopted will be characterised, by the following features:

- The objectives and the follow-up of the stake holder consultation will be clearly and convincingly formulated and communicated to potential participating CSOs.
- The TA will work as facilitator to the stakeholder meetings, using approaches and methods designed to empower and assist all participants towards fruitful discussions in such a way that the mechanism thereby established will have the capacity to remain in place and continue its function after project completion.
- The TA will provide assistance to the functioning of the stakeholder meetings in the form of training to CSOs in dialogue techniques;
- Throughout all areas of project implementation (mappings, capacity building, steering committee meetings, Forum, Platforms etc) the TA will continuously identify issues of potential interest to the multi stakeholders, and introduce these for discussion through the appropriate channels.
- The TA will formulate and agree appropriate communications outputs following multi stakeholder meetings in order to contribute as necessary to the visibility aspects of the project.

Indicators:

- The number and quality of multi-stakeholder meetings organised during the project life-time
- Number of target CSOs advocating for political and institutional reform

- Number of advocacy initiatives carried out by CSO coalitions for political reforms.
- Number of new dialogue mechanisms established in EaP countries.

The Result 3 aims at supporting multi-stakeholders consultations on a demand driven basis from the EU but pro-actively requested from the project. This would include the provision of support to multi-stakeholders dialogue and consultation initiatives launched by EU, by:

As stated in the ToRs, the consultant will coordinate with the respective EU Delegations to identify the spectrum of dialogues across the region and their particularities.

List of Activities and Tasks for Result 3 Component 4 Multi-Stakeholder Consultations

Activity Papers identifying ways to facilitate CSOs' participation in selected sector policy dialogues between the EU and partner countries and in implementation of relevant bilateral projects and programmes;

Activity Empowerment of CSOs to participate effectively in dialogues;

Activity Improve accessibility and quality of information;

Activity Organisation and promotion of the dialogues and consultations

Task 3.1 Development of a strategy for enlarged recognition

Task 3.2 Development of papers

Task 3.3 Preparatory actions

Task 3.4 Organising consultations

The following description of the task will not be directly linked to each of the 4 activities above but will contribute as a whole to the successful achievement of the result.

Task 3.1 Development of a strategy for enlarged recognition of CSOs to participate in stakeholder consultations

The mappings (component 1) will give a first impression on the issues which are currently the hot topics of cooperation or confrontation with the involved (national) governments. Cross-references to the thematic platforms and flagship initiatives of the EaP will be drawn.

In addition to the mapping, which will bring to light those CSO structures involved in policy mechanisms and dialogues on a local, national and international level, a baseline review will be made of policy dialogue initiatives between EU and partner countries in which CSOs have been involved. The EC and its Delegations as well as the Steering Committee will be consulted

for inquiries about potential issues and stakeholders to be involved in the meetings.

A functional "who's who" per country of those Ministries and Parliament Committees and where possible personnel involved in the Easter Partnership dialogue mechanisms will be elaborated. This will be done on the one hand to identify the most appropriate interlocutors and to invite them to inter-stakeholder consultations, and on the other hand to provide the NGOs with an overview of possible lobbying and advocacy entry points.

Based on all the above-mentioned elements, a strategy on how to ensure an enhanced recognition of CSOs in regard to their contribution to the sector policy formulation by conducting the stakeholder consultations will be elaborated.

- The strategy will ensure that all actions under Result 4 are undertaken in accordance with the EU ENPI East agenda[49].
- The strategy will give a tentative overview of the additional expertise area and formulate ToRs for the expertise
- The strategy will define the capacity building needs and create synergies with the capacity building components
- The strategy will also develop proposals on how to overcome the lack of institutional framework enabling CSO involvement in the policy dialogue, which will be further developed by the CSOs
- A set of preparatory events before the first stakeholder meeting for CSO on the one hand and for government representatives on the other hand will be described.

➢ Output(s) of activity:

A "functional, who is who" for each country, a directory of CSO structures interested in policy making and potential topics for the stakeholder meetings; agreed Strategy about structuring the Stakeholder Meetings.

Task 3.2 Development of papers about options of CSO's participation in selected policy dialogues as well as in implementation of relevant bilateral projects and programmes

As preparation for any new dialogue between the EU and national authorities the project will develop an analytical paper on how CSOs can be involved in this new process. The results of the paper will both draw on and feed back to the mapping and in case further capacity building requirements are identified by the paper they will also feedback to component 2 capacity building. Based on this paper the new multi stakeholder process can be organised.

[49] *This means for example that no topic can be promoted that is in contradiction to the values and policies applied by the European Union for its member states and partners*

➢ Output(s) of activity:

Analytical papers of involvement of CSOs in new topics and policy dialogues.

Task 3.3 Preparatory actions preceding the actual multi stakeholder meeting

Preparatory actions preceding the actual meetings will be proposed for the involved CSO organisations in order to render the multi-stakeholder consultations as effective and constructive as possible. The aim is that civil society organises itself beforehand so that they learn to speak with one voice instead of presenting their own organisational viewpoints. Expertise within the CSOs will be attracted and used to better prepare, present and defend "their case".

To this end, participation in the capacity building under component 2 will be offered as well as webinars on how to reformulate often repeated well-established NGO positions into more effective (persuasive) lobbying messages for use in stakeholder meetings. Best practice examples also from EU- Accession Countries like Macedonia[50] will be shared and "lessons learnt toolkits" adapted to the national contexts[51].

Furthermore, in order to improve the operational focus of the inputs, brainstorming on innovative methods of cooperation to be applied during the stakeholder meetings (e.g open space, template for recording stakeholder consultation outcomes etc.) will be developed in the framework of this task.

➢ Output(s) of activity:

Training curricula;

Expertise papers and reformulated cases;

Prepared presentations;

Best practice examples.

Task 3.4 Organising the consultations

Based on the strategy defined above at least 54 stakeholder events to be organised upon request will promote policy dialogue at the different levels, attracting CSOs, policy makers and EU officials alike.

The TA will support the organisation of the events in different manners, which can for example include the identification of stakeholders and relevant actors, agenda setting and preparatory consultation activities, facilitation of

[50] *In Macedonia for example a project was recently launced aiming at engaging the civil society in the development of EU related policies and strategic documents, the project implementers are the Konrad Adenauer Foundation office in Skopje, the Association for Development Initiatives – Zenith will partner with the Secretariat for European Affairs.*

[51] *There are numerous documentations and toolkits on how CSOs managed to become more influential in policy making and (budget) monitoring: such as "Tanzania: Exposing Unnecessary Expenditure in Tanzania – International budget partnership – open budgets transform lives"*

meetings, support to organising of events, and drafting of papers. After each event the TA team will disseminate the outcomes through the appropriate and defined communication channels. All formally approved documents will be uploaded to the project website.

➢ Output(s) of activity:

3 stakeholder meetings per year in each of the 6 countries;

Recommendations formulated during meetings, minutes of the meetings to be published on the web site, press releases.

»» **Mission impossible in Belarus:** There is no example of a trilateral dialogue in Belarus. So far, stakeholder consultations have taken place only on bilateral basis, i.e. either EU-government, EU-civil society, or government-civil society (like the public-consultative council at presidential administration in 2009/2010). The approach to take in this political environment consists in starting off with a very small and low-key format, keeping meetings on an informal basis without any press coverage (and no information on project website), thus building confidence through small steps. ««

Best Practice for component 4 multi stakeholder meeting

Transtec, Support to the Capacity Building and Networking of Belarusian Non-Governmental Organisations and Local Authorities, EC

The objective of the mission was to promote dialogue between Belarusian NGOs and local authorities through building their capacity to participate as partners in the international support programmes. This included multi-stakeholder discussions to create effective partnerships between Belarusian NGOs, local authorities and their counterparts in the EU countries, resulting in better communication, information exchange among partners, and improved possibilities for networking and partnership building.

IDIS Viitorul, National Convention on the EU in Moldova

The aim of this project was to stimulate the direct, transparent and open dialogue among representatives from the government, civil society, business and political parties on issues of the Association Agreement. Through a series of multi-stakeholder events the public debate on EU related issues based on the partnership of governmental, non-governmental and business organisations in Moldova was institutionalised.

KAS, Partnership for Democratic Local Governance in Southeast-Asia (DELGOSEA), EU-NSA

The purpose of the project was to establish a sustainable network of local authorities, NGOs and Academic Institutions for the promotion of best practice exchange in democratic local governance in Southeast-Asia. Through multi-stakeholder discussions, this included networking on a national level and the implementation of transfer concepts.

KAS European Network of Political Foundations (ENoP)

KAS as founding member of ENoP regularly takes part in and organises multi-stakeholder discussions in Brussels. This includes EU consultations on different themes. One example of a multi-stakeholder discussion organised by KAS in the framework of ENoP is the Exchange Meeting on the European Endowment for Democracy that took place in November 2012, where concrete experiences on democracy support in the European Neighbourhood region were discussed with representatives from EU member states, the EEAS and civil society.

2.2.6 Result 4 The recognition of civil society's role in reforms is enhanced.

Component 5 Visibility

Timing: Month 3 - 35
Input: Key Expert 1 – 43 days
Key Expert 2 – 39 days
Key Expert 3 – 226 days
Short Term int – days
Short Term nat – days

Communication will be the key for success “to increase the visibility of the Eastern Neighbourhood Facility itself as well as to disseminate information to the public about achievements made by CSOs funded through the Facility (result4). However, we wish to underline that we understand communication as an integrative part of the overall activity plan. Communication as such will run horizontally throughout all four results. We will review each activity described in this technical offer against the background of dissemination and sharing of results. The communication strategy will be part of the overall workplan as described in REO.

The terms of reference mention in particular five activities the Contracting Authority wishes to implement. These are:

1. Liaising with media in order to increase the visibility of the Facility, as well as the CSO sector and inform the public about the achievements made and impact created by civil society organisations;
2. Creating and maintaining a bilingual website (EN-RU) bringing together all information related to activities under the Facility - Publishing and disseminating documents on EU support to civil society actors in the EaP region;
3. Organising information sessions;
4. Ensuring the sustainability and dissemination of project results (for projects funded through the Facility Regional and local calls for proposals);
5. Organising information and partnership events promoting inter- and intra-sectoral networking.

These activities will be embedded into the overall communication strategy and further be concretised in the communication plan. In the following section we wish to describe our approach first, before outlining concrete activities and communication channels.

Indicators as defined in the TOR (under 8.1)

- The number and quality of communication activities promoting both the Facility and the role of civil society actors in national reforms (based on press monitoring, questionnaires, etc.).
- The creation and maintenance of a user-friendly and active website. The key performance indicators for the website will be:
  - Visitors, visits, page views, time spent on site;
  - Number of downloads and reports generated (overall and per user).

Approach

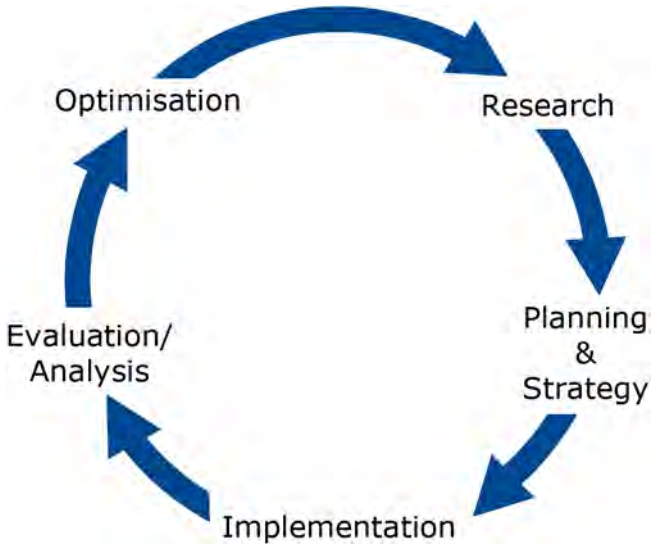
We will focus on developing contents which are lively and put the results and achievements of CSO projects into the focus, rather than publishing pure technical details. We are promoting projects from people to people. The interest in such projects as well as the role of CSOs in policy-and decision-making processes will only increase when a) CSOs are better capacitated to take part in EU calls and projects, and b) the results of these projects are better communicated highlighting the fact that such projects indeed can influence our daily lives. This in turn, will also be the entry point for the promotion of the Facility itself, which in the first instance might appear as an abstract programme.

Abstract contents will therefore have to be made user-friendly and easy to read and accessible. People who wish to participate will be offered tools to do so, taking into consideration the different possibilities and demands. Thus, communication will be inclusive, participatory, and accessible. We will achieve this through a clear project branding and structured communication

plan making use of the whole variety of communication tools, from online- to offline channels.

However, dealing with sometimes highly sensitive political environments and still very weak positions of civil society organisations, communication becomes a sensitive issue itself. Being present in the region since many years, we are aware that failed communication sometimes even can put organisations at risk.

Communication and visibility will therefore be driven in a strategic way to minimise risks and ensure maximum impact. The process may be resumed in five words: 1. Research, 2. Planning, 3. Action, 4. Evaluation and 5. Optimisation.



Research (month 1): To launch an efficient communication programme, the project must first get a clear understanding of the communication environment. Immediately after the start of the project, the consultant will ensure proper analysis to access the audience (e.g. CSOs and local governments), the different cultural and political framework conditions as well as possible restrictions and needs in terms of communication. This part will be closely linked with the activity "mapping studies". In addition, we will evaluate what information already exists from former or other ongoing projects to avoid overlapping or even contradicting work. The results of the research will form part of an awareness raising campaign itself. We wish to broadly share and discuss the outcomes of the research with our target groups, the EU Delegations and TA staff by e.g. organising round tables. This will help to get a clear picture of what civil society in the different countries look like for all stakeholders.

Planning (month 2-3): Following the research and analysis part, the communication strategy and communication plan will be drafted. The strategy will clearly outline the medium-term objectives (2-3 years) and think about the various strategies that will make these objectives reachable.

The communication plan will concretise the strategies by defining concrete communication activities to achieve the respective strategy/objective.

Action (3-36): After research and planning and the approval of documents by the Contracting Authority, the implementation of the communication plan will start. All communication activities are connected and linked to each other. Timelines, responsibilities, budgets and usability will be constantly reviewed.

Evaluation & Optimisation (3-37): Following the indicators in the communication plan, each communication activity will be carefully reviewed afterwards. Quantitative and qualitative data will be considered. This will ensure that the communication plan is constantly reviewed and adapted whenever needed. As such it can be ensured that the communication activities are in line with the needs of the target audience and are constantly being optimised.

List of Activities and Tasks for Result 4 component 5 visibility

Activity Liaising with Media
Activity Bilingual web – site
Activity Information session
Activity Dissemination of project results
Activity Inter – and intra networking events

Task 4.1: Elaborating and establishing Communication Strategy
Task 4.2: Elaborating the Communication Plan
Task 4.3: Liaising with media
Task 4.4: Development of Web Portal / Website
Task 4.5: Organising information sessions;
Task 4.6: Organising information and partnership events promoting inter- and intra-sectoral networking
Task 4.7: Ensuring the sustainability and dissemination of project results

Task 4.1 Elaborating and establishing communication strategy

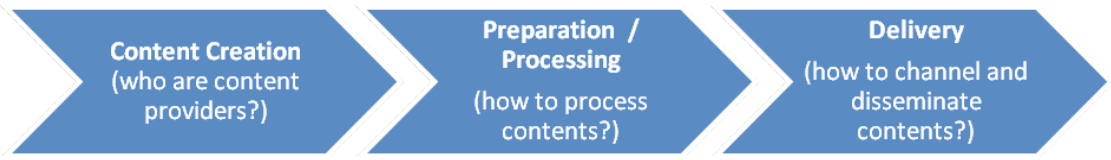
Three main communications objectives are established and are transformed into strategies to achieve the objectives. The objectives are:

1. Increase the visibility for the TA project and the Eastern Neighbourhood Facility;
2. Disseminate information from the project implemented under the Civil Society Facility;
3. Develop a platform and tools for exchange, dissemination and get information about the Eastern Neighbourhood project activities of the EU.

Approach for component 4.1 Establishing communication strategy

Communication objectives	Steps to be taken (strategies)
1. Increase the visibility of the Eastern Neighbourhood Facility, including the promotion of the TA project itself;	A. Disseminate information (i.e. aims, activities, partners) about the Eastern Neighbourhood Facility and the project through all communication channels; B. Develop visibility material and place them in prominent places and events; C. Liaise with media to increase the visibility;
2. Disseminate information to the public about achievements made by CSOs funded through the Facility and its impact;	D. Identify and document CSO projects funded within the EaNF and select success stories (best practices); E. Disseminate these projects as well as success stories by highlighting the results and impact by online- and offline communication channels;
3. Develop an online and offline platform and tools to help CSOs to better promote themselves.	F. Publish a CSO directory in line with the outcomes of the "mapping studies"; G. Develop a "Communication Guide" for CSOs on how to better promote themselves; H. Organise training events or information sessions on this given topic in line with the capacity building activities of result II; I. Encourage knowledge exchange and networking amongst CSOs by networking events (by theme or region).

Part of the communication strategy will also be the elaboration on the overall content process – from content creation to content delivery. Questions, such as "how to deliver content efficiently to the target groups?", or "how to prepare and distribute contents?" or "how to activate the target group for active participation?" will have to be answered.



