



TERMS OF REFERENCE

**Evaluation of the project
Strategic Communication for Better Future implemented by the Georgian Center for
Strategy and Development (GCSD)**

2021

1. Purpose and scope of the evaluation

The main objective of this consultancy assignment is to assess the overall achievement of the project and quality of implementation as well as the overall impact of the project on its stakeholders. The consultant will work with all project team to document the project progress based on the outcomes with clearly indicative measurements and result-oriented methodology. The project staff will provide all relevant key project documents through email for the review.

Technically the evaluation should provide assessment the project implementation and its impact in terms of:

- Its relevancy – (a) To identify 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;
- Its 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 (financial, human, and materials) have been used efficiently and effectively for the well-being of the target community. - To what extent are the objectives of the project still valid? - Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives? - Are the activities and outputs of the project consistent with the intended impacts and effects?
- Impact - Does the development intervention contribute to reaching higher level development objectives (preferably, overall objective)? What is the impact or effect of the intervention in proportion to the overall situation of the target group or those effected?
- Sustainability - Are the positive effects or impact sustainable? How is the sustainability or permanence of the intervention and its effects to be assessed?

2. Description of the project

Strategic Communication for Better Future (Government of Georgia Strategic Communications Program) is four-year project started in October 2017, funded by the United States Department of State.

The overall goal of the project is to increase strategic communication capacity of the government of Georgia and support developing an effective strategic communications system in the country.

Specific Objectives:

- Strengthen and develop strategic communications units in the Office of Prime Minister, Ministry of Defense, Ministry of Foreign Affairs, Office of the State Minister on European and Euro-Atlantic Integration and further promote an integrated approach to implementation;
- Develop strategic communications capacity and foster strategic communications and skills among Georgian government decision-makers and practitioners;
- Develop a network model between ministries and local governments for the purpose of efficient communication, coordinated messaging, and policy planning and execution.
- Support development of the ‘State Strategic Communication Strategy’;
- Support implementation of recommendations developed within the framework of the Government of Georgia Strategic Communications Program.

In the framework of the project, a desk research was conducted with the aim of analysing the mechanisms of strategic communications of the Government and to assess the challenges existing in this regard. A policy document including recommendations for the Government of Georgia was produced. Additionally, quantitative research was conducted for target audience analysis and development of the outline of the GoG communication strategy.

An important landmark of the program was to prepare special training modules on efficient strategic communication, considering the needs of all relevant state agencies. Representatives of the different government bodies (decision makers and practitioners) were undergo a cycle of the trainings on efficient strategic communications by distinguished international experts and participate in the study tour.

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 evaluation should combine evaluation tools based on international standards and guidelines.

It is expected that the consultant to apply a mix of following methodologies:

- Desk research/ review of project documentations
- Qualitative Component: workshops, focus groups, open or semi-guided interviews with project staff, beneficiaries and stakeholders, etc.

4. Deliverables

The output of the mission will be the:

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 30-35 pages in total (excluding the annexes).

The Report should:

- Be analytical in nature;
- Be structured around issues and related findings/lessons learnt/achievements;
- Contain an executive summary (mandatory);
- Describe the evaluation methodology;
- Include conclusions;
- Include recommendations on potential focus areas or its activities and foreseen methodologies.

5. Schedule

In view to the above-mentioned methodologies and evaluation activities, the following timeframe is foreseen:

#	Task	Date/Time Frame	Responsible
1	Desk Research / Review of Project documentations	15 August, 2021	Consultant(s)
1.	Qualitative Component	31 August, 2021	Consultant(s)
2.	Draft evaluation report (major findings, recommendations)	15 September, 2021	Consultant(s)
3.	Final evaluation report	26 September, 2021	Consultant(s)

6. Profile and qualification of consultant(s)

Key competences of the evaluator(s) must include:

- Proven experience in project evaluation and strategy development;
- Experience of doing similar assignments (evaluation, assessment, research, evidence-based strategizing) over last 5 years in Georgian context;

- Fluent in Georgian and English both in written and spoken and ability to produce report in English language;
- Familiar with the Department of State's standards applied in monitoring and evaluation and strategies
- 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

7. Budget

The consultant will develop a detailed budget and work plan based on the details in the TOR.

8. Quotation Requirements

Offers will be accepted from individual consultants or companies. The consultant is expected to submit technical and financial proposals, separately comprising the following components:

- a) CV of Consultant(s);
- b) Evaluation proposal, including description of methodology;
- c) Proposed assignment of budget (The budget should be provided in Georgian Lari).

Proposals should be submitted by email to gcsd@gcsd.org.ge with the subject line: "External Evaluator" by the COB of 2 August 2021.