



## **Terms of Reference (ToR)**

Impact Evaluation of the Program -  
“Strategic Communication for Better Future” implemented by  
Georgian Center for Strategy and Development (GCSD)

Location: Tbilisi, Georgia

Project Period: October 2017 - September 2023

## 1. Description of the project

Strategic Communication for Better Future is a six-year program started in October 2017. The project's overall goal is to increase the strategic communication capacity of the relevant state institutions and support the development of an effective strategic communications system in the country.

### A key Specific Objectives:

- Support Development of the strategic communications capacity and foster strategic communications skills among the relevant state institutions.
- Diagnose and assess the Government of Georgia's internal strategic communication network and enhance the Stratcom network on both central and regional levels.

An important landmark of the program was to prepare tailor-made training modules on efficient strategic communication considering the needs of all relevant state institutions and creating the first-ever online study platform on strategic communications. Representatives of the different government bodies (decision makers and practitioners) underwent a cycle of training on efficient strategic communications, participate in the study tours, and received experts' consultations on stratcom issues. The program also included quantitative and qualitative research components to better analyze the target audiences and provide evidence-based policy recommendations for the improvement of the strategic communications system in the country. The program is funded by the U.S. Department of State.

## 2. Purpose and scope of the evaluation

The main objective of this assignment is to assess the overall impact of the program as well as quality of the program implementation and its outcomes. The experts/organisation will work with the project team to document the project progress with clearly indicative measurements and result-oriented methodology. The evaluation will cover activities that have taken place since the beginning of the program October, 2017 - until the finishing of the activities by September, 2023. The evaluation will start during the final stage of the project implementation and should be finished by September 2023.

The main stakeholders and beneficiaries are expected to be involved in the evaluation process. The program staff will provide all relevant documents for reviewing, including previous evaluations, list of contacts, relevant data collection results etc. The evaluation should be focused on following criteria:

**Relevance** – (a) To determine if the program was properly designed to meet targeted needs through evaluating and assessing program theory, logic, conceptual components, and assumptions; (b) To assess the relevance of the tools developed throughout the project to the area context and to the needs of the communities.

**Effectiveness** – To assess the progress made towards achieving the project's overall aim and its specific objectives, based on the log-frame, design and monitoring data.

**Efficiency** - To examine whether the resources have been used efficiently and effectively for the well-being of the target community considering the following questions: (a) To what extent are the objectives of the project still valid? (b) Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives? (c) Are the activities and outputs of the project consistent with the intended impacts and effects?

**Impact** - To assess the existing and potential impact of the program on the targeted beneficiaries.

**Project Sustainability** – To what extent key stakeholders working in the field will be able to sustain benefits of the project after the project completion; which external factors (enabling/disabling) and/or risks affected the sustainability and impact of the intervention? Which response or risk mitigation measures have been applied by the intervention?

**Replication** - The possibility and practical recommendations for scale-up activities.

### **3. Foreseen methodology**

The evaluation should follow a collaborative and participatory mixed methods approach that draws on both existing and new quantitative and qualitative data to answer the evaluation questions. The online methods can be also used where applicable. The proposed Monitoring and Evaluation Scheme should be in line with the requirements of the Department of State's program and project design, monitoring, and evaluation policy and should also follow OECD-DAC framework and standards.

It is expected that the experts/organisation to apply a mix of following methodologies:

- Desk research/review of project documentations and relevant secondary data for measuring achievement of the intended program targets.
- Qualitative Component: workshops, open or semi-guided interviews with project staff, beneficiaries, and stakeholders, etc.
- Qualitative component: Surveys, analyzing statistical data, etc.

### **4. Deliverables**

A key outputs of the assignment should be following:

**Detailed methodology of the evaluation.** After receiving the assignment, the experts/organization should provide a detailed methodology including the evaluation questions, its structure, tools and instruments of evaluation and questionnaires for interviews or focus groups.

**Evaluation Report in English.** The structure and content of the report should meet the requirements of the Department of State's program and project design, monitoring, and evaluation policy. The length of the

report should be around 45-50 pages in total (excluding the annexes). The draft and final evaluation reports should be shared with GCSD for review and feedback.

The Report should:

- Be analytical in nature.
- Be structured around issues and related findings/lessons learned/achievements.
- Contain an executive summary.
- Describe the evaluation methodology.
- Describe the Limitations, Risks and Mitigations Measures.
- Synthesizing the findings, include conclusions and evidence-based recommendations.
- Provide relevant annexes.

Additionally, the experts/organisation should provide a PPT presentation summarizing the main findings of the evaluation report and participate in the presentation and discussions of the evaluation results with the program stakeholders. The deliverables should also include Survey data, Interviews/Focus Group transcripts and other related materials.

## **5. Profile and Qualification of experts/organisation**

The evaluation should be conducted by a team of evaluators, including at least two evaluators. A Key competency of experts/organisation must include:

- Proven experience in comprehensive project evaluations including developing methodologies and research instruments in line with the Department of State's and OECD-DAC standards applied in monitoring and evaluation.
- Experience of doing similar assignments over the last 5 years.
- Strong analytical and conceptual skills to clearly synthesize and present findings, draw practical conclusions, make recommendations and to prepare well-written reports in a timely manner.
- Good understanding on strategic communications and the political situation in Georgia.
- Fluent in Georgian and English both in written and spoken and able to produce a report in English language.

## **6. Quotation Requirements**

Offers will be accepted by team of experts or companies. A Candidates are expected to submit technical and financial proposals, separately comprising the following components:

- a) Organization's/Experts experience working on similar assignments proven by at least one such evaluation annexed to the offer.

b) CVs of Experts.

c) Description of the evaluation design, methodology and suggested workplan.

d) The financial proposal with detailed cost breakdown (Including income tax for individuals and excluding VAT for the companies). The budget should be provided in Georgian Lari.

Proposals should be submitted by email to **[gcsd@gcsd.org.ge](mailto:gcsd@gcsd.org.ge)** with the subject line: “Impact Evaluation - Stratcom” by the COB of 31 March 2023.