The communication strategy will adhere to the following communication principles:

- Integrated communication: Press releases, news, interviews and any other communication items shall be aligned and disseminated through: 1. the website, 2. social media channels, 3. and traditional media.
- Stakeholder-generated content: Definition of content categories (what); guidelines for content generation (who, when, where, for whom, to whom); and clear procedures of content delivery.
- Friendly Environment: Code of conduct for communication amongst stakeholders; allowing space for private exchanges – e.g. through internal Facebook group; providing possibilities for feedback and direct dialogue amongst stakeholders e.g. during coordination meetings, Skype, telephone; promoting cultural exchange – e.g. short introduction of the host country where the event/training takes place.
- Adapting contents to local realities: training concepts and materials will be proofed against national realities. All materials will follow the principle of "practicality" and consider the specific set up of each environment to avoid that concepts are not implementable.
- Making abstract content accessible: Making use of creative tools; sharing stories from the field or from people directly involved (i.e. beneficiaries of EU co-funded projects); summaries of EU consultations; making the same content accessible through different media tools; e.g. news, pictures, videos.
- Environmental-friendly community products: The consultant will make sure that materials, i.e. pens, or bags, are environmental-friendly, and if possible recyclable.

- Output(s) of activity:

One communication strategy with clear communication principles.

Task 4.2 Elaborating the Communication Plan

Following the communication strategy, next the communication plan will be set up. The communication plan defines all concrete communication activities that are aimed to achieve the medium-term objectives.

For each activity, the following information are provided: 1. Name of activity, 2. Description of activity, 3. Responsible Person, 4. Partners, if activity being carried out in collaboration, 5. Date of beginning and deadline, 6. Audience (who is this activity targeting?), 7. Indicators (how will the project measure the success of the activity?), and 8. Budget assigned for each communication activity.

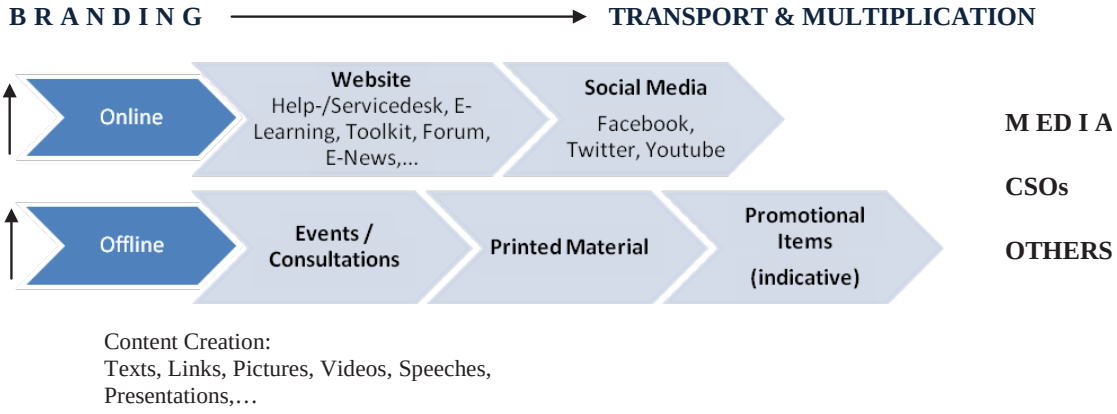
Draft structure of the communication plan with indicative activities:

Objectives	Strategy	Activity	Audience	Timeframe	Indicators	Budget
I. Increase the visibility of the Eastern Neighbourhood Facility	A) Disseminate information (i.e. aims, activities, partners) about the Eastern Neighbourhood Facility through all communication channels	• Disclaimer under email signature • Description on project website and social media • Radio Interviews with EU Officials or Project Staff about the Facility • Incorporate short-description or slogan about Facility on all printed material.				
	B) Develop visibility material and place them in prominent places and events	• Corporate Identity, including brand, logos and letterheads • Tarpaulins / Posters • Business Cards for communication and project staff • Promotional items, such as USB flash drives, pens, bags and T-Shirts				
	C) Liaise with media to increase the visibility	• News conferences and press releases in line with training events or any other major event • Bi-monthly radio interviews with representatives of CSOs or the European Delegation, Members of Parliament involved in the EaP • Advertisements in newspapers or radio				

II. Disseminate information to the public about achievements made by CSOs funded through the Facility and its impact	D) Identify and exchange success stories of CSO involvement	• Document success stories as "case study" following the EU template on http://ec.europa.eu/europeaid/multimedia/case-studies/index_en.htm. The case studies will have a strong focus on the results and impact. The texts will be written in a user-friendly version avoiding acronyms or insider-terms				
	E) Disseminate these success stories by highlighting the results and impact by online- and offline communication channels	• Upload success stories on the project website and Delegation websites (if not already done) and in social media • Radio and TV interviews with selected CSOs representatives show-casting the results and impact; to be published on YouTube channel • Short videos on the specific projects; cooperation with TV				
III. Develop an online and offline platform and tools to help CSOs to better promote themselves	F) Develop tools to help CSOs to raise their profiles and activities	• Publish a CSO directory in line with the outcomes of the "mapping studies" on the project website and distribution during major events • Develop a "Communication Guide" for CSOs on how to better promote themselves (print and electronic version) following the regulations in the Communication Guide of EuropeAid • Insert a section on communication and visibility on the project website and share "best communication practices" from selected CSOs				

	G) Encourage knowledge exchange and networking amongst CSOs by networking events	• Organise training events on communication and visibility as part of the capacity building programme as well as "Ad Hoc Support" under component 3. • Organise networking and knowledge exchange meetings to strengthen interaction amongst CSOs on selected topics or per geographic region				

The communication plan will hereby make use of the full range of communication tools, from online to offline tools. All tools will be embedded into the corporate identity and design (branding) to be developed at the beginning of the project. This includes e.g. the development of a logo, a project acronym, letterheads, style guides and common email addresses. The CI and CD will apply for all activities throughout all countries to ensure identification and brand recognition.



Task 4.3: Liaising with media

Media can be a communication channel or recipient of information. Media relation activities are essential to build awareness about a project, activities and objectives. With our communication strategy we will not only respond to media requests; we will rather generate requests by establishing proactive media relations. We will feature news, press releases and 'human stories'/ interviews with beneficiaries of EU funded projects. The news, interviews and press releases will be distributed through newspaper, TV stations, and radio and also uploaded to the website. In order to ensure comprehensive coverage, it is important to include traditional media as it will be the one most likely to reach the wider public.

Our media activities:

At the beginning of the project we will make a media review in each country (included in the research phase) and identify 10 of the most important national as well as 5 local media organisations. The aim is to set up cooperation agreements to establish long-term partnerships. At the beginning of the project a kick-off meeting will be organised to officially launch the project. The kick-off meeting will be supported by a press briefing to introduce the project to the public and broadly share its scope. In agreement with the Contracting Authority the possibility of a public launch can be discussed, potentially falling together with a first PSC in Brussels.

In the best case scenario, the project launch and press briefings will take place in month 3, after the basic version of the bilingual website is online. In addition to the media contacts of our partner organisations, KAS will support this activity through its regional media programme and extensive contacts in the region. However, liaising with media in a professional way, especially in sensitive political environments, demands appropriate knowledge by the different CSO partners in the six countries. Media will only have impact on visibility matters, when professionally used. Many CSOs do not have PR strategies or instruments dealing with the media. Our capacity building programme as well as the different information sessions will therefore integrate training components about “dealing with the media” and provide tools to effectively use publicity tools, build helpful PR strategies and strong internal communications.

➢ Output(s) of activity:

One media strategy including country-specific approaches;

Trainings on Public Relations and dealing with the media for CSOs.

Task 4.4: The Web Portal / Website

The main communication and dissemination tool of the project will be its bi-lingual website. On the website all information will be reflected, centralised and finally multiplied by connecting contents with other channels, such as Facebook, YouTube, Twitter, or e-news (integrated communication). As such, it will be ensured that information is transparent, available and accessible to the target audience and the public.

The Online Concept: The online concept will be embedded into the overall communication strategy. In line with the strategy, the website will be designed and conceptualized with highest quality standards to serve the project in the most optimal way. The website will help to a) promote, b) extent, c) exchange and finally d) to sustain the activities and projects of CSOs in the ENPI region. The dissemination of CSO projects, will in turn help to promote the Facility itself. Central features of the web services will thus include:

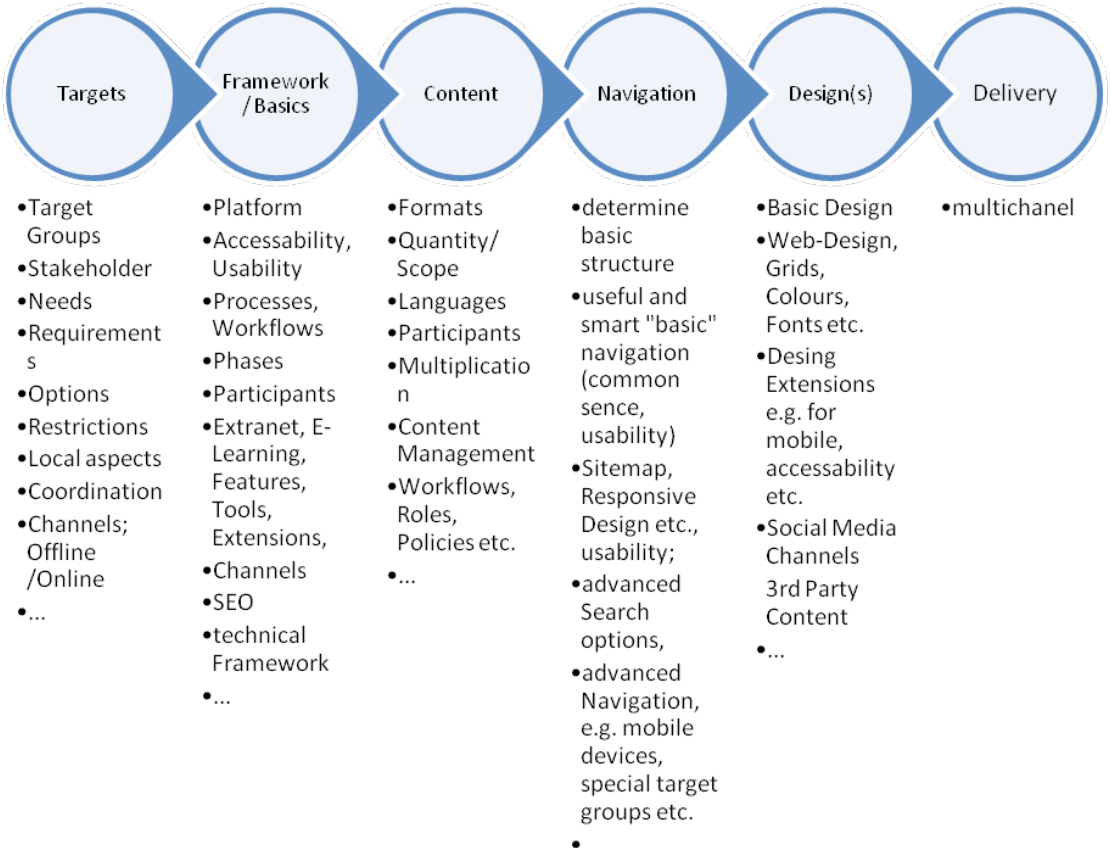
- "Success Stories" or Best Practices featuring CSO projects funded by the Facility to illustrate impact and concrete results (database, news, videos,...);
- Online help-and service desk to promote adhoc support for CSOs; (FAQs, Q&As, as well as direct contact options for supporters);
- Toolkit for CSOs with all relevant resource and training materials;
- E-Learning to support and extend the capacity building programme; (note: e-learning will not only provide training materials; it will first and foremost allow for online tests and automatic result notification and will as such be an interactive, rather than a pure passive learning tool;
- Online Forum to strengthen the networking and active knowledge exchange amongst partners;
- Extranet for CSOs to provide space for internal communication and exchange of documents which are not yet published (drafts, internal information, contact information).

These features will be supported by some technical data, such as the CSO database or description of the Facility.

With its features, the website follows the principle of information, communication and participation: It will provide information about the Eastern Neighbourhood Facility and selected projects; it will communicate and disseminate the results and impacts of civil society involvement in the ENPI region and finally, provide the opportunity for active participation by

feedback options as well as tools for collaboration, like the extranet, the forum or extensions like eLearning.

The graphic below illustrates the different components out of which the concrete online concept and later on implementation plan will be developed:



Technical Implementation: The website will take into consideration several technical, maintenance and process requirements ensuring the high quality of webservices. The following graphic and additional explanations below will briefly summarise the main ones:

- ✓ Platform/Content Management System (CMS): the platform of the website will be a well-established and internationally-known CMS, such as eZ Publish, Drupal or Typo3. The CMS will be the technical basis to ensure smooth implementation in line with the communication strategy.
- ✓ Layout and Design: will follow the EU Visibility guidelines and references and be aligned to the overall corporate design of the project by also taking into consideration local circumstances, frameworks and restrictions.
- ✓ Usability: Usability will regularly be tested and optimized to ensure that the website still meets the needs of the users.
- ✓ Accessibility (also for users with disabilities): Information access will be ensured via WCAG 2.0 Conformance Level A or in specific cases via AA. In addition, a basis-version of the website will be set up to ensure that even old or different browser-versions and systems can show the website contents. We will also make sure that one website version will be compatible with e.g. BrowseAloud or Webbie for elderly or disabled persons.
- ✓ Hosting and Security: We will contract a European-based Hosting Provider fulfilling European Standards in Website hosting and accessibility. This includes backups and disaster recovery. The hosting partner will cooperate closely with the internet agency to guarantee the complete continuation of processes even in the recovery case.

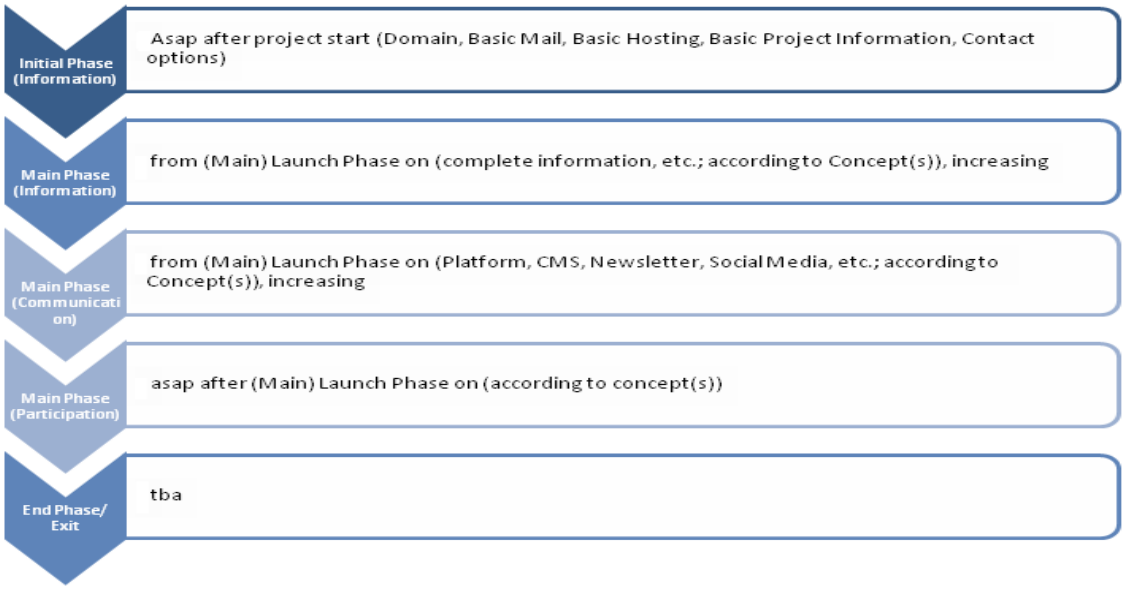
Other Requirements: Most of the technical requirements form part of the CMS. In the following, some additional requirements the website will correspond to are mentioned:

- ✓ Compatibility with web browsers: The main website will comply with all major web browsers, such as Internet Explorer, Firefox, Safari, Chrome and Opera in the common Versions. In addition, it will be ensured that the website will also be compatible with older browser-versions or systems.
- ✓ Search Engines: As required, the website will be optimized for Google and Bing. Listing and visibility of contents on these search engines will be analysed, documented and optimised during the entire project lifetime. The website will also be analysed for local search engines to ensure proper content dissemination through local channels as well.
- ✓ Search Engine Optimisation (SEO): Content optimization will be done on-page (content e.g. ALT text, titles descriptions; structure, Metatags, XML Google Sitemap, search engine/user-friendly URLs, ready for indexing etc.) and also off-page. Off-page activities aim to strengthen the dissemination of contents through third parties, such as media, by providing ready-made banners, links or texts to be published on external websites or media.

- ✓ Other basic requirements and settings that will be guaranteed:
  - Compliance with Unicode standard and use of UTF-8 character;
  - Compliance with XHTML 1.0 standard and use of Transitional DTD;
  - Intellectual property rights issues.

Summarizing it can be said that the online concept and its technical requirements will reflect the key elements of the communication strategy which are 1. Integrative communication, 2. Content delivery process content creation -> content preparation -> content delivery); 3. Principles: information, communication, participation).

Timeframe: The set up and extension of the project website from a first version to an online platform is an extensive and comprehensive project in itself. To guarantee early information already from the very beginning of the project, we are distinguishing between five phases – from the initial set up until the end or exit phase.



