



Eurasia Foundation Georgia Office

Scope of Work

Summative Evaluation of the Anti-corruption NGO Watchdogs Program

December 2007

The Eurasia Foundation (EF) is a privately managed institution that receives significant funding from the United States Agency for International Development (USAID), with additional support from other governments, foundations, corporations and individuals. The Foundation was established in 1992 to promote the development of democratic and free market institutions in the Newly Independent States (NIS) of the former Soviet Union. Its primary tool in pursuing these goals is a small grants and sponsored assistance program that responds quickly and flexibly to the needs of NIS organizations. More information on the Eurasia Foundation can be found at www.eurasia.org.

Eurasia Foundation Georgia's (EFG) main areas of operation include: strengthening of local civil monitoring capacity to influence the policy-making process and improve public service delivery, engaging citizens in the ongoing reform process, integrating vulnerable groups into society, promotion and facilitation of partnership between public, private and donor organizations for country's development goals, and promotion of corporate social responsibility and community activism. More information on EFG can be found at www.eurasia.org.ge. Since 1993, EF has invested more than \$20 million in grants and technical assistance projects in Georgia.

The Eurasia Foundation seeks an evaluation expert(s) to conduct a summative evaluation of the second phase of the Anti-corruption NGO Watchdogs Program. The goal of the summative evaluation is to provide an independent assessment of the Anti-corruption NGO Watchdog Program's impact on the program participants and institutions monitored by the program grantees. The evaluation is scheduled to be conducted in **February-March 2007** with the final report submitted no later than **March 30, 2007**. The budget for the evaluation includes a range of \$7,000 to 11,000 for evaluation services, including expenses for transportation to and within Georgia, accommodation, and per diem.

1. Program Background

In 2004, EF initiated a two-year Anti-corruption NGO Watchdog Program in Tbilisi and the following six cities of Georgia: Batumi, Poti, Zugdidi, Kutaisi, Telavi, and Ozurgeti. The program received financial support from the U.K. Foreign and Commonwealth Office's Global Conflict Prevention Pool (GCPP) and the United States Agency for International Development (USAID). The overarching goal of the Anti-corruption NGO Watchdog Program was to reduce corruption and increase government transparency by strengthening the public's role in government decision-making in six regions of Georgia.

Phase 1

In September 2002, EFG in partnership with the Open Society Georgian Foundation had awarded six grants to NGOs and NGO coalitions in cities throughout Georgia to establish an active network of NGO watchdogs, which served as the platform for the present phase of the program. A summative evaluation of the impact of the six projects identified important directions for the second phase of the program.

Phase 2

In May 2005, EF launched Phase 2 of the Anti-corruption NGO Watchdogs program. As part of Phase 2, EF developed an Anti-Corruption "Tool Kit," which is comprised of sector-specific guidance and

recommendations for civil society organizations on tackling corruption. The sectors that the Tool Kit addresses include education, healthcare and social policy, budget, civil registry and justice reform. The Tool Kits were distributed among NGOs and other civic groups nationwide.

In addition, ten projects were supported through a grant competition in May-June 2005. In the course of the grant period, NGO watchdog organizations monitored government performance within their communities and brought instances of misuse of public funds or general abuses of power to the attention of the public via the media, roundtables and town hall discussion events.

The areas targeted for stronger public oversight included, but were not limited to, reform processes and government operations in the following sectors:

- *Education*, including schools, universities, and other institutions, and the Ministry of Education and Science;
- *Civil registry*, the Ministry of Justice and the Justice system;
- *Budget*, drafting and executing the local government budget, general management of state finances;
- *Healthcare and social assistance*, on both the national and local levels

The following outcomes were expected from the implementation of Phase 2 of the Anti-corruption NGO Watchdogs Program:

- Monitoring capacity of selected NGOs strengthened
- Level of corruption abuse of public office reduced in specific sectors in six targeted regions and Tbilisi
- Public's role in local government decision-making increased in six targeted regions and Tbilisi
- Media coverage of corruption issues increased in six targeted regions and Tbilisi

2. Evaluation Goal, Objectives and Research Questions

The goal of the summative evaluation is to provide an independent assessment of the Anti-corruption NGO Watchdog Program's impact on the program participants and the entities that they monitored in Tbilisi and the 6 target regions of Kutaisi, Batumi, Telavi, Ozurgeti, Zugdidi and Poti. To achieve this goal, the evaluation will have to meet the following objectives:

Objective 1: To assess the relevance and legitimacy of EF's approach to the issues of corruption.

