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## TERMS OF REFERENCE

### General Information

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Implementer	European Policy Institute (EPI) – Skopje
Project Title	“Building bridges for a common future: Rule of law in view of EU accession – 2022 work programme” - Annual Work Programme under Framework Partnership Agreement
Donor	EU Delegation Skopje; North Macedonia
Ref. no.	EuropeAid/171328/DD/FPA/MK
Position	2 experts for revision of monitoring organizational impact, including gender mainstreaming
Start Date	15.09.2022
End Date	15.12.2022
Total Contract	2400 EUR
Contact person	Simonida Kacarska; Director

### Project Information

EPI’s 2022 annual work programme on rule of law in view EU accession contributes to the fulfilment of the strategic objectives of the organisation’s Strategic plan 2022-2026. It also contributes to supporting long-term commitment of civil society actors in influencing public sector reforms through evidence based programmes, analysis, monitoring, and concrete advocacy and action initiatives.

The 2022 annual work programme responds to the particular needs and constraints of North Macedonia as a candidate country awaiting accession negotiations for more than a decade now, whilst experiencing a decline in the support for EU membership and political instability over the last year

Moreover, EPI’s 2022 annual work programme on rule of law in view of EU accession contributes to the need for strengthened watchdog, policy monitoring and public advocacy of the civil society organisations for the implementation of policies and legislation, with a focus on those related to the EU key reforms in rule of law. The annual work programme aims at organisational strengthening, policy advocacy and innovative activities at the priority sector **justice and rule of law**, in view of EU accession. At the same time, the annual work programme will also provide reliable and expert information for the public through our media outreach and will assist in the understanding of the rule of law as a key element of EU accession overall.

The intervention logic of the annual work programme builds upon EPIs experience and combines the **strongest assets** of the organisation in terms of delivering targeted policy proposals, engaging stakeholders on policy proposals and supporting public policy dialogue on rule of law in view of EU accession. With this programme, EPI will further develop the monitoring of rule of law in view of EU accession and create regular possibilities for CSO engagement, dialogue and co-creation with the stakeholders.



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## Main activities :

The proposed activities are organised in three clusters closely interlinked to the annual work programme of the organisation, and contribute to the sustainable rule of law reforms in the country in view of EU accession, as the **expected impact** of our Strategic Plan and annual working programme in the rule of law in view of EU accession.

The first cluster **MONITOR & CONTRIBUTE TO RULE OF LAW** supports EPI's monitoring and research activities related to rule of law foreseen in the working programme.

The 2<sup>nd</sup> cluster **ENGAGE & COMMUNICATE supports EPIs** established practices of engaging with high level policy makers from the national and EU level and communication efforts via traditional or social media with stakeholders and citizens.

The 3<sup>rd</sup> cluster **ADVANCE** combines activities which will strengthen EPI's internal capacities for watchdog, policy monitoring and advocacy with a focus on rule of law in view of EU accession as a thematic area of the call. The activities in this cluster in the annual working programme 2022 consist of revision of the internal operating and financial procedures of EPI as well as revision and strengthening the capacity of the organisation for research, but also internal financial planning and communication with the stakeholders. These activities contribute to strengthened EPI's organizational capacities for monitoring and participation in policy dialogue with national and EU stakeholders. The activities should contribute to improving internal work, and also assist in monitoring organisational impact.

## Main tasks and responsibilities:

EPIs main goal is to maintain and gain a high level of trust with their stakeholders, especially funding bodies and donors, but also foster a organisational culture of solidarity, trust and a sense of belonging among the staff. In order to do so, firstly EPI must demonstrate good use of resources for achieving its mission. Secondly, an important way is through fostering a culture of joint work on reviewing progress and organisational impact, thus linking the project activities in a coherent framework.

**This activity is