The initial phase will hereby ensure that basic information, such as project information and contact options, are in place and available immediately after the project start. The complete information and set up of the entire online platform with its extensions, features and tools will follow based on the concept and strategy to be worked out and approved during the inception phase.

➢ Output(s) of activity:

One bi-lingual, interactive webportal, including the different service-features.

Task 4.5: Organising information and partnership events promoting inter- and intra-sectoral networking

The CSO "scene" in the six countries is huge and highly diverse. A lot of CSO networks already exist focusing on similar aspects. These networks often work independently from each other, acting sometimes even as competitors. As an example - there are several big alumni groups from similar Programs of different international NGOs, i.e. "Active Citizens" and "Intercultural Navigators" by the British Council, "Maysternya" by Robert Bosch Stiftung, or the Network of Civic Innovations by UNITER. They have similar aims and programs but their alumni's are isolated in terms of joint initiatives and communicational platforms, and events. It will be one of the big challenges of the project to bring these networks together to exchange knowledge and work on joint initiatives. Organizing in-country networking, approximately four events per country per year, shall aim to facilitate the coordination and networking amongst CSOs to certain topics based on the results of the mapping study or other topics to be identified by the EU. These events might be closely linked with the multi stakeholder consultations and/ or other political statements to be submitted. Central to these events is the coalition building for joint advocacy activities or any other "burning issues". The outcomes and results will directly feed and been used for the capacity building activities of component.

➢ Output(s) of activity:

72 in-country events.

Task 4.6: Organising Information Sessions – Visibility Aspects

We outlined the organisation of information sessions under component 3 ad hoc support. In this section, we wish to describe the different visibility aspects which also form part of component 3.

Special attention will be given to ensuring the sustainability and dissemination of grantees' project results. The work and outputs of the grantees' projects are the best promotion of EU /CFP visibility in the country as well as in the Eastern Partnership Region. To increase the visibility of CSO projects in the region, grantees will be specifically supported by the Ad Hoc Team in close cooperation with Key Expert 3. The following steps are envisaged:

1. Basic introduction of visibility guidelines: Already during the information and training session the EU visibility will be discussed with the grantees. The Communication and Visibility Manual for External Relations will be introduced. Some concrete examples for project visibility will be given. In addition, visibility templates will be provided following the EU guidelines as well as the corporate design of the project. The templates will ensure that the project is being recognized in all six countries and is promoting the Eastern Partnership Facility.

2. Development of PR Strategies and Communication Plans: Following the general introduction into project visibility, a special training will be provided to set up PR strategies and communication plans. This will be supported by a manual on "Developing a Communication Strategy" a practical handbook providing concrete examples on the different steps to take. The training materials will be embedded into the Website, i.e. e-learning and resource materials.

3. Sharing of "Best Practices or Success Stories": CSOs will be encouraged to promote and share good practices and success stories with the general public. One of the activities mentioned in the draft communication plan will therefore focus on identifying success stories of EU-grants and communicating these cases in a way that they are attractive and of interest to the general public. The website will be used as one of the main communication tools to document and share these success stories with the public as well as with the media. Short videos or picture galleries will further visualize the results.

4. Liaising with the media: Media will play a crucial role to communicate and share the impacts of CSO projects in the region. The Ad Hoc Team supported by Key Expert 3 will set up regular press meetings to share concrete success stories of CSO projects and to strengthen media relations. During the press meetings, the specific role of CSOs in reform processes will be highlighted by demonstrating practical cases.

➢ Output(s) of activity:

Trainings on visibility, PR strategies and communication plans;

Training materials online- and offline available, making use of FAQs and e-learning;

Identified and well-documented success stories of grantee´s projects broadly disseminated and shared.

Task 4.7: Ensuring the sustainability and dissemination of project results

We will ensure the dissemination of results through the use of the various communication channels – from online – to offline tools, embedded into a clear branding and corporate identity. Through the use of different media, we will also achieve that information goes beyond the capitals and is accessible also for those who are somehow restricted in accessing information, be it due to their location, their age or a physical handicap.

Sustainability of results will be achieved through capacity building activities, networking as well as documentation of knowledge and tools that are available beyond the funding period of this project.

The activities already described above – such as the website – are

important tools to achieve the dissemination of results. However, they have to be supported by other activities to achieve maximum impact. Our communication plan will therefore consider the following additional communication channels and tools:

➢ *Social Media*

The website as an online source of information, communication and visibility, will be accompanied by a social media strategy. The social media strategy will include e.g. vkontakte (Facebook), Twitter, and Youtube (own channel) to feature all audio-visual experiences from CSO partners and their projects in the six countries. vkontakte (Facebook) will have a dual-use approach. First, as a fanpage it will gather and connect all internal and external stakeholders in order to provide a space for information and communication. Additionally, there will be a vkontakte group that facilitates the everyday communication and sustainability of the core CSOs partners in the six countries. As additional feature of all social media channels, the tools will be used to link to the various channels of the partners in order to create multiple connection and linkages.

Project-News will be communicated through further channels, such as Twitter.

➢ *Printed Materials*

In order to strengthen the sustainability and dissemination of project results, some contents will also be published in hardcopy. These are related to the capacity building activities for e.g. project management, PR and communication. In addition, the project will print leaflets and flyers as well as posters/banners to introduce the project and the Eastern Neighbourhood Facility.

➢ *Promotional Items (indicative)*

Promotional items will help to strengthen visibility. As already stated in the communication principles promotional items shall be purchased from the target groups and be environmental-friendly (if possible). Promotional items will be e.g. pens, bags or USB sticks. Distribution and use will be defined in the communication plan.

Outputs:

- Functional social media strategy and social media in place;
- Publications to strengthen the capacities of stakeholders as well as for disseminating the project itself;
- Promotional items to support the project visibility.

»» **Showcasing the success:** Regarding the issue of visibility, depending on the global political climate in Belarus and according to our project experiences, mere news coverage is generally possible – mostly however against payment. Open publicity on the other hand is a dead end. ««

Best Practice for component 5 visibility

KAS, "Support to the independent Media in Belarus" EU TACIS

The project can be seen as a serious attempt to improve the opportunity for the Belarusian population to receive independent and balanced information about the EU while actively promoting the EU-policy towards Belarus.

To achieve this aim, first and foremost the independent media in Belarus has to be strengthened.

- to increase the level of technical knowledge, the capacities to use the internet and the knowledge on EU issues among independent Belarusian journalists
- to improve the access of Belarusian independent media to independent sources of information and to provide direct support to Belarusian independent media
- to enhance the mutual understanding between the Belarusian population and the 27 Member states of the EU and to contribute to the debate about the present and the future of Belarus
- to contribute to the development of a sustainable network of people who will be able to obtain and disseminate information in Belarus on Belarus and EU matters

European Integration, Effective Partnership with the Media

With its permanent and reliable media partner "Armedia", European Integration has a consulting block in the partner's weekly TV programme broadcast on Armenia television. Whenever access to a TV audience is needed to increase the visibility of a project or disseminate results and knowledge, this partner covers events. European Integration has also its own TV programmes such as "European Diary" and "Social Life".

KAS, Partnership for Democratic Local Governance in Southeast-Asia (DELGOSEA), EU-NSA

The purpose of the project was to establish a sustainable network of local authorities, NGOs and Academic Institutions for the promotion of best practice exchange in democratic local governance in Southeast-Asia. This included the establishment and servicing of a project website on transfer of best practice and cooperation between the different stakeholders. This interactive website gathers together information in different forms from

5 Asian countries, lending the project great visibility and disseminating project results. www.delgosea.eu

Assembly

Campaign against the adoption of a new law on NGOs, seriously hampering their activities. 112 organisations which united 270,000 members in their rows signed a collective appeal and in the end the authorities did not adopt the law.

2.2.7 Project Closing Phase

Input: Key Expert 1 – 22 days
Key Expert 2 – 22 days
Key Expert 3 – 10 days
Short Term int – days
Short Term nat – days

The principle of this phase is to bring the project to a successful end.

A final closing event will be organised with the partner of the consortium. The intellectual transfer of ownership will be finally discussed.

Several activities will be necessary. In brief, these are as follows:

- Conduct of the last final internal evaluation of the project to evaluate effectiveness and impact of the project;
- Closure of all technical assistance activities by Key and Non-Key Experts relating to all projects and initiatives the project has been involved in;
- Completion and submission to the Contracting Authority of all technical reports produced by Key And Non-Key Experts;
- Steps taken to transfer all appropriate assets to the project beneficiary, but only after the prior approval has been given by the contracting authority;
- Completion and submission of Draft and Final Report to the contracting authority.

The consultant will pay special attention to the sustainability and the transfer of ownership of the website.

➢ Output(s) of the conclusion phase:

Draft and Final report;

All assets tangible and non-tangible are transferred to appropriate beneficiaries;

Project office closed down.

2.2.8 Milestones during Project implementation

Project Milestones indicative Dates	Indicative Dates
Communication Concept	Month 2
Communication Plan	Month 2
Inception Report	Month 2
Basic Website version is online	Month 3
Full developed Website	Month 6
First Mapping report from Moldova	Month 6
First Mapping report from the other 5 countries	Month 8
Updated Mapping	Month 14,20,26,33
Approved capacity strategy and plan	Month 6
3 e-learning courses are online	Month 8,12,17
Training of Desk officer from the partner to act as a help desk	Month 4
Strategy for enlarged recognition for multis stakeholder consultations	Month 7
Progress Reports	Month 6,12,18,24,30
Draft Final report	Month 35
Final Report	Month 36

2.3 Management of the Project

The overall project management of the project will be ensured by Konrad-Adenauer-Stiftung as the consortium leader. KAS has nominated Andrea Ostheimer, the KAS representative of the foundation's European office in Brussels, as the Project Director. The KAS representative of the foundation's regional programme in Tbilisi (Georgia), Canan Atilgan, has been named Project Co-Director. Together with the project office in Kiev, these two management hubs ensure wide representation of the technical assistance project, enabling the consortium to be easily approachable as well as to react fast and in a professional manner to any request from the Eastern Partnership region as well as from the Contracting Authority in Brussels.

The overall administrative and financial responsibility lies with the KAS headquarter in Berlin, Germany.

The project team is embedded in this management structure and will be led by the **Team Leader Christine Leiser**. She together with her team will be responsible for the smooth implementation of the project on the ground.

She will be mainly responsible for the following tasks:

- General supervision of the timely and professional implementation of the 5 components stipulated in the ToR;

- Planning and organisation as well as monitoring of the activities and their results;
- Set up and review of workplans and mitigation to the changing environment;
- Drafting and submitting project reports according the agreed time table;
- Report on a six-monthly basis to the Steering Committee;
- Financial overview of the incidental budget and overall responsibility of allocation of working days;
- Information, communication and dissemination of the various results towards the different stakeholders;
- Managing relations with the civil society organisations in the regions and other relevant stakeholders;
- Approve the visibility and communication campaigns for the project together with the Steering Committee.

Beside her management tasks she will be direct involved in the mapping and the training components as well as in the multi-Stakeholder meetings.

2.3.1 Project's Office and Team Set-Up: The choice of Kiev

The Consortium proposes to locate its main project office and centre of operations in Kiev, Ukraine. We have specifically excluded Brussels as a possible choice for this office because we feel that the functional identity of the project should have its physical roots within the Neighbourhood region, rather than within the European Union. This will facilitate cohesion, ownership and communication, as well as helping to moderate the costs involved. Since Armenia, Azerbaijan and Belarus are currently untenable for political reasons the choice of location in practical terms comes down to Georgia, Moldova and Ukraine. The area covered by the project falls into two discrete geographical regions: The western group comprising Belarus, Moldova and Ukraine and in the East, the Caucasian group comprising Armenia, Azerbaijan and Georgia. Ukraine is by far the largest single country in the EaP Neighbourhood, both in terms of geographical area and population, and is centrally located for the western group. It is also easily accessible for the Caucasian group in terms of missions, and is convenient for access to Brussels. Civil society in Ukraine, widely supported by international donors, is very advanced in its development compared with all the other countries and this is particularly supportive factor. Parliamentary elections have just been concluded in Ukraine and the next presidential election is expected to be held in 2015. There are thus reasonable grounds to anticipate a certain level of political stability over most of the project duration period, offering some degree of protection against disruption through political unrest. Taking all these factors into account the consortium feels that Ukraine is the most appropriate and natural choice in strategic and logistical terms. Placing the project head office in Kiev will facilitate coordination of all project activities

and will ensure a high level of ownership and cooperation with civil society actors in all of the Eastern Partnership countries.

2.3.2 Management of the Incidental Expenditure Budget

The management of this important incidental budget of 1,8 Mio EUR will require a very good administrative and financial management by the Team Leader and by the backstopping of KAS, as well as a clear and upfront common understanding and communication between the EU Commission as contracting authority and KAS as leader of the consortium on all modalities and aspects of the management of this budget.

KAS has an excellent track record in accounting for incidental budgets. As one focus of the EU project business of KAS is grant management, KAS has approved and quality checked procedures already in place to handle significant budgets like the present one. Nevertheless the different ways of approval will be carefully considered.

As a first principle, all expenses to be charged under the Incidental Expenditure will have to be approved beforehand by the EC in all three aspects:

- Their eligibility- according to the ToR of the activity and therefore needed for the successful implementation of the activity.
- Their amounts – presented in unit types, # of units and total amount for each cost item.
- Reporting and justification, modalities – costs must be reported on a 6-monthly basis in a transparent manner linked to the activities complete with a comprehensive documentation.

At the start of the project the authorisation process will be agreed between the EC's Unit F/5, KAS and the Team Leader. The following process is proposed:

Firstly, the inception report will provide a first global and indicative budget breakdown of the whole incidental budget for each activity.

Secondly, rolling planning, together with each 6-monthly report an updated budget will be attached. Once the report is approved by the European Commission the attached budget is the approved basis for the next 6 months.

Thirdly, in case expenses need to be incurred which has not been approved within the last 6-monthly working budget, an ad hoc request will be submitted for prior formal approval by the EC. This ad hoc request will not be submitted later than 5 working days before the expenditure is forecasted to be incurred.

For expenditure needed already during the inception phase KAS will submit together with the "initial working plan for the inception period" a budget for the incidental budget immediately after the contract signature. These costs will of course be included in the inception report.

2.3.3 Reports and Execution and reporting of Incidental Expenditure

The managing of such an amount needs smooth cooperation between the team on the ground and the backstopping office at KAS Headquarter. KAS will open a project subaccount in Germany and as well a project account in Kiev. Because of the already existing infrastructure of KAS in the six countries through its local offices it is also not a problem to open accounts and transfer money to the Eastern Partnership countries (with the exception of Belarus, where the money would be transferred via KAS Vilnius) if necessary. For the project account in Kiev the Team Leader together with the local accountant and the KAS representative in Ukraine has the signature right to withdraw money, signing cheques and initiating bank transfers. The 4-eye principle will always be considered. To avoid unnecessary money transfers and exchange rate losses on non EUR accounts, as many invoices as possible will be paid out of the German project bank account.

The TL will be responsible for the planning and identification of all expenses to be made in conformity with the approved workplan. Together with the Terms of Reference a budget and the supporting documents will be submitted to KAS headquarter. After the approval of KAS the money can be spent by the TL.

In the first week following the end of each month, the TL will send within the monthly accountancy an overview about the spent incidental expenditures. The budget planning for the next month will also be included in the accountancy file. KAS checks the budget figures and sends an approval to the TL. According to the submitted planning the requested funds will be transferred from the KAS subaccount to the Kiev project account.

The process of rolling planning and monthly accountancy is tried and tested and will ensure an adequate planning of the expenses from the project team and sufficient control by KAS. Also a smooth cash flow for the implementation is thus guaranteed throughout the project duration.

At the end of each 6-month period KAS will produce the financial report on the use of the incidental expenditures budget, giving the auditor a transparent database for the verification report. Both the financial report and the verification report will be submitted together with the invoice to the European Commission.

Reports

According to the ToR 4 report types have to be submitted during the project lifetime:

1. Inception Report – no later than 2 months after the start of implementation;
2. 6-monthly Progress Reports – no later than 1 month after the end of each 6-monthly implementation period;
3. Draft Final Report – no later than 1 month before the end of the project;
4. Final Report – within 1 month of receiving comments to the final draft from the project manager identified in the contract.

All project reports will be structured according to the log frame in a comprehensive but user friendly way, always including recommendations and lessons learnt.

The Progress Reports consist of six parts according to article 28 of the General Conditions.

1. Narrative Report on the 6-month period;
2. Planning of the next 6 months;
3. Financial actual report of the previous period;
4. Financial planning of the next 6 months;
5. Verification Report;
6. Invoice to the European Commission.

The narrative progress report is structured in the following way:

- Executive Summary;
- Detailed description of the progress achieved in relation to the envisaged activities, result and objectives;
- Input and output overview;
- Assessment of the achievements according to the defined indicators;
- Difficulties faced during implementation;
- Lessons learnt and recommendations.

The reports will be prepared by the TL and her Team and reviewed by the backstopping team and the Project Director of KAS.

2.3.4 Management of Short-Term Experts

There are 220 short-term expert days foreseen under the contract. This short-term expertise will be identified, recruited and mobilised according to the profiles identified during the preparation and definition of the ToR for

each activity. CVs of the proposed non-key international as well as regional and/or local experts will be submitted for approval to the Contracting Authority together with the ToR. Both will be sent at the latest 10 days before the start of the activity.