What are the key trends in 6 regions targeted by the Watchdog program with regards to transparency and accountability? Are the differences and similarities between the regions?

- What role does the NGO sector play in addressing the corruption issues in each targeted region?
- Describe the approach chosen by the Foundation to implement the Anti-corruption Program. Is EF's approach relevant to the context of the program's six target regions?
- How did the Program's grantees use the Tool Kits that EF provided, if at all?
- To what extent have EF's institutional and capacity building efforts enhanced grantee capacity and performance?
- If the projects did not achieve their planned outcomes, what factors hindered their achievement?
- Describe the role media played in the projects' implementation. What difference has the media engagement made, if any?

Objective 2: To assess the extent to which the capacity of the grantee organizations to carry out monitoring activities in the future has improved.

- Do the grantees report that their participation in the program has enhanced their monitoring capacity? If so, in which ways?
- Do government representatives and other members of the targeted communities report that the grantees are more capable as a result of their participation in the Program? If so, in which ways?

Objective 3: To assess the impact of the Watchdog Program on reducing corruption in the targeted regions.

- To what extent has the role and participation level of local citizens increased as a result of the program?

- What is the impact of the NGOs' watchdog activities in the specific sectors addressed by the grantees?
- Has the role of non-governmental/watchdog organizations in the targeted regions changed as a result of the program?
- To what extent did NGO watchdogs' involvement affect the local government decision-making in the course of the project?
- What forms of cooperation have been established between the watchdogs NGOs and local governments as a result of the project?
- Were there any unexpected outcomes achieved throughout the program?

Objective 4: To provide EF with a set of recommendations for future anti-corruption programs.

- What recommendations could be given to the Foundation on how to ensure sustainability of the Watchdog Program outcomes?
- What recommendations for alternative activities could be given to the EFG and grantees to help it address corruption more effectively?
- What lessons can EF Georgia and its grantees learn from the experiences of the Program?

At the outset of the evaluation activity, the expert is expected to finalize the list of questions with her/his own questions in consultation with EF and other evaluation stakeholders to meet the goal and objectives of the evaluation.

3. Evaluation Methodology

The evaluators will determine evaluation design and methodology in order to answer the evaluation questions. EF recommends that the evaluator consider utilizing a mixed methods approach including document review, in-depth interviews with key informants, focus group interviews and survey.

4. Sources of information

Following information sources should be used by expert(s) during program evaluation:

- **EF grant files.** The files include all the documentation on the project including program proposals, additional information requested from applicants, proposal evaluation sheets of experts, project Acceptance Memoranda, Board meeting protocols, Grant contracts, grantee programmatic and financial reports, EF staff site visit reports, projects' close-out reports.
- **Interviews with program stakeholders and key implementers.** Besides mentioned sources of information experts are strongly advised to interview grantee organizations, project stakeholders (including government agency representatives), EF staff, GCPP and USAID representatives.
- **Initial Eurasia proposal to the FCOs Global Conflict Prevention Pool**
- **Request for Proposals (RFP) of the grant competition.** This document describes the program goal and objectives, eligibility of applicants, scope of activities to be funded, application procedures and deadlines, proposal selection criteria, as well as procedures and limitation for the use of grant funds.
- **Summative evaluation** of Anti-corruption NGO Watchdog Program, phase 1
- **Georgia's Anti-corruption Strategy Action Plan** (Transparency International)
- **Overview of Anti-corruption Activities in Georgia**

5. Expected Tasks and Deliverables

The evaluator's tasks will be aimed at addressing the above-stated goal and objectives and will include, but may not be limited to, the following:

- Design an evaluation methodology and develop appropriate data collection tools
- Conduct data collection in the six target communities in Georgia, including visits to grantees' offices
- Interview ten EF grant recipients
- Interview relevant stakeholders, including beneficiaries of EF-funded projects, local government officials, EF staff, representatives of other international NGOs, and others
- Analyze the data collected in the course of field visits and document review

- Prepare an evaluation report based on the collected data and subsequent analysis
- Present the findings, conclusions and recommendations of the report at a public presentation

The evaluator will be expected to produce the following deliverables:

1. Work plan for evaluation activities
2. Data collection instruments
3. First draft of evaluation report
4. Final draft of evaluation report
5. Presentation of the main results of the evaluation for EF staff, international donor organizations and program stakeholders (in power point format)