2.3.5 Organisation and management of the ST expertise

The Team Leader and KAS backstopping will work closely together during this process:

- The Team Leader starts the process through the progress reporting. In the planning chapter of the upcoming activities the needed ST Expertise will be already briefly defined.
- At least 4 weeks ahead of the planned start of the mission the expert profiles and the ToR will be elaborated by the TL and sent to KAS in order to initiate the search for experts. Each ToR will closely follow the EU standard ToR format attached to the PRAG and will accordingly specify precisely the expected objectives, tasks, activities, outputs of each assignment, as well report production and approval modalities.
- KAS will distribute the profile amongst the consortium partners. During a time frame of 10 days the partners will come up with expert proposals. Together with the Team Leader the evaluation will be done according to the prior defined criteria and the best candidate will be selected.
- The TL in general sends one CV (per position) together with the ToR to the Contracting Authority for approval.
- After the receipt of approval the contracting and mobilisation of the expert will be done by KAS. During this mobilisation phase the TL already initiates contact with the expert and provides the first briefing of the project – i.e. information about the status quo of the project and detailed information about the background of the mission.

  The logistical mobilisation will be done by KAS in terms of flight booking, accommodation, security aspects, visa issues etc. Each expert will get a logistical briefing from KAS prior to the mission including all contact details and administrative rules.
- During the mission the TL supports and monitors the expert. After arrival a first technical briefing in the field will be done.
- At the end of the mission on the ground a debriefing will be done between the expert and the TL. First feedback and analysis of the assignment, conclusions, outputs and recommendation will be discussed.
- Each expert is obliged to submit a mission report 1 week after the end of the mission. The TL as well as the KAS backstopping team will assure the quality of the report before submission to the Contracting Authority.

The TL with the support of KAS will ensure that the outputs of the different expert missions will be integrated in the general progress of the project. Each mission is embedded in a broader frame of the components. In order to use synergy effects we will take into consideration to contract experts not only for a single mission. According to the needs of the components the same experts will be deployed. The decision about the further involvement will be taken after the evaluation of the first assignment.

According to the ToR the partner organisations within the consortium will be heavily involved in the mapping activities. They will also be considered as short term experts and their engagement will follow the same procedures as described above, besides the fact that they either get a contract from the partner organisation or might already be employed by the consortium partner. In this case the contract will be done between KAS and the partner organisation. This can be also valid for the component 2 capacity building and component 3 helpdesk.

The consortium will take care whenever feasible that whenever an international expert is assigned the consortium partners benefit from this expertise as much as possible.

2.3.6 Monitoring and Evaluation of TA project

KAS holds the relevant expertise in both monitoring and evaluating of international development projects. The main tasks of the KAS evaluation department is the coordination of and backstopping for external evaluations of the KAS country programmes all over the world (approximately ten per year) and the consultation of KAS country representatives in planning, managing and monitoring the country programmes.

Monitoring and evaluation are tools to assess the quality and impact of the work, against action and strategic plans. Project monitoring ensures that activities are kept on track and indicates if something goes wrong. Evaluation is the comparison of actual project impact against the previously defined results. The Consortium will apply it both in a formative way (during the course of the project) as well as in a summative way (in the middle and at the end of the project).

The Consortium suggests a monitoring and evaluation structure that takes into account the particularities of the current project. It is consisting of two components:

1. Monitoring: An internal monitoring system to measure the progress of implementation in relation to the expected results is based on benchmarks and success indicators. They are commonly agreed and ensure a mutual understanding among partners of the Consortium. Some of them are stipulated in the Terms of Reference, the whole list of proposed indicators follows below.

The project employs the logical framework approach as it can identify and prioritize working strategy at the planning and implementation process. This guarantees a continuous overview of the current status of the project process, to what degree its goals have been achieved and whether the agreed timetable is being adhered to. This approach will lead to continuous optimization of project components, transparency of the whole project and participation of the CSOs who shall be involved in the details of the activities as much as possible.

The project monitoring includes also continuous information exchange between the Consortium and the Contracting Authority as well as the regular briefing of the Project Steering Committee (PSC) on progress made. The project team will also monitor the risks mentioned in section 1.4 and in the logical framework as well as any unanticipated developments on the political landscape that might have an impact on project implementation.

2. Evaluation: The quality of the activities will be evaluated and ensured through the skills assessments, peer reviews, focus groups and other forms designed for the evaluation of certain activities (trainings, consultations, meetings, visibility activities etc.). Special emphasis will be given to the quality of communication between the stakeholders, EU and CSO representatives and the project team.

   At the end of each training course an internal evaluation report shall be drafted based on the written remarks from the participants on their satisfaction with content, methodology and framework of the event, learning results and the remarks of the respective lecturers/moderators on their impressions and experiences during the event. Multi-stakeholder consultations will undergo internal evaluation by the Key Expert and Team Leader on a three-monthly basis. The evaluation reports will presented to and discussed by the PSC. Constant interaction of the project team with target group representatives will allow for crucial feed-back on project activities and provide room for adjustments where necessary.

   Furthermore, the Consortium will internally monitor and evaluate the progress of activities in a meeting on the state of play after 15 months as well as at the end of the project. It will in the formative evaluation improve, if needed, the strategy and adjust the methodologies, orientation and organisation of events. In the summative evaluation it will draw the lessons learned.

List of indicators and means of verification (MoV) according to objectives:

Mapping studies:

- The quality and timely delivery of mapping studies and needs assessments.
- Samples of CSOs covered by mapping studies
  - ⇨ MoV: Peer review (on quality of mapping studies), conceptual papers on capacity building needs as a result of the mappings; project reports on mapping (timely delivery, coverage)

Capacity building activities:

- The number and quality of trainings, workshops and multi-stakeholder meetings organized during project life-time.
- Number of CSOs and composition of groups participating at the training courses (according to criteria central – regional; sectors etc.)
  - ⇨ MoV: Questionnaires, feed-back sheets, expert interviews; project reports;

Guidance, technical support and visibility:

- The level of satisfaction of civil society actors from partner countries regarding support and guidance offered by the project.
- Positive assessment by the EU Delegations/DEVCO services of the advice offered to CSOs.
  - ⇨ MoV: stakeholder interviews, surveys among grantees; feed-back sheets; project reports

Organisation of multi-stakeholder consultations:

- Number of multi-stakeholder consultations conducted;
- Quality (profile, spectrum) of participants at multi-stakeholder consultations;
- Quality and intensity of cross sector dialogue (state authorities with CSOs)
  - ⇨ MoV: Project reports, list of participants (if available), focus groups on the assessment of cross sector dialogues

Ensure the visibility:

- The number and quality of communication activities promoting both the Facility and the role of civil society actors in national reforms
- Quality of maintenance of a user-friendly and active website.
  - ⇨ MoV: Visitors, visits, page views, time spent on site; number of downloads and reports generated (overall and per user).

⇨ Feed-back sheets from information sessions.

2.4 Backstopping Functions and Hubs

From the beginning during the start-up phase followed by ongoing support during the project execution in terms of administration and financial matters as well as support and supervision in the field and of course at the end of the project to guarantee the professional closing and intellectual transfer of ownership of the project.

For this project the backstopping is designed according to the structure of the project and foresees four backstopping hubs. This set-up considers a short distance to the target group as well as to the stakeholders. Also the full expertise of the backstopping team will thus be easily accessible for consortium partners as well as for the stakeholders.

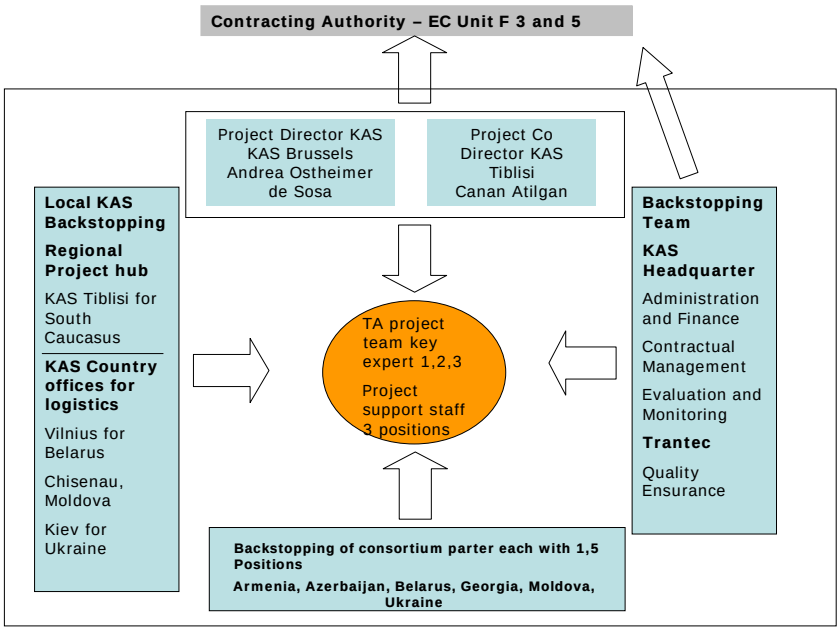
The four backstopping hubs are composed as follows: The project is fully integrated into the already well-established backstopping facilities of KAS. The KAS EU-Project Management Unit at the Headquarters and in Brussels is responsible for the contractual procedures and the examination of the accountancy of the TA-Project. The team is embedded in the overall Finance and Administration Unit of KAS which is responsible for the administrative and financial support for the more than 100 million euro budget of the KAS country programmes worldwide.

The Contracting Authority being based in Brussels, KAS will ensure good communications between the EC Unit and the Project Office in Kiev through the appointment of **Andrea Ostheimer de Sosa** the Programme Director of the "Multinational Development and Policy Dialogue" at the European Office of KAS in Brussels. She will be leading the backstopping for this project from Brussels and will be ultimately responsible for the delivery of the effective technical assistance in the project.

For the South Caucasus region KAS will establish a regional **backstopping hub in KAS office in Tbilisi, Georgia,** and appoint **Canan Atilgan** as Project Coodirector. Besides her responsibility as KAS Country Representative of the Regional Programme: "Regional program of political dialogue" she is the project director of the regional EU grant project "Democracy starts with You!". She and her team will be the first contact point for the partners in the three countries of Georgia, Armenia and Azerbaijan.

Transtec with its liaison person will be involved in the technical backstopping and will support the team of KAS in the quality assurance of the TA project.

Last but not least all KAS offices in the Region will give logistical and organisational support to the project.



2.4.1 Support during project start-up

In order to ensuring an effective project start up, it is necessary to support the TA Team and its supporting staff in their first weeks of installation in the country, and to facilitate contact taking. The KAS office in Kiev will take care of the logistical hurdles and will support the

- Finding and set-up of a project office
- Assistance for obtaining long-term visas for the international experts
- Supporting the contracting of the local support staff
- Opening of the project bank account

The whole consortium including the backstopping, local staff members and project directors will come together in the start-up phase for a project management meeting to discuss all collaboration modalities and prepare the Global Work plan. The first Steering Committee will be organised by the Project Director in Brussels at the end of the start-up phase.

2.4.2 Support during project execution

During the implementation of the project KAS headquarters will every day be in contact with the Team Leader to advice or support every activity being carried out and to contribute to a solution for each difficulty faced.

Moreover, in order to follow more precisely and more systematically the implemented activities, KAS will receive from the TL a monthly summary of the project situation and the progress of the project.

At the project premises in Kiev a local staff team will be established. One main position will be the project accountant. The accountant will prepare the financial overview of the incidental budget and the other cost spent during the reporting period. To avoid administrative and financial problems as well as reporting delays, each consortium partner will be provided with one part time position for logistical and organisational support. The administrative support staff is responsible for the timely and exact reporting to the project accountant in Kiev. All invoices and supporting documents must be sent immediately after the implementation of the activities in the respective country.

KAS headquarters provides the support staff with a financial and administrative toolkit – bank, cash and advance-books together with an expenditure overview.

In addition the staff members will get a project management introductory training during the inception phase of the project based on best practices of KAS' own projects.

2.4.3 Backstopping of the 5 components by Consortium partners

Mapping: The consortium partners will be actively supporting the preparation and conduct of the mapping. Some of the partners have already been involved in mapping studies and will bring in their expertise to the mapping process. The logistical and organisational support to the short-term experts recruited in the course of the technical assistance project for this component will be provided through the local partner organisation. At least one staff member of the partner will accompany the mapping as local expert. The contractual negotiation and preparation will be done by the backstopping team at KAS headquarter and/or Transtec.

For the involved short term experts or subcontractors KAS takes over the backstopping.

Capacity Building: To guarantee a smooth implementation of the trainings the consortium partner will take care of the logistical and organisational support for the trainings in their respective countries. Trainings which will be conducted in Kiev will be organised by the TA Team and the project support staff.

For the involved short term experts or subcontractors KAS takes over the backstopping.

Helpdesk: The EU Project Management Unit of KAS acts as a helpdesk for the more than 29 implemented grant projects worldwide in the last 6 years. The 5 staff members are very well experienced in training NGOs in the field on contractual project management of grants including financial consultancy. They act as a helpdesk from abroad, reviewing interim and final reports and giving advice to the visibility of the project. KAS will bring

in its practical experience to the project in particular to component 3 and will act as a specific backstopping for the Project and Guidance Manager, as well as the consortium partners' help desks in the respective countries.

Multi Stakeholder Meetings: Most of the consortium partners have experiences with events involving multi stakeholders on different themes. Even in difficult countries like Belarus they meet and discuss issues with local authorities. The KAS country offices as well as the consortium partners will support this component with their specific networks and contacts, as well as with logistical support.

For the involved short term experts KAS takes over the backstopping.

Visibility: KAS and Transtec have an excellent track record in providing visibility for European funded project. KAS also has various best practice examples for visibility campaigns within their grant projects. Both partners are more than familiar with the EU-Visibility guidelines. But also the partners will bring in the local perspective to this component which is, in particular for the web site but also for the other products, a pre-requisite for the acceptance.

For the involved subcontractors KAS takes over the backstopping.

2.4.4 General tasks

KAS will provide its experts with examples and models for the preparation of project work plans and budgets based on standard EU rules and procedures, as well as a manual with detailed guidelines for the preparation of work plans, budgets and ToRs (according to the PRAG indications).

Additionally at the KAS headquarters the logistical tools required to support the contracted experts are available. An already existing framework agreement with KAS's travel agency based in Berlin ensures that all travel arrangements including visas for the experts will be organised in a professional manner.

2.4.5 Backstopping team in KAS and within the Consortium

The **backstopping team** includes a Project Director and Co-Director, KAS permanent staff, who has been familiar with EU contractual procedures based on their project implementation experiences of EU funded projects. Both Andrea Ostheimer de Sosa as well as Canan Atilgan are working in the areas related to the TA project. In addition Mrs Atilgan will bring in her excellent working experiences from the Southern Caucasus.

Project Director Andrea Ostheimer de Sosa, Programme Director of the "Multinational Development Policy Dialogue" at the European Office of KAS in Brussels and since October 2009 the elected Deputy Coordinator of the European Network of Political Foundations (ENoP). She is in addition

responsible for the second EU PRINCE project aiming at organising awareness raising events in the old EU-Member states for the enlargement process. Before, Ms Ostheimer has served as Resident Representative of KAS in the DR Congo and South Africa. Having been based for over 10 years in Sub-Sahara Africa, she also worked for the Institute for Security Studies based in Maputo, Mozambique. Andrea Ostheimer brings along a vast experience in design and management of developmental projects in support of democratisation processes, including the implementation experiences and contractual procedures of EU-co-funded grants. She act as permanent contact point with the various project stakeholders mainly with the Contracting Authority in Brussels and will be member of the Steering committee.

Project Co-Director Dr Canan Atilgan, Dr. Canan Atilgan has been heading the Foundation's Regional Programme Political Dialogue South Caucasus since August 2011. In this position she has been responsible for the overall development and management of the Foundation's programs and projects in support of transformation processes in Armenia, Azerbaijan and Georgia. She has worked for the Konrad Adenauer Foundation since 2001 and has over 10 years of experience in the field of programme directorate in various developing countries. As director of KAS country programs in Palestine and Jordan she has implemented projects in support of peaceful conflict resolution and reconciliation, democratisation processes as well as policy dialogues with relevant stakeholders on numerous challenges conflict countries are facing. As European Policy Coordinator of the KAS (2005-2007) she has conceptualized and implemented various dialogue programs on EU-Enlargement, European Neighbourhood Policies as well as EU-Development policies and conducted also research and analysis. From 2007 to 2011, Canan Atilgan was the resident representative of the Foundation's country programme Thailand. In this position she was responsible for the development and implementation of a wide-range of projects. In addition to this, she was director of the a project co-financed by the EU "„Improvement of Access to Justice for Civilians in the Deep-South Provinces of Thailand". Canan Atilgan has experience in implementing dialogue programs with institutions such as parliaments, political parties, public administrations research institutions, think tanks, associations and other representatives of civil society as well as religious communities. She holds a PhD in political science.

She and her TA backstopping team will act as an antenna for the South Caucasus Region. Her knowledgeable team will support the partners and act as backup for the backstopping. Support will be provided for the region for all components.

Backstopping at KAS and Partners for contractual procedures and Monitoring and Evaluation

For Konrad-Adenauer-Stiftung

Sabine Harriehausen, EU Project Desk Officer at the Berlin Headquarter, has 7 years backstopping experience in the EU project section of KAS, next to further project management skills from previous international assignments. With responsibilities exclusively dedicated to the EU projects, she has sound knowledge of all EU procedures and is highly experienced in any aspect of the EU-project cycle.

She will coordinate the project on a day-to-day basis, ensuring a good flow of information and support between KAS Headquarter, the technical assistance team in Kiev and the project partners of the Consortium. In addition she will be responsible for the contractual management of short term experts as well as for the procurement of any subcontractors.

Anna Link, Research Associate at the Brussels Office, has 6 years' experience in project and contract management as well as tendering procedures for EU-financed projects. She has an in-depth knowledge of project cycle management and specifically of the evaluation of programmes. She will ensure the expert search and mobilisation support in close co-operation with the members of the Consortium. She will support the TL in all reporting issues and ensure the high quality of all submitted documents. She will also be in charge of the backstopping for the ad hoc component. Full support and exchange of existing tools and procedures will be given for the training of desk officers from the partners.

Stephan Malerius, Since 2011 Stephan Malerius is head of the KAS evaluation division. Previously he was for five years heading the KAS country office Belarus based in Vilnius. In this position he led a pilot project in which different monitoring methods where systematically applied on various activities of the KAS Belarus programme. Mr. Malerius has profound management skills in drafting, executing and co-ordinating international projects and possesses an in-depth knowledge of current trends and developments in the political and social life as well as the economic situation in Belarus, Ukraine and the Russian Federation. In addition, he was Project Director for the EU funded project "Support to the independent Media in Belarus" implemented by KAS from 2008-2010.

Mr. Malerius is proposed by the Consortium to be in charge of monitoring and evaluation in the backstopping team. In the framework of the project three internal evaluation missions are foreseen to ensure that the project is and remains on track.

The KAS EU project backstopping team has successfully provided backstopping for numerous of EU-funded projects in many countries for

more than a decade. This includes both grants as well as tenders.

Accountancy at KAS headquarters in Berlin will be executed through a well experienced EU-project accountant. All team members of the backstopping team are fluent in English and are used to efficiently work together; they will ensure a reactive interface for the contracting authority but also for the experts and project partners.

For Transtec

Mr. Quirijn Röell will be part of the Technical Backstopping Team. Mr. Röell, holds a BSc degree in Tropical Agriculture and MSc degree in Water Engineering. Mr. Röell has 20 years of professional experience, of which 6 years of field experience, and over 15 years in project management and directorship of international co-operation projects, including 5 years of general management of an engineering company specialized in water, waste water, renewable energy and environment, and 3 years of general management of a multidisciplinary consulting company.

From his professional experience, Mr. Röell has a high level of managerial and organisational capacity, and full knowledge of EC procedures and general conditions, the PRAG, Project Cycle Management, logical framework and ISO9001 compliance. Mr. Röell is fluent in English, Dutch and French.

Fields of Backstopping of Consortium Partners

Components	KAS	Transtec	Act	Assembly	international Center on Conflict and Negotiation (ICCN)	European Integration	Institute for Development and Social Initiatives (IDIS)	Initiative Centre to Support Social Action (ISAR Ednannia)	Youth Euro-Atlantic Organisation
Mapping									
Capacity									
Ad-hoc support									
Multi Stakeholder									
Visibility									
Admin& financial back stopping TA contractual management									
Administration in the field									

ISAR Ednannia, Ukraine, Volodymyr Sheyhus has been the Executive Director of Ednannia since 2010. Having previously acted as the regional director of the project "NGO Development – Ukraine – Kiev and selected regions" as well as Community Development Specialist for UNDP Ukraine, he has an in-depth knowledge of the CSO situation in Ukraine as well as the constraints and needs. He has throughout his career been involved in the professional and organisational development of NGOs, improving their public image in the region and encouraging relations between NGOs and the government and business sectors. His backstopping tasks will be focused specifically on components 1, 2, 3 and 4.

ICCN, Georgia, Prof. Dr. George Khutsishvili is the founder (1994) and director of the International Centre on Conflict and Negotiation (ICCN), an important think-tank and civil society actor in Georgia and the Southern Caucasus. He is an internationally acknowledged political analyst and conflict resolution expert working on strengthening democracy and building civil society. He has a profound experience in research and analysis, positive peace building, sociological surveys, and capacity building trainings. Human rights advocacy and civil society development are important dimensions of his work. His backstopping tasks will be focused specifically on components 1, 2, 4 and 5.

AYEAO, Azerbaijan, Ziya Gaziyev is the president of the Azerbaijan Youth Euro Atlantic Organisation. He is closely involved in promoting civil society, raising public awareness and contributing to the development of democracy in Azerbaijan. His specific focus lies on the development of the youth dimension as well as the Euro-Atlantic values in the organisation of events and capacity building measures. His backstopping tasks will be focused specifically on components 2 and 5.

European Integration, Armenia, Gayane Sargsyan is the Vice-Chairman of European Integration. She has been an active member of events and programmes on the issues of gender equality, social justice, climate change and peace building since 2008. Her activities also include empowerment of civil society and relations with the media, thus providing her with an in-depth understanding of the Armenian CSO situation. Her backstopping tasks will be focused specifically on components 2 and 5.

ACT, Belarus, Vladimir Korzh is the Manager of the International NGO ACT. Being one of the authors of the annual CSO Sustainability Index in Belarus, he is highly knowledgeable in research and analysis techniques. His main focus is the development of civil society organisations and local communities and he specializes in conducting educational trainings for activists of non-governmental organisations in all aspects of organisational development and strategic partnership building. His backstopping tasks will be focused specifically on components 1 and 2.

IDIS, Republic of Moldova, Carolina Ungureanu is a Project and Grant Manager with the Institute for Development and Social Initiatives "Viitorul. She has an in-depth experience in the acquisition and management of EU-financed grants, as well as their management. In this framework she has also done curricula development and the execution of training activities, the methodological bases of which she also acquired in her previous position of university lecturer Her backstopping tasks will be focused specifically on components 2, 3 ,4 and 5.

Assembly, Lithuania for Belarus, Siarhei Matskevich is the Chairperson of the Assembly of Belarusian Pro-Democratic NGOs and he has previously been speaker of the Civil Society Forum. He has a profound experience in the monitoring, analysis and evaluation of public sector work as well as the capacity development of civil society organisations. Chairing an organisation uniting about 270 NGOs places him in a unique position to support the information exchange between organisations and establish cooperation between Belarusian and foreign NGOs. His backstopping tasks will be focused specifically on components 1, 2 and 4.

2.4.6 Internal Organisation of the Consortium

KAS, the leading partner of the Consortium, will lead and supervise the overall TA service, and will ensure representation of the consortium towards all third parties. The other members of the Consortium will work in close collaboration in all aspects of the management of the TA service contract and of the support that will be brought to the project. KAS will coordinate all contacts and inputs of the Consortium Members with the project team including the field visits.

KAS and its partners will monitor and support their experts very closely, without interfering into the project management structure. This support includes, in particular, delegation of responsibilities to, and support of, the Team Leader.

No fixed arrangements exist between the consortium partners about 'sharing the short-term missions': The key criterion for the selection of experts for the short-term missions will be the quality, motivation and availability of candidates.

The internal arrangements of the consortium have been designed in a way to ensure the best effectiveness of the consortium. Consortium partners approved a provisional agreement based on the principles of transparency, equity and partnership which provisions are given hereunder:

Each consortium member is a full-right partner of the consortium and has equal rights for participation in the project. Each member has full access to any information about the EC needs and requested services, and

about the execution of the actions, including full financial transparency of the contract management for all consortium partners.

There is full transparency for the partners on the management of the project. At contract start-up, consortium members receive information on contract requirements and operational modalities; including a briefing about all internal and EC rules and procedures.

KAS is the **coordinator of the consortium** and is globally and solely responsible towards the EC for the contract implementation.

2.4.7 Office Administration and Communication

KAS will provide to the TA team office accommodation and appropriate equipment and will ensure administrative, accountancy and secretarial provision to enable the key experts to concentrate on their primary responsibilities.

A large amount of information is already available at different places. KAS and its partners will support the TA Team by gathering together required background material through their local offices. KAS has already existing information material on procedures and relevant technical issues. Whenever necessary, the Consortium is also ready to acquire technical documents and support tools if considered relevant to ensure good project operation.

In addition, the Consortium will make available all project technical documentation gathered during the tendering phase that could be of use in the execution of the project. This relates in particular to information and reports on EU or other donors about interventions in the respective country, e.g. relevant Country Strategy Papers, National Indicative Programmes, political analyses etc.

For issues without significant contractual or financial implications, such as technical issues, the consultant leaves the responsibility to the Team Leader to discuss these questions with the Contracting Authority and, if appropriate, with the different EU Delegations involved, so that adequate decisions are taken consensually, without further approval or endorsement by the Consortium.

For issues with direct contractual and/or financial implications, such as the submission of the 6-monthly technical and financial Progress Reports (including the corresponding invoice for the past period), or the presentation of TOR and CV(s) for short term expertise missions, the Team Leader will systematically refer to the consultant's Project Director in charge of the project backstopping, so that issues and documents can be jointly examined and the appropriate endorsements given.

2.4.8 Administrative management of the contract and accounting

The KAS headquarters in Berlin will ensure the proper administration of the contract through a standardised format for hard-paper documents and electronic folders. All relevant information on procurement will be stored in the financial files as well. The Project Office will also file the relevant content information and outputs of the project activities. In the closing phase all documents will be dispatched to the KAS headquarters in Berlin.

During project implementation KAS will obtain and file all official documents in a soft and a hard copy.

KAS is working with a central database for electronic files and financial data called PASTIS (Accounting, Control and Information System). The TA project will be added to the system and the Project Team in Kiev will be able to work and execute the project accounting in the system. PASTIS is not software that needs to be installed on the PC, but rather a system of different mostly web-based software components connected through interfaces. Together they form the overall system. “Web-based” means that each software component is opened in the Internet Browser and used via an internet connection. FAVORIT as part of PASTIS is a web-based workflow and document management system developed by the German Bundesverwaltungsamt (BVA - Federal Office of Administration) for public administrations.

In PASTIS the project team as well as the backstopping facilities in Berlin can see on a daily basis how much of the project funds have already been accounted for and what residual funds are still available. These automatic financial reports are made possible by the reports provided by the system.

The software used within PASTIS is compatible with standard international financial audit procedures. We underline this aspect, as it is important to be able to ensure an independent and external audit of the project financial operations.

KAS pays its bills within 14 days of receipt, and salary and project linked payments are equally quickly processed. This means that the project staff can concentrate on the project’s tasks and outcomes, as opposed to becoming bogged down by personnel logistics. KAS has longstanding experience with project-related matters such as bank guarantees and letters of credit. Budget lines such as fees, direct expenses and reimbursable expenses in the contract with the EC are fully respected, and submission of invoices to the EC in the correct format are double checked to avoid the possibility of ineligible expenditure is as part of standard organisation procedure.

2.5 Presentation of the Consortium and its Support to the Project

The Consortium assets and network

Knowledge and working experience in the country and region and with the target group and stakeholders are one of the main success factors for successfully implementing a TA project. Another factor is the network connection the consortium has already established within the region but also outside the region with experts or service providers which can bring in their expertise to the project.

KAS has long-standing working experience in all of the six countries through its own country programmes. Its status as a non- governmental organisation helps to understand the situation of the local NGOs and to build up a trustful relation. One pillar of the work of KAS is in effect to strengthen the ability of civil society to hold government to account as well to enable them to be more actively involved in policy dialogue. Cooperation with local NGOs is the daily business in the KAS country programmes which has already helped to speed up the teambuilding process with the consortium members. A major asset of this consortium is indeed that there is already a trustful relationship between KAS and most of its consortium partners through previous cooperation.

Through the country programmes KAS has already gained deep knowledge of working with civil society organisations as well as working with local authorities and other stakeholders, bringing them together for dialogue.

Transtec as a private consultancy firm has also already existing relationships to some of the partners due to their past experiences with EU civil society tenders in the region. Transtec brings in its extensive knowledge of TA contractual issues to the consortium. Furthermore the consortium and the Key Expert Team will benefit from the best practice examples from other successful projects.

The four offices of **KAS** in the countries, namely Moldova, Ukraine, Lithuania (responsible for Belarus) and the regional Caucasus office, will bring in their networks of NGOs, universities, research institutes, think tanks, government institutions, Ministries and other donors to the project. **Transtec** with its huge international networks of universities, institutes, and private consultancies will be a source for best practices and/or specific problem solving. They have due to their own former projects in the Ukraine good relations to the NGO networks there. KAS and Transtec have furthermore been awarded the EU-Tender for the ENPI South region with the same subject as this technical assistance and will of course make use of potential spill over effects.

With **IDIS** we have one of the biggest NGO in Moldova as a partner in our consortium, while with the **Assembly** is one of the leading umbrella organisations of NGOs in Belarus, even if for political reasons not registered

in Belarus itself. The Chairperson of the Assembly Siarhei Matskevich was actually the very first speaker of the Eastern Partnership Forum. **ACT**, legally registered in Belarus, is a very active NGO in the organisation of trainings and stakeholder meetings with local authorities in a more than difficult environment. **Ednannia from Ukraine**, has excellent experiences in capacity building as well as in conducting mapping. They as well have been part in an EU-funded service project in the Ukraine. The NGO **European Integration** from Armenia with its sound track record in Visibility and campaigning as well as their deep knowledge of European Integration is also an active member in the national Armenian platform. With ICCN the consortium has an excellent partner in Georgia with a broad knowledge of capacity building and experiences in mapping. ICCN is an active CSO in the national platform and contributes to the policy dialogue. AYEAO from Azerbaijan will bring in their working experiences with youth organisations. In a difficult political environment they are active in capacity building and in organising events.

Selected network Partners of KAS offices in the Region:

Caucasus	Association of Economic Journalists
	Association of Young Lawyers
	Women Club Yerevan
	Security Forum of the Southern Caucasus
	Robert Bosch Foundation
	GIZ
	Deutsche Welle Academy
	Caucasus Institute for Peace, Democracy and Development
	Committee for European Integration of the Georgian Parliament
Belarus	Europäische Humanistische Universität (EHU)
	Eastern Europe Studies Centre (EESC)
Ukraine	Laboratory for Legislative Initiatives
	Institute for Euro-Atlantic Cooperation
	Academy of Ukrainian Press
	Yalta-European-Strategy (YES)
Moldova	State University of Moldova
	Institute for Social History "Promemoria"
	Think Tank "Expert Grup", IDRAD
	Ministry of Foreign Affairs

2.5.1 Key criteria of the Consortium towards the purpose of the project

KAS and its partners can point to a variety of assets that guarantee the sound management of this project:

- ✓ The consortium has a an excellent understanding of the regional context, having executed an important number of project described below and boasting a long presence in the respective countries
- ✓ The experience of the consortium partners in all the fields covered by this contract, and in particular in the field of empowerment of civil society and cooperation with local authorities and governmental institutions towards policy dialogue
- ✓ The selected NGOs from the partnership countries are all independent from the Government and represent a broad spectrum of topics relevant for the CSOs – stakeholder dialogue
- ✓ The consortium members have already met with each other and have the same understanding of the aims of the project
- ✓ The consortium's lead company is an NGO with its own local office network, which will support the ideas of the project **beyond** the project lifetime and is already recognised as a trustful actor in the region
- ✓ Intensive EU-project experience in all countries including Belarus
- ✓ The experience of KAS and Transtec in the management of Technical Cooperation projects and Grant Projects for which KAS and Transtec have developed implementation approaches and procedures – including financial and accounting as well as monitoring and evaluation systems – which can be easily adapted to a specific context, as well as distributed to grantees if requested

2.5.2 Presentation of the Consortium partners

The consortium is composed of three three partners from the EU partners, notably the German NGO Konrad-Adenauer-Stiftung e.V. (KAS), the leader of the consortium, the Belgian private consultancy firm Transtec, The Assembly as a Belarusian NGO but legally registered in Lithuania, and 6 NGOs from the Eastern Partnership Countries:

European Integration	Armenian
Azerbaijani Youth Euro-Atlantic Organisation (AYEAO)	Azerbaijan
The International Educational NGO ACT	Belarusian
International Center on Conflict and Negotiation (ICCN)	Georgian
Institute for Development and Social Initiatives (IDIS)	Moldovan
Initiative Centre to Support Social Action (ISAR Ednannia)	Ukrainian

Consortium Leader Konrad-Adenauer-Stiftung e.V., Germany

The Konrad-Adenauer-Stiftung e.v. (KAS) is a German political foundation that started its international co-operation programmes in 1962. The foundation carries out assignments in the fields of governance, parliamentary support and co-operation, rule of law, human rights protection and gender, civil society development, media promotion, decentralisation and local democracy promotion, poverty alleviation in more than 100 countries on four continents. In this regard, KAS functions as a political think-tank as well as a development consultancy.

KAS strongly emphasises on dialogue and free exchange of viewpoints and ideas, the cornerstone of an open, democratic society. In more than 80 countries, branch offices are set up to coordinate and implement projects in co-operation with more than 200 local partner organisations. The average project duration is between 3-12 years and KAS is currently operating and supporting over 200 projects worldwide.

KAS's total revenue is more than 100 million Euro per year. Out of this budget, KAS spends more than 60 Million Euro on its international activities. The funds are mainly provided by the German federal budget as well, albeit to a lesser extent, by international donors. More than 500 permanent employees work for the foundation worldwide. In addition more than 350 locally hired staff members complement the work of KAS.