The **draft report** will include the following sections:

1. Description of evaluation methodology, including the data collection and data analysis process
2. Presentation of the main findings
3. Presentation of the main conclusions
4. Programmatic recommendations for EF office and EF grantees

The **final report** (no more than 35 pages without Annexes, single-spaced, 11 font, Times New Roman) will include the following sections:

1. Executive summary in English and Georgian (max. 2 pages)
2. Brief description of the program (max 2pages)
3. Description of the methodology and data collection tools utilized in the course of the evaluation
4. Presentation of the main findings
5. Presentation of the recommendations for EF Georgia Office and EF grantees
6. Presentation of key lessons learned
7. Annexes, including scope of work, all of the data collection tools, list of interviewees, etc...

6. Intended Use of the Evaluation

The evaluation's findings, conclusions, lessons learned and recommendations will be used for the following purposes:

- To inform EF's Board of Trustees, senior management and program staff in the South Caucasus, other EF offices and affiliates, GCPP and USAID;
- To strengthen EF Georgia's capacity and expertise in the area of anti-corruption programming.

7. Eligibility of applicants

Organizations or individuals are eligible to apply if they meet the following requirements:

- Experience in conducting program evaluations in relevant fields;
- Sufficient knowledge of the field of interest;
- Willingness to travel to the regions of Georgia;
- Working knowledge of Georgian, English and Russian languages

8. Bid Proposals

EF seeks bids from individuals or organizations to conduct this evaluation. All interested parties are requested to submit a bid by January 08, 2008.

Applicants will submit a proposal narrative of no more than ten (10) pages (single-spaced, 12 font, Times New Roman) in English that includes the following:

1. Title page specifying a name, address, telephone, fax and e-mail address of the appropriate contact person
2. Brief description of bidder's experience in project evaluation and expertise in the field of anti-corruption.
3. Description of the methodology the evaluation team will employ to collect the data, including sampling strategy (size and type), description of the proposed methods and a clear justification for the chosen methodology.

4. Description of the analysis process the bidder will conduct based upon the raw data collected.
5. Budget for completing the above activities
6. Timeline and draft work plan for completing the above activities

Attachments should include (but are not limited to):

1. Budget narrative;
2. CVs of participant/s in the project;
3. Letters of support from local or international partner institutions; and

EF compensates honoraria and salaries, travel costs, per diem rates, communication costs, printing and other costs related to the evaluation. All expenses must comply with the Foundation's cost and travel procedures. The budget for the evaluation includes a range of \$7,000 to \$11,000 for evaluation services, including expenses for transportation to and within the region, accommodation and per diem. Price competitiveness will be a significant consideration in project selection, and all projects exceeding this maximum will be declined.

9. Selection Criteria

EF Georgia will select the winning candidate from among the companies or individuals submitting a complete bid by the proposal deadline. The selection criteria will include the following:

- Degree to which proposal adheres to evaluation questions listed above
- Qualifications of the bidding organization and the personnel involved in the project, including past experience in anti-corruption initiatives
- Cost-effectiveness of the cost proposal
- Feasibility of proposed methodology and work plan
- Ability to adhere to the time constraints of the proposed activities.

The Eurasia Foundation reserves the right to make no award if circumstances warrant.

10. Evaluation Logistics

Veronica Chkadua, Program Officer, Eurasia Foundation Georgia Office will be the key liaison for the evaluation expert(s). The EF Georgia office will provide assistance with making logistical arrangements, e.g. identifying drivers, hotel reservations, etc. The evaluator will also be expected to work in close partnership with EF's internal evaluation staff based in Moscow and Washington, DC.

11. Timeframe

Tender announcement:	December 03, 2007
Bids due:	January 08, 2008
Project award:	January 17, 2008
Approval of detailed work plan (incl. methodology and data collection tools):	January 25, 2008
Field work:	February 01, 2008
First draft due:	March 15, 2008
Final draft due:	March 30, 2008

12. Contact information

Proposals may be submitted in hard copy to the attention of Ms. Eliso Anchabadze, 3 Kavsadze Street, Tbilisi 0179, Republic of Georgia. Alternatively, proposals may be submitted by email to Ms. Anchabadze's attention at Eliso@eurasia.org.ge

Interested persons who have questions about this tender should email their inquiries to Veronica Chkadua, Program Officer, Eurasia Foundation Georgia, veronica.chkadua@eurasia.org.ge