Within its mandate in the thematic fields, KAS offers a broad spectrum of expertise and trainings to:

- Removing economic and political backlogs by providing political expertise and educational training
- Cooperating with political parties
- Supporting establishing democratic structures based on rule of law and social market economy
- Consolidating civil society
- Preventing conflicts and foster inter-religious dialogues
- Supporting overcoming obstacles on the path to EU membership

Through its worldwide activities, the KAS is an active member in several local and international networks. As a result the KAS has excellent access to local and international Experts in the different fields of intervention.

Holding key functions in the European Network of Political Foundations (ENoP), KAS encourages fellow members to create synergies amongst each other and with international partners and to raise interest amongst its members for EU external assistance policies.

Programme of KAS Belarus

KAS has been engaged in Belarus since 1999; there has been a KAS country programme in Belarus since 2004, and in 2007 KAS decided to set up a dedicated country office for Belarus located in Vilnius. With its Belarus programme that has a volume of around 1 million EUR for the past 3 years KAS has worked for the creation of a free, democratic and lawful Belarus that shall have its place among the European Community of states. In the broader perspective it is part of the world-wide mandate of KAS to promote democracy, human rights and good governance by empowering different local actors such as civil society organisations, as well as government institutions and by enabling them to play an active role in strengthening democracy.

With regard to Belarus KAS organizes round tables on political and economic perspectives for Belarus, trainings for journalists, local seminars about the EU (history, aims and functioning) and exchange visits of different target groups. In 2009 KAS supported a campaign by the Assembly against Section 193.1 of the criminal code in Belarus (that makes it a criminal offence to work for an unregistered organisation). Also with the other partner of the consortium, ACT, KAS already cooperated and has strong and trustful relations which are from utmost importance for the successful implementation of the project in Belarus.

From 2008 to 2010 the KAS team in Vilnius implemented the EU funded project **“Support to Independent Media in Belarus”**. With the help of this project KAS has built up a stable network of contacts to a wide range of independent media which can be supportive for the project’s public visibility activities. Another EU funded project under NSA is called **“Cultural Dialogue Platform – Strengthening Belarusian national identity through citizen’s participation in cultural policy formation”**. It started recently, works with civil society and local authorities in 5 regions in Belarus and aims at initiating or strengthening the dialogue between the two sectors, producing policy paper about “how to shape the local cultural policy” as well as organizing press clubs and setting up an web portal.

Programme of KAS Moldova

Starting in 2007, the Konrad Adenauer Stiftung launched its educational and advisory activities in the Republic of Moldova. Initially, they had been carried out through the KAS Office in Bucharest. In 2009 the Konrad Adenauer Foundation started its Country Programme for the Republic of Moldova. Its main activity is based on political education and training of the young people, raising their interest for the political life and political engagement. By organising trainings for the local decision makers, from politics and administration, KAS promotes decentralisation and subsidiarity. The Forum on European Affairs of the KAS, which has been launched in 2008,

is contributing to a better understanding of the EU realities by the political decision makers of the Republic of Moldova and also by the general public. The educational activities comprise conferences, seminars and workshops. The foundation's political advisory activity is oriented, especially, towards political parties. In order to promote international dialogue, the KAS invites delegations from the Republic of Moldova to study visits in Germany. Starting with the year 2009 the KAS is offering scholarships to Moldovan students, within the Sur-Place Scholarship Programme.

The State-Building School Project, organised in the cooperation with the Non-Governmental Organisation IDRAD, brings together every year 30 young people who learn how – based on which principles and institutions - a democratic state is functioning. By cooperating with the State University of Moldova or Institute of Social History "Promemoria" KAS Chisinau is organising conferences on topics related to both: the consequences of the totalitarian past on today's society and the European track of the Republic of Moldova.

MEGA – Moldova Economic Growth Analysis, the publication that KAS periodically supports, is a biannual economic review of the Think Tank „Expert- Group", that addresses key macroeconomic trends, analyzing economic policy issues and forecasting short-term economic trends. The activity of the KAS Office in Chisinau is supported also by events organised by the Regional Rule of Law Programme based in Bucharest and Regional Media Programme based in Sofia.

During 2010-2012, in cooperation with the Committee for Freedom of the Press Moldova and PolAk Austria, KAS implemented the EU co-funded project "Return to Democracy! Strengthening journalism capacities, improving governmental cooperation and advocating free media in Moldova". The project concentrated its activities mainly on trainings for journalists, students and governmental spokespeople.

Programme of KAS Ukraine

KAS opened its office in Ukraine in 1994 and since then accompanies the political and economic transformation process of Ukraine. In this context the KAS has conducted more than 500 projects of development work concerning the fostering of democracy, strengthening civil society, furthering the freedom of the media and the consolidation of democratic institutions.

We enjoy strong and friendly relations with Ukrainian institutional partners, such as the Verkhovna Rada as well as local parliaments, political party structures, NGOs, universities and think tanks. Furthermore, our Kiev office provides a portal for Ukrainian politicians to maintain direct contacts to Germany and Europe. Additionally, an important part of our work is to foster young politicians and talented students.

In order to discuss important societal issues and to put them on the political agenda the KAS organizes conferences, panel discussions and lectures. In addition, we arrange seminars, workshops and simulation games to fulfil our aims regarding political education, consulting and training. By means of publishing books and policy papers we make the results of discussions public and provide recommendations for actions.

The following project examples in 2012 of KAS prove its excellent know-how in fields related to this project: International Youth Forum, Higher School of Politics, Europa in a Suitcase, debate clubs with high ranking politicians, experts and NGO activists.

Programme of KAS South Caucasus – Armenia, Azerbaijan and Georgia

In the South Caucasus, KAS has been represented since 2007 with a regional office based in Tbilisi (Georgia) and branch offices in Baku (Azerbaijan) and Yerevan (Armenia), where projects in support of transformation processes have been conducted. Due to the decentralized office structure KAS enjoys access to institutions of decision-making and close cooperation with relevant stakeholders in all three countries of the South Caucasus.

The main fields of intervention are to strengthen democratic development and rule of law by promoting political participation and political pluralism; to support social justice and sustainable economic development by conducting research and promoting dialogue between state institutions, private sector and academia; to support the region's rapprochement with the European structures through providing information and promoting the dialogue between decision-makers and CSOs on EaP and its relevant aspects.

KAS' initiatives are supported and complimented through EU-projects: Since 2009 KAS has been running the transnational **EU co-funded project "Democracy starts with You"**, (Armenia, Azerbaijan and Georgia) which aims at improving civic participation of young people from minority and rural areas. The objective is to establish mechanism for the continuous promotion of the civic participation of young people from rural areas in social life.

The following project examples of KAS prove its excellent know-how in fields related to this project: South Caucasus Think Tank Network: representatives from think tanks from Armenia, Azerbaijan and Georgia meet regularly in the framework of workshops and elaborate together on different aspects of European Integration and regional cooperation. The aim is to motivate Think Tanks to identify areas of regional cooperation and elaborate concrete project ideas for future implementation. Similar approach has been established for the Parliamentary Committees on EU integration from the three countries. The project enables Committee

members to share experience and best practices. With this initiative on the one hand we support bringing close to European structures and at the same time contribute to regional cooperation.

Partner 1 Transtec, Belgium

Transtec is a leading European development consulting firm dedicated to delivering technical cooperation services for public, private and third sector organisations in developing economies. The firm supports these organisations to improve their governance – the process of decision-making and the process by which decisions are implemented.

Transtec provides consulting and technical assistance services on projects/ programmes financed by international financial institutions in the two key sectors of economic governance and public governance.

Having its headquarters in Brussels, Belgium, the firm was established in 1983 and employs currently 43 permanent staff of different nationalities. On average, some 150 professionals are engaged in the field on Transtec-managed assignments.

Since its creation, the firm has shown a solid financial performance resulting in a turnover of about 30 million euro during last accounting year 2010-2011.

Transtec is certified ISO 9001 (since 2008), with management structured towards realising its mission service to the Client, and respecting its commitment to “manage development for concrete results”.

References

- **Moldova:** Strengthening Civil Society in Moldova, (EC, 4/2006 – 12/2007). The project purpose was to develop the social service capacity of Civil Society Organisations (CSO) including the support capacity of CSO Resource Centres and CSO networks in Moldova, as well as to increase their role in public life.
- **Belarus:** Support to the capacity building and networking of Belarusian Non Governmental Organisations and Local Authorities (EC, 1/2008 – 6/2009). The objective of the mission was to promote dialogue between Belarusian NGOs and local authorities through building their capacity to participate as partners in the international support programmes.
- **Moldova:** Support to civil society in Transnistria (EC, 11/2008 – 12/2008). The overall objective of this mission was to advise the EC Delegation to Moldova concerning the best strategy to support the civil society in the Transnistria region.

- **Moldova, Ukraine:** Evaluation of the project "Strengthening Civil Society across Borders to Develop Democracy" (UNDEF, 02/2011 – 12/2011). The project's goal was to increase the capacity of NGOs in Moldova and Ukraine in advocacy and networking and improve the functioning of existing mechanisms for engagement between civil society and government.

- **Ukraine:** Strengthening Civil Society in Ukraine (EC, 06/2005 – 06/2007). The project purpose was to empower different stakeholders of Ukraine on national level – Ministry of Labour and Social Policy and on local level – Civil Society Organisations (CSO), local and oblast authorities dealing with social issues in 5 target regions of Ukraine to develop and implement elements of EC social policy as foreseen in the European Union-Ukraine Action Plan (EUUAP). Furthermore 2003-2004 "NGO development -Kiev and selected regions".

- **ENPI South:** Regional capacity building programme for civil society facility south (EC, 11/2012 – 10/2015). The overall objective of the Civil Society Facility of which this contract is part is to increase the influence of Civil Society in the democratic configuration, both at national level and within the Southern Mediterranean region, and to stimulate a civil society-friendly 'environment' and culture.

Partner 2 The Assembly of Pro-Democratic NGOs of Belarus

The Assembly of Pro-Democratic NGOs of Belarus

The Assembly of NGOs was founded in 1997 with the purpose of developing the civil sector and the creation of favourable conditions for activities of civil organisations in Belarus. The Assembly has been active in asserting basic rights of Belarusian citizens, including the right to association, due to which the Assembly has no legal status up till now (regardless of three attempts to get such a status in 2005, 2009 and 2010). Belarusian authorities denied to register the association due to political reasons. There is a criminal liability for activities on behalf of an unregistered organisation in Belarus according to article 193.1 of the Criminal Code of the Republic of Belarus. In order to minimize these effects the Assembly of NGOs was registered in the Lithuanian Republic as a Lithuanian civil society organisation in 2011.

The Assembly of NGOs has three thematic focuses:

- Promotion of common interests of the civil society sector of Belarus by solidarity actions.
- Improvement of forms and methods of communication among the members of the Assembly and between its members and the external environment.
- Monitoring, analysis and evaluation of the civil society sector activities.

The Assembly of NGOs comprises 310 member-organisations whereas approximately 1/3 of the members are Minsk City based organisations, 2/3 are from all 6 regions.

Its main body is the Congress which is assembled once in 2 years. The latest 7th Congress was held in June 2012. A governing body of the Assembly – the Working Group consisting of the representatives of 7 regions of Belarus and 8 thematic branches of activities of member-organisations – is elected during the Congress. The Working Group elects a Head and its deputies. All these bodies are working on a voluntary basis. Besides, we have an Executive Bureau which works on permanent basis, now consisting of 9 persons. The organisation is a member of the National Platform of The Eastern Partnership Civil Society Forum. Siarhiej Mackievič, The Chairman of the Working Group was the first Chairman of the Civil Society Forum in 2009-2010. Now the Head of the Executive Bureau Siarhiej Lisičonak serves as the National Coordinator and a Member of Steering Committee of the EaP CSF.

The Assembly already tried to initiate policy dialogue with stakeholders but unfortunately, Belarusian authorities denied proposals to establish such dialogue especially because of civil society participation. Our experts participated in the Dialogue on modernisation which EU initiated in Belarus, however government representatives do not participate in these events.

The recent activities in the field related to this TA Project are

- Consulting in the field of legislation and helping CSOs to get legal status in Belarus.
- Providing seminars in the field of IT security.
- Campaign against adoption of new law on NGOs. 112 organisations which united 270,000 members in their rows signed collective appeal and finally the law was not adopted.
- Organizing side events on OSCE conference on Human Dimension (this time it was dedicated to Parliamentary Election, last year to the state of freedom of association in Belarus).
- Co-organizing of the 2nd International Congress of Belarusian Studies (panel in civil society sector)

The Assembly has widely ranged opportunities in communication with the civil society organisations of Belarus: big national and local ones, thematic, as well as representatives of expert community of Belarus. The Assembly can carry out researches in the sphere of civil activities in Belarus, organize thematic and inter-sectoral events. The Assembly of NGOs is a recognized expert in the freedom of associations. The main focuses in the project are Mapping Studies of CSOs, Capacity Building Activity and Multi-stakeholders consultations towards Policy making.

Experiences with EU-funded projects

We were partner organisation in several EU founded projects. For example, Providing research and development of civil society campaign together with Pontis Foundation (Slovakia) in 2005, project on media with KAS in 2009. The latest one was project in the framework of Instrument of Civil Society Stability for Belarus. The project was financed by the European Commission to support civil society in Belarus after the Presidential elections of December 19, 2010. The project is administered by the Nordic Council of Ministers. The Assembly is a member of the Steering Committee.

Experiences with other donor funded projects

Traditionally we specialized in supporting the process of getting legal status by CSOs in Belarus, monitoring freedom of association and CSO legislation, security (including IT security) of civil society organisations, and providing civil campaigns. Our main partners in funding of these activities are NED, Pact, MATRA.

Partner 3 ACT - The International Educational NGO, Belarus

ACT is an organisation with over 10-year experience in capacity development and advocacy building trainings and consulting for CSOs. There are a lot of cross-sector activities related to the issues of CSO-State cooperation and legal environment changes. The main success is the promotion and approval of the Law on Social Service with a separate chapter on Social Contracting. ACTs mission is building capacity of non-profit organisations and communities for CSOs, but as said more focused on social service CSOs. ACT is a kind of an Intermediary Support Organisation and CSO Resource Center for NGOs and communities in Belarus.

Building capacity of CSOs is the on-going focus – in the format of trainings, studying, consulting, mentoring, advocating, informing. With 19 members whereas 16 are based in Belarus and 3 in the Ukraine, ACT operates all over Belarus. Even with a small team of seven permanent staff members ACT is involved with its projects in a lot of ongoing policy dialogues in the countries. With its project and partner ACT is involved in interaction with

- social service CSO community (non-governmental and governmental)
- research and advocacy CSOs
- oblast and regional executive committees
- Ministries of Labour and Social Protection, Economy, Justice, Health, Finance

- National Center of Legislature and Law Initiatives
- International agencies in Belarus (UN programs, USAID)

The main focus for the period from 2010 till now is advocacy and in this context ACT is developing the concept, piloting, advocating, and formalizing Social Contracting for NGOs in Belarus (under Global Fund to Fight AIDS, Tuberculosis, and Malaria) as well as advocating charity in Belarus (under Pontis)

In regards to the Eastern Partnership Civil Society Forum ACT participates in some events organized by the National Platform but is not a part of it.

Best Practices:

Experiences in the field of CSOs Mapping

Since 2006 ACT conducts CSO Sustainability Index in Belarus which includes identification, tracking and analysis of the main trends of CSOs' development.

Experiences with EU-funded projects

- 2006-2007 – as a partner of NDI, Lithuania, in the project on introducing Social Contracting in Belarus
- 2012 – applied for NSA-LA with Gomel oblast Executive Committee as a partner – rejected

Experiences with other donor funded projects:

- 2002-2005 – Counterpart International
- 2010-2014 – Global Fund to Fight AIDS, Tuberculosis, and Malaria
- 2012 – Pontis Foundation, Slovakia

Partner 4 Azerbaijani Youth Euro-Atlantic Organisation (AYEAO)

The "Azerbaijan Youth Euro Atlantic Organisation" is a non-governmental, non-profit organisation founded in 2003 in Baku. AYEAO works in the whole country has its members and beneficiaries almost in all larger cities around Azerbaijan. We lead a strong policy of implementing events/projects in various regions and cities of Azerbaijan. AYEAO has two representative offices in two cities, in Ganja and Lankaran. The main and general target group is the youth between 18-35 years of age. AYEAO works actively with young people from the different regions and also tries to involve more youth from rural areas.

The organisation is aimed at promoting civil society, raising public awareness of Euro-Atlantic values and contributing to the development of democracy in Azerbaijan. AYEAO conducts its activities in different fields:

1. Youth Development;
2. Civic Education;
3. Promotion of Euro-Atlantic values
4. Peace building and conflict resolution

Within this frame issues on different topics for public discussion, such as conflict resolution, energy security and development of human rights in Azerbaijan will be covered.

AYEAO has two permanent staff, which are the General Secretary and Director of project development department. Other staff work on a project-to-project basis and other members of the organisation are voluntarily involved in the management. AYEAO is not part of the FORUM but has close contact to local member organisations.

AYEAO is well experienced in working with different donors like

NATO Public Diplomacy Division, European Youth Foundation of CoE

German Federal Foreign Office, German Student Exchange Network (DAAD), Eurasia Partnership Foundation, different embassies like from Norwegian British, US and Turkey, Azerbaijan Youth Foundation, Ministry of Youth and Sport of Azerbaijan, Support Committee to NGOs of Azerbaijan

Partner 5 Initiative Centre to Support Social Action (ISAR Ednannia), Ukraine

"Ednannia" Initiative Centre to Support the Activity and Development of the Civil Initiative (ISAR Ednannia) was founded in 1997 and registered in 1999 as a local not-for-profit public organisation. The organisation aims to promote socially beneficial citizen initiatives for strengthening civil society and improving the quality of life in Ukraine through encouraging citizens' initiatives; fostering the development of local philanthropy and civic education; increasing the CSO impact on society's life and improving the CSO image; and promoting the cooperation between all sectors of society (CSO, government and business). Ednannia's activities include grant making, consultations, trainings, information, research, analysis and the development of recommendations in the field of CSO activities, the organisation of events aimed at an increased cooperation among various society players (CSOs, government, business, academics etc.). Its target groups are civil society organisations, initiative groups and local donors (businesses and authorities), and the organisation is active in all oblasts

of Ukraine, including Crimea. With its 10 full-time staff together with part-time personnel and volunteers, Ednannia has supported more than 1360 projects worth around EUR 3.2 million.

Ednannia is already interacting with different stakeholders in the ongoing policy dialogues in the country, namely the Committees of the Ministries and the Ukrainian Forum of Philanthropists/Donors.

Ednannia has been active in the following fields covered by this Technical Assistance project:

Experiences in the field of CSOs Mapping

Starting from 1999 Ednannia has developed a number of the NGO directories. During 1999-2001 the organisation published 3 editions of the Ukrainian environmental NGOs` Directory. In 2004 and 2006 the Directory of the Social-oriented NGOs in 5 regions of Ukraine was added. Ednannia possesses a special data-base of the CSOs (about 3000 active NGOs).

Experiences with EU-funded projects

- 2005-2007, TACIS (EU) together with Transtec: Overall objective of the project "Strengthening Civil Society" was to enhance development capacities of socially oriented NGOs
- 2003-2004, TACIS (EU), "NGO Development – Ukraine, Kiev and Selected Regions“

Experiences with other donor funded projects

- 2009 – 2011, UNDP Civil Society Development
- 2009 – 2011, The School for Community Foundations Programme
- In 2007-2008, in conjunction with the OSCE Project Coordinator with funding from The Danish Ministry of Foreign Affairs, *Ednannia* was responsible for the implementation of the project "The Adherence to Human Rights Principles by Law Enforcement Agencies: Grant Making Program for Ukrainian CSOs"
- 2007-2008, C.S. Mott Foundation (USA) and The Group of Companies “FOXTROT” (Ukraine), The Light of Care
- 2003-2006, USAID through ISC, "Citizen Will is Strong and Powerful!"
- 1999 – 2004, USAID LEAP NGO Development Project

Almost all the activities of Ednannia are supported by the media both on a national and a regional level. Any given event in the field or information session is usually covered by 5-7 newspapers, 3-4 TV channels, 2-3 radio emissions and 15-20 internet media. In addition, Ednannia has a network of the Centers of Excellence in the regions, a network of Community

Foundations, as well as good contacts to the Network of Press Clubs in Ukraine, which also help with media contacts if necessary. Its partner organisations include Internews Network and Internews Ukraine.

References

2011-2013, Pact/UNITER, USAID: Partner for the Programme for Implementation of the Contest of Vouchers (grants) for CSOs organisational capacity building with the aim to develop professional and organisational skills of CSOs, enhance CSOs' influence at the local level and improve the viability of CSOs. This includes mapping the service providers and developing a certification tool.

2012-2014, SIDA: Marketplace mechanism for civil society development aim to build the organisational capacity of CSOs through the development of CSOs' professional skills, improvement of their programmes' efficiency and increasing the impact of CSOs at the local level.

Ednannia's contribution to the TA project:

- Mapping (searching data, development of questionnaires, conducting interviews, designing directories, establishing on-line data-bases of CSOs…). We have a network and regional partners in Ukraine as well as national platforms to do this mapping effectively.
- Help-desk function (see the equivalent experience for the EU in 2005-2007). In addition, Ednannia is a grantmaking organisation itself with procedures, manuals and systems in place. We are experienced in ad hoc support and implement the same functions to serve OSCE, UNPD, Mott, some programs financed by USAID, and business organisations.
- Capacity building (this is also one of the main service of Ednannia). This includes researching the needs in capacity building and communicating to CSOs as well as to Providers. We develop different systems and approaches and have a platform, expertise, understanding of the CSOs needs in the Ukraine.
- Facilitating the organisation of multi-stakeholders consultations (previous experience in gathering different stakeholders on national and regional level, as well as in the establishment of social partnerships and networking).
- Visibility (Knowledge of visibility issues from previous EU-financed programs as well as from our work with other donors, like UNDP, USAID, SIDA). Experience in design, publishing, web design, translation…

Partner 6 European Integration, Armenia

The thematic focus of **European Integration** is reflected in the very name of the organisation: "European Integration". We lobby and promote the European model of development, European values for over 10 years. All the projects, initiatives that our organisation implements evolve around those topics of European values and European model of development. Our mission evolves around the priorities such as protection of human rights, development of civil society, conflict transformation and specially focused on the involvement of media. European Integration has been involved in the process of EaP CSF from the beginning and was included in the 1st Forum as delegates. European Integration actively participated in Armenian National platform development phase and is active till now.

The organisation has 43 members. But only those who are involved in projects are involved in everyday work as permanent workers. Our composition (the Board of the organisation and the staff) compose the core team of the organisation.

European Integration is mainly working with organisations for a long term perspective – youth (students etc.) civil society representatives, media representatives, as well as government representatives; we are starting to work with national minorities.

The implemented projects always include regional components - if the budget or the nature of the project allows it. We have a number of very reliable partners in almost every region of Armenia: from educational institutions, regional authorities, NGO sector.

The organisation has had attempts to include policy dialogue in its activities. The policy dialogue was not an aim in itself, but derived from priorities of each activity. We aim to serve as a civilised platform for thematic dialogue.

2 examples of such projects are:

1. **"How political parties in the National Assembly of the Republic of Armenia approach foreign policy".** It included publishing of the parties' approaches to foreign policy and to European Integration in one book prior to the 2007 parliamentary elections. The book was based on the answers of representatives of parties to questionnaires.

2. **"Workshop for the members of the National Commission on Radio and Television on monitoring of broadcasters during election campaigns".** The aim of the project was to "bring the elections closer" to the common citizen, his daily problems. Questionnaires were formed to hold interviews with the leaders of political forces. The results were published and disseminated among the partner NGOs, mass media, political forces etc. The published book was made available to the

libraries, political forces, international organisations, Mass media, NGOs, regional structures and partners, Institutions of Higher Education (IHE).

European Integration participates in discussions of the Public Council of Armenia regarding the recent draft of the Concept of Civil Society Development Strategy, and in "Core Issues and Challenges of Civil Society Development" where representatives of the civil society discussed thoroughly the above-mentioned draft high-level seminar on the role of civil society in democratic governance in Yerevan with participation of the guest speaker, Commissioner for Enlargement and European Neighbourhood Policy Štefan Füle. Besides, the topic of civil society has been included in the lectures the European Integration organised in the regions of Armenia.

Our organisation has had a permanent and reliable media partner for many years – "Armedia" Information and Analytical Agency. The agency has supported us in most of our projects by covering events on their website, sending journalists, supplying necessary information. The agency currently has a weekly TV programme broadcast on one of Armenian TV channels. We have the consulting block in that programme on issues relevant to Europe. Whenever access to TV audience is needed, the organisations collaborate. Besides, NGO "European Integration" has experience of having its own TV programmes such as "European Diary" and "Social Life"

Partner 7 International Center on Conflict and Negotiation (ICCN), Georgia

The International Center on Conflict and Negotiation (ICCN) is an independent, peace-making, research and training institution that was founded in 1994. ICCN was established with the aim of building peace and accord in the divided post-totalitarian society, putting main effort on conflict prevention and resolution in the Caucasus region with special focus on Georgia. The main thematic focuses of ICCN are:

1. Improving conditions for prevention and peaceful conflict resolution and promotion and practicing of non-violent approaches.
2. Creating conditions for cooperative social relations and participation of ethnic and religious minority groups as active citizens of Georgia.
3. Maintaining open space for Civil society for social and political debates promoting democratic values, balance of power, gender equity and sustainable environment for further democratization.

These are achieved through research and publication, advocacy, training and capacity development as well as the quarterly ICCN magazine "Peace Times". ICCN's target groups are as follows:

1. Young journalists/students and actively engaged media workers.
2. Civil society actors in the regions: young leaders in conflict affected and minority population regions;
3. Minority Women in Kvemo kartli and Samtskhe-Javakheti regions
4. IDPs from Abkhazia and South Ossetia
5. Local self-governance in target regions
6. Ethnic and Religious minorities
7. Women from Ethnic and Religious minorities

ICCN's 13 staff members, supported by numerous volunteers, have an acclaimed background as scholars, practitioners, minority and gender issues, conflict resolution and capacity building. They work in Tbilisi, as well as in Kvemo Kartli (through the office in Marneuli). Focal points have been established in Gori, Zugdidi, Akhaltsikhe and Akhalkhalaki, thus allowing ICCN to work through a decentralised approach throughout the Georgian territory.

ICCN is a member of the Eastern Partnership Civil Society Forum, more specifically member of the working group 1 on Governance and Human Rights, and has attended the CSF in Brussels (2010), Berlin (2011) and Stockholm (2012). The organisation was selected for participation by partner organisations working in the field.

ICCN has specific experience in the field of CSO Mapping. It is conducting regular research on civil society perspectives, problems and needs in target regions, mostly based on the focus group methodology. This research is used as a starting point for the development of civil society development action plans for different programs. To this end, ICCN regularly cooperates with regional NGOs within Georgia. In terms of visibility, ICCN initiated a radio programme on the Public Broadcaster I Radio Channel and ICCN representatives regularly participate in the various talk shows on the nation-wide TV channels.

Experience with donor-funded projects

a) EED (2009-2012): "Strengthening of Civil Society and Integration of Minorities"

b) APRODEV (2010): "Monitoring of European Neighbourhood Policy Action Plan 2010 Coalition project – Civil Society"

c) GPPAC/ADA (2011): "Network Building"

d) Instrument for Stability (2010): "Strengthening European partnerships for crisis prevention and response: Civil society peace-building round tables for Georgia".

e) Instrument for Stability (2010): "Strengthening European partnerships for crisis prevention and response: Civil society peace-building round tables for Georgia".

f) Instrument for Stability (2009-2011): Engagement Through Dialogue - Dialogue and Study Visits for the Transformation of the Georgian-Abkhazian and Georgian–Ossetian Conflicts.

g) COBERM - UNDP (2010-2011): "Young Facilitators of the Future" - A series of trainings conducted in Georgia, Abkhazia and South Ossetia as well of international mixed trainings with Abkhaz-Georgian and South Ossetian-Georgian participants.

h) COBERM – UNDP(2011): "Media cooperation and peace journalism in the South Caucasus for Stability" - Journalists from Georgia, Abkhazia, South Ossetia, Armenia, Azerbaijan and Nagorno-Karabakh were trained in peace journalism in Northern Cyprus.

Given the organisation's experiences, ICCN has a high credibility in the civil society environment and through its high profile staff a great know-how in all critical issues of civil society development.

Partner 8 Institute for Development and Social Initiatives (IDIS)

The Institute for Development and Social Initiatives (IDIS) Viitorul is a research, education and outreach organisation which is active in the field of economic analysis, governance, law, political sciences, strategic and organisational science. Positioned as a not-for-profit, public-benefit organisation, IDIS is a liberal think tank, which is not affiliated to the government or to any political party. Founded in 1993 IDIS Viitorul is active in the following three areas:

1) Modernization and Europeanization of the Public Sector;
2) Strengthening a functional market economy;
3) Supporting the emergence of a competitive society.

Through its huge local network IDIS is also a common platform that brings together young intellectuals who are concerned with the success of transition towards the free market and the open society. IDIS helps them to contribute with their energies, values and virtues, providing its logistic, moral and intellectual support and advices them regarding their future projects and initiatives.

Within its 4 departments, IDIS contributes to the development of new policy options, generating policy dialogue and cross-sectorial communication and undertakes research and monitoring of targeted issues of public interest, plan and undertake publishing, organize wide-national, cross-regional

and topical conferences on various issues related to economic transition, liberalization policies, free trade agreements, conflicts and rule-of-law institutions. In detail, the

Public Sector Department operates as a resource center, training and research division of IDIS, implementing its main projects in the areas of legal protection of the municipalities, strategic planning and assistance provided to the associations of local authorities, lobbying and tutorials.

Functional Market Economy Department runs regular economic analysis and forecast, taxation and tax awareness of citizens, poverty reduction and other social policies.

Competitive Society Department is specialized in social policy, civic education democratization, foreign and security policy analysis, European integration, crisis management and early warning. The department's experts perform research in the thematic areas and advocate for reforms through permanent consultations with stakeholders, conduct trainings and organize civic participation campaigns.

Economic Statewatch – provides analysis, forecasts and early warnings to the Government and the public with respect to the economic trends and poverty developments in the Republic of Moldova.

Public Policies – periodical studies on key-issues for the target audience, assisting political leaders to take intelligent decisions.

Policy Briefs – periodical bulletins which outline the rationale for choosing a particular policy alternative or course of action in a current policy debate.

The target groups of IDIS are the municipal governments, central governmental agencies, private business, think tanks, academia, and mass media outlets.

Project Experiences

"Strengthening civil society in Moldova", IDIS together with Transtec

A considerable part of the task is devoted to improving the capacity of the Social NGO Network and its Alliances as networks, i.e. as representative bodies of a given social sector. Important components include know-how transfers, information dissemination and learning/demonstration through good practice models.

"Stimulating civic responsibility within the electoral campaign 2009",

The project consists in organizing a campaign of civic education which is going to include discussions with the interested factors, qualitative

research, set-up of informational, educational and motivational materials: audio, video advertising, motivational songs, leaflets, posters, calendars, stickers, organisation of three concerts and the development of a campaign of distributing the informative materials, TV and audio advertisements, motivational songs, editing the guide of central public institutions and discussing this in 40 regional debates.

Development And Promotion Of A Modern And Democratic Media Environment In Republic Of Moldova"

1. Situation assessment concerning freedom of expression, freedom of press in Republic of Moldova;
2. Consolidation of dialogue between mass-media and public officials;
3. Research and point out of legal impediments for the selected issue;
4. Raise awareness of the general public regarding the necessity to edify a modern and democratic media environment in Republic of Moldova

2.6. Subcontracting

As specifically allowed by the Instructions to Tenderers, we will subcontract certain activities under Components 1 Mapping, 2 Capacity Building and 5 Visibility, which are not part of the core tasks of the consultant. The total value of the subcontracted parts will not exceed 20% of the contract value. We confirm that any subcontract will be awarded according to article 4 of the General Conditions of the contract and that potential subcontractors will fulfil the eligibility criteria.

3 ACTIVITIES TIMETABLE

3.1 Activities Timetable

	Dez 12	Jan 13	Feb 13	Mrz 13	Apr 13	Mai 13	Jun 13	Jul 13	Aug 13	Sep 13	Okt 13	Nov 13	Dez 13	Jan 14	Feb 14	Mrz 14	Apr 14	Mai 14	Jun 14	Jul 14	Aug 14	Sep 14	Okt 14	Nov 14	Dez 14	Jan 15	Feb 15	Mrz 15	Apr 15	Mai 15	Jun 15	Jul 15	Aug 15	Sep 15	Okt 15	Nov 15
Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
Inception Phase																																				
Act 01,02,03,04,05,09 Office set-up and deployment of Technical Assistance Team, Meetings																																				
Act 010 Design of an internal Communication Plan																																				
Act 07 Develop global work plan																																				
Act 08 Update Logframe																																				
Act 06 Definition of indicators for monitoring and evaluation																																				
Act 011 Preparation for Inception Report		▲																																		
Implementation Phase																																				
1 Carrying out in-depth mapping studies of the civil society landscape in partner countries																																				
1.1.1: Conceptualizing mapping																																				
1.1.2: Mapping preparation and set-up mapping teams																																				
1.1.3: Carry out a prototype pilot mapping in Moldova						▲																														
1.1.4: Rolling out mappings in the other five countries and workshops								▲																												
1.1.5 Prepare and conduct (six monthly) updates of the mapping (s) (max. 5 times)														▲						▲						▲						▲				
2 Capacity Building																																				
1.2.1 Assessment and identification of capacity building needs																																				
1.2.2 Formulation and validation of capacity building strategy						▲																														
1.2.3 Implementation of capacity building programme 36 Training, 9 ToT, 3 e-learning courses								▲				▲					▲																				
1.2.4 Monitoring and impact assessment of the capacity building programme																																				
3 Offering ad-hoc support (performing a Helpdesk function)																																				
2.1 Training for the Help-Desk support staff																																				
2.2 Information Sessions																																				
2.3 Visibility of grant projects																																				
2.4 Ad hoc support																																				
4 Facilitating the organisation of multi-stakeholder consultations																																				
3.1.1 Development of a strategy for enlarged recognition							▲																													
3.1.2 Development of papers																																				
3.1.3 Preparatory actions																																				
3.1.4 Organising consultations																																				
5 Ensuring the visibility of the Eastern Neighbourhood Facility																																				
4.1: Elaborating and establishing Communication Strategy																																				
4.2: Developing the Communication Plan																																				
4.3: Liaising with media																																				
4.4: Creating and maintaining a bilingual website	▲				▲																															
4.5: Organising information sessions;																																				
4.6: Organising information and partnership events promoting inter-																																				
Meetings																																				
Kick-Off-Meeting	■																																			
Steering Committee Meeting		■				■						■						■						■						■						
Reporting																																				
Inception Report		■																																		
6-Months Progress Report						■						■						■						■						■						
Draft final report																																		■		
Final report																																				■
Monitoring of project results																																				
Monitoring of project results																																				

■ Period of Preparation and implementing of evnts

■ Ongoing activities

▲ Milestones as per chapter 2.2.8

3.2 Expert Timetable

Y1/ Month	1	2	3	4	5	6	7	8	9	10	11	12	Year 1	Cummulated
Key experts Plan days	Dec 12	Jan 13	Feb 13	Mrz 13	Apr 13	Mai 13	Jun 13	Jul 13	Aug 13	Sep 13	Okt 13	Nov 13		
Key 1 - Team Leader	15	18	22	22	22	22	22	18		15	22	22	220	220
Key 2 - Project and Guidance Manager	10	8	10	10	10	10	8			10	15	10	101	101
Key 3 Communication and Network	15	18	22	22	22	22	22	18		15	22	22	220	220
Short Term Experts														
International			5	10	7	3	6	3		4	4	4	46	46
National				6	6	12	12	6		2	2	2	48	48

Y2/ Month	13	14	15	16	17	18	19	20	21	22	23	24	Year 2	Cummulated
Key experts Plan days	Dec 13	Jan 14	Feb 14	Mrz 14	Apr 14	Mai 14	Jun 14	Jul 14	Aug 14	Sep 14	Okt 14	Nov 14		
Key 1 - Team Leader	15	18	22	22	22	22	22	18		15	22	22	220	440
Key 2 - Project and Guidance Manager	8	8	15	15	10	10	10			8	15	15	114	215
Key 3 Communication and Network	15	18	22	22	22	22	22	18		15	22	22	220	440
Short Term Experts														
International			4	4	3	4	4			4	4	4	31	77
National	14		2	2	2	2	14			2	2	2	42	90

Y3/ Month	25	26	27	28	29	30	31	32	33	34	35	36	Year 3	Cummulated
Key experts Plan days	Dec 14	Jan 15	Feb 15	Mrz 15	Apr 15	Mai 15	Jun 15	Jul 15	Aug 15	Sep 15	Okt 15	Nov 15		
Key 1 - Team Leader	15	18	22	22	22	22	22	18		15	22	22	220	660
Key 2 - Project and Guidance Manager	8	7	15	15	10	10			10	10	15	15	115	330
Key 3 Communication and Network	15	18	22	22	22	22	22	18		15	22	22	220	660
Short Term Experts														
International			4	4	4		4		4	3			23	100
National	12		2	2	2		12						30	120

4 LOGFRAME OF THE PROJECT TA

Intervention Logic	Objectively Verifiable Indicators (OVI)	Means of Verification	Risks / Assumptions
Overall Objective (OO)			
The overall objective of the Eastern Neighbourhood Civil Society Facility, of which this contract will be a part, is to strengthen and promote civil society's role in reforms and democratic changes taking place in the Eastern Neighbourhood countries.	• Number[1] of CSOs actively engaged in civil participation at all levels due to project intervention; • Engagement of CSO in policy dialogue/reforms and democratic changes in EaP countries;	• Mapping reports, updated information of the mappings • Open Society's European Integration Index for EaP countries; • Interviews with key persons (international experts, authorities, CSO representatives) in EaP countries • Project reports	
Project Purpose (PP)			
The purpose(s) of this contract is to strengthen the overall capacities of civil society organisations so as to boost their contribution to the political and institutional framework of partner countries **More specifically:** *1)* To carry out **mapping studies**, identifying and analyzing civil society actors' needs and capacities to get involved in **policy dialogue** in each partner country, as well as the way in which these actors can contribute to specific sector policy dialogues; *2)* To implement **capacity-building activities** for civil society actors, so as to enhance their capacities and their role in promoting reform and increasing public accountability in ENP policy areas; *3)* To ensure **guidance, technical support and visibility** of the projects selected thorough the Neighborhood Civil Society Facility	• Number of target CSOs advocating for political and institutional reform • Number of advocacy initiatives carried out by CSO coalitions for political reforms. • Number of dialogue mechanisms established in EaP countries. • Number of partnership schemes involving CSOs and Governments. • Level of cooperation and communication between CSOs and stakeholders • Number of consultations between CSOs and stakeholders • Quality of project implementation of grantees under the CSF calls • Quality of training concepts according to the outputs of the mapping	• CSO policy papers • Interviews with key persons at CSOs, government level and at EU Delegations in the EaP countries; • CSOs' mapping and updates to the mappings • Project documents (training concepts etc.) and reports • Minutes, participants´ lists • Feedback from the EUDs/EC • Feedback from trainees	**Assumptions:** There is a sufficient level of political stability in the region; At least the basic elements of an enabling environment exist in the partner countries; CSOs are interested in engaging in policy dialogues; **Risks** Unwillingness of authoritarian leaderships (in particular Belarus and Azerbaijan) to accept CSO's contribution in the decision making processes

[1] All numbers in this logframe will be specified at the latest after the first mapping, when the information about the CSOs in the countries are updated and detailed. A revised logframe will be included in the Inception Report.

regional call for proposals; *4)* To organise and coordinate the **organisation of multi-stakeholder consultations** at national and regional level involving civil society actors, national authorities and EU Delegations; *5)* To ensure **the visibility** of the Facility itself, and more generally of EU efforts towards support to civil society actors in ENP countries, through publications on EU support to civil society actors, a website and information sessions.			
Result R0 Global Work Plan Inception Phase			
Project set-up and mobilization tasks, identifying stakeholders, formulation of project communication, monitoring and evaluation plans, review situation, as well as partner meetings and set up of the steering committee	• Functioning TA Team • Functioning project office with contracted staff members • Working communication and monitoring plans and strategies are agreed	• Inception Report • Minutes from kick-off with partners • Minutes from kick-off with contracting authority and Steering committee	
Results 1	**Result 1 (OVI)**	**Result 1 MOV**	**Assumptions and Risks**
Civil society organisations in partner countries have strengthened capacities to engage in policy dialogue and reforms at national level and to monitor the implementation of government commitments;	• EU Delegations/DEVCO services (and other donors involved) use the mapping reports as tools for defining the national and regional engagement with civil society in EaP countries • Quality and timely delivery of the mapping studies and needs assessment • National mappings are suitably broad and inclusive • 6 Trainings in each of involved countries implemented • 9 ToTs implemented • 3 e-learning courses developed and online available • Capacity building plan is agreed	• EC's calls for proposals; • Adapted work plan for capacity building based on outcome of mappings • Training curricula designed and adopted by the Project Steering Committee • Training and seminar reports • Trainings and seminar satisfaction analysis • Project progress and monitoring reports • Monitoring reports by CSOs on the implementation of government commitments • Government reports on CSOs' representation in consultations	**Assumptions** CSOs are interested in engaging in policy dialogues; Basic information on the implementation of government commitments is available Basic elements of a CSO enabling environment must be in place in the partner countries. Some accountability mechanisms are in place allowing civil society to hold government to account for its actions.

	and used as working basis during project lifetime • Number of CSOs trained • Number of participants trained • CSOs have evaluated trainings as empowering to increase their capacity for further involvement in the policy dialogue • Number of participants in the e-learning courses and certificates issued by the project • Number and quality of the multi-stakeholder meetings (at lease 3 per country and year) • Increased number of CSOs are involved in the policy dialogue • Number of government consultations with CSO participation • Quality of CSOs' monitoring reports on implementation of GoV commitments. • Number of CSOs advocating for political and institutional reforms • Number of advocacy initiatives carried out by CSO coalitions for political reforms • Number of dialogue mechanisms established in EaP countries • CSO/other perception/opinion of willingness of public institutions to engage in dialogue.		**Risks** Mapping of CSOs in frozen conflict regions (Abchasia, South Ossetia, Nagorny Karabakh, Transnistria); **Belarus:** GoNGOs may be included as NGOs in the mapping Parts of the capacity building activities for CSO cannot be organized in the country.

Results 2	Result 2 (OVI)	Result 2 MOV	Assumptions and Risks
Civil society organisations manage their projects better and are able to attract more funding, as a consequence of the guidance and advice offered by the Consultant.	• TA Advice provided to the grantees is positively assessed, quantitatively and qualitatively, by the EU Delegations and by the EC/DEVCO services; • Number or information sessions organized during project lifetime; • Number of participants in the e-learning module for project management • Decreasing number of help-desk requests during the project lifetime • The CSOs assess the helpdesk positively throughout the project and make regularly use of the services • Synergies between TA and grantees project, if identified in regard to policy issues will be mutual beneficial.	• Interviews with relevant people in EU-Delegations in EaP countries • Grant reports of the grantees' projects • Interviews with CSOs having consulted the helpdesk • Monthly analysis from Key Expert 2 about the usage of the helpdesk function • Feed-back questionnaires from the users of the help desk • Written Feedback from the EC/DEVCO • Topics in the EU project management e-newsletter • Participant lists from the information sessions • Certificates from the e-learning modules • Project Monitoring Reports • Project website • EU ROM-Reports of grantees' project if scheduled	**Assumptions** Civil society organisations have at least some basic capacities allowing them to interact with international donors and their own government; Calls to apply for funding are published The EU launches the calls for proposals according to their indicative timetable **Risks** **Belarus:** Implementing the help-desk inside the country might be dangerous for the partner (since this will be a non-registered activity)
Results 3	**Result 3 (OVI)**	**Result 3 MOV**	**Assumptions and Risks**
Multi-stakeholder consultations are organised and the input of civil society actors is taken into account to a larger extent.	• At least 3 multi-stakeholder consultations are organised per year and country • Number and quality of papers identifying ways to facilitate CSOs' participation in selected sector policy dialogues • Number of papers/recommendations from CSOs prior to the consultations • Number of recommendations from CSOs that have been discussed openly and taken into account by the stakeholders • Level of interest of public	• Papers identifying ways to facilitate CSOs' participation in selected sector policy dialogues; • Papers/recommendations from CSOs prior to the consultations • Programs, minutes and attendance sheets from the consultations • Dialogue mechanisms accepted by all sides; • Evidence interviews with key persons at CSOs, government and EU level • Project progress and monitoring reports	**Assumptions** There must be a sufficient level of political stability in the region Public authorities consider that CSO involvement in policy-making can bring added-value; CSO are interested in engaging in policy dialogues; The government allows at least some 'space' for the involvement

	authorities/ government to take part in the consultations • Number of downloads from project web-site of papers and recommendations from CSOs prior to the stakeholder consultations • Approved and applied mechanisms and procedures for the co-operations between CSOs and authorities • Increased number of CSOs involved in the policy dialogue • Number of government consultations with CSO participation due to the project • Quality of CSOs' monitoring reports on implementation of government commitments. • Number of CSOs advocating for political and institutional reforms • Number of advocacy initiatives carried out by CSO coalitions for political reforms	• Downloads of papers and information from Project website	and intervention of civil society; **Risks** **Belarus:** Escalating political/diplomatic tensions between Belarus and EU/different EU-member states Government/presidential administration orders authorities on all levels not to participate in multi-stakeholder consultations Authorities do not accept CSOs' contribution to policy dialogue;
Results 4	**Result 4 (OVI)**	**Result 4 MOV**	**Assumptions and Risks**
The recognition of civil society's role in reforms is enhanced.	• Agreed and used communication strategy and communication plan • A bilingual interactive website is created and regularly updated; • Visitor, visits, page views time spent on project website • Number of information sessions for media; • Number of information and partnership events promoting intra-sectoral networking; • Number of best practices of CSO initiatives involved in reforms within the framework of the EaP	• Website use and management records • Programmes, minutes and lists of participants of information and networking sessions; • Record of CSO providing information about their projects to be included on project website; • Interviews with key persons in EU Delegations, regional and central governments and CSOs • Project monitoring and progress reports; • Record of press conferences by CSF • Media coverage on civil society's	**Assumptions** The government allows at least some 'space' for the involvement and intervention of civil society; Some accountability mechanisms are in place allowing civil society to hold government to account for its actions. Official mass media are willing/allowed to increasingly report about civil society's activities

		reform initiatives	**Risks Belarus:** State controlled media are reporting biased and in a manipulative manner about CSOs' activities Depending on the global political climate open EU visibility is not possible

Result 0 / Operational project is installed / Global workplan		
Activities for Result 0	**Resources for Total Project Period of 36 months**	
Activities during inception phase **Act 0.1-11** Contracting of TA Team Preliminary consultations with the EC Set up project office Review Situation Planning WS with partners Establish monitoring and evaluation system Develop global work plan Update of logframe Introduction of project Communication principals Drafting inception report	**3 Key Experts:** Team Leader (660 work days) Project and guidance manager (330 work days) Expert in Communication and Networking (660 work days) **ST experts:** ST Experts (max. 220 work days) **Support staff in the Kiev project office** Finance Manager Training and Event Coordinator Project Assistant/Secretary **Backstopping and project staff In the six partner offices** 6 Full time project facilitators 6 Part-Time Project Assistants for organization and finance **Backstopping support from the Consultant's headquarters**: Project Director based in Brussels and Co-project Manger bases in Tbilisi Regional project hub in Tbilisi for the South Caucasus Region Backstopping missions	Experts' fees Budget for incidental expenditure: € 1,800,000.00 Budget for expenditure verification: €25,000.
Activities for Result 1	**Resources to be used**	**Risks and Assumptions**
Component 1 Carrying out in-depth mapping studies of the civil society landscape in partner countries	Key expert 1 – 225 days Key expert 2 – 70 days Key expert 3 – 42 days Short term international – 20 days Short term national – 90 days	

Task 1.1.1 Conceptualizing mapping		It might be difficult to obtain reliable information about CSOs in frozen conflict regions (Abkhazia, South Ossetia, Nagorny Karabakh, Transnistria); Belarus: Some CSOs might be frightened to participate in the mappings.
Task 1.1.2 Mapping preparation and set-up mapping teams		
Task 1.1.3 Carry out a prototype pilot mapping Moldova		
Task 1.1.4 Rolling out mappings in the other five countries		
Task 1.1.5 Prepare and conduct 6 monthly updates of mapping (max 5 times)		
Component 2 Organising capacity building activities for civil society organisations	Key expert 1 – 150 days Key expert 2 – 73 days Key expert 3 – 46 days Short term international – 50 days Short term national – 30 days	
36 training courses, responding to the needs of other stakeholders as identified during the assessment stage		Belarus: It might be dangerous/ impossible to conduct training courses inside the country
9 training of trainers courses		s. above
3 e-learning courses		
Task 1.2.1. Assessment and identification of capacity needs Task 1.2.2 Formulation and validation of capacity building strategy Task 1.2.3 Implementation of capacity building programme Task 1.2.4 Monitoring and impact assessment of the capacity building programme		
Activities for Result 2	**Resources to be used**	**Risks and Assumptions**
Component 3 Offering ad-hoc support (performing a Helpdesk function)	Key expert 1 – 20 days Key expert 2 – 81 days Key expert 3 – 60 days no short term experts foreseen	
Set up ad-hoc support		Belarus: Implementing the help-desk inside the country might be dangerous for the partner (since this will be a non-registered activity)

Set up of a Help and Service Desk for Civil Society		s. above
Task 2.1 Training for the Help Desk support staff Task 2.2 Information Sessions Task 2.3 Visibility for grant projects Task 2.3 Ad hoc support		
Activities for Result 3	**Resources to be used**	**Risks and Assumptions**
Component 4 Facilitating the organisation of multi-stakeholder consultations	Key expert 1 – 156 days Key expert 2 – 27 days Key expert 3 – 220 days Short term international - 30 days	
Papers identifying ways to facilitate CSOs participation in selected sector policy dialogues between the EU and partner countries		Belarus: Government/presidential administration orders authorities on all levels not to participate in multi-stakeholder consultations
Empowerment of CSOs to participate effectively in dialogues		
Improve accessibility and quality of information		
Organisation and promotion of the dialogue consultations		
Task 3.1.1 Development of a strategy for enlarged recognition Task 3.1.2 Development of papers Task 3.1.3 Preparatory actions Task 3.1.4 Organising consultations		
Activities for Result 4	**Resources to be used**	**Risks and Assumptions**
Component 5 Ensuring the visibility of the Eastern Neighbourhood Facility	Key expert 1 – 43 days Key expert 2 – 39 days Key expert 3 – 226 days no short term experts foreseen	
Liaising with Media		Belarus: State controlled media are reporting biased and in a manipulative manner about CSOs' activities
Bilingual web-site		
Information Session		Belarus: It might be difficult to find venues others than the EU-Delegation in Minsk to conduct information sessions
Dissemination of project results		
Inter and intra networking events		Belarus: It might be difficult to find venues to organize information and partnership events
Task 4.1 Elaborating and establishing		

Communication Strategy Task 4.2 Developing Communication Plan Task 4.3 Liaising with media Task 4.4 Creating and maintaining a bilingual website Task 4.5 Organisation of Information session Task 4.6 Organisation of partnership events promoting inter and intra-sectoral networking		
Closing Phase		
	Key expert 1 – 22 days Key expert 2 – 22 days Key expert 3 – 10 days	
Draft final report		
Close down project office		
Transfer (intellectual) ownership to partners		
Final dissemination of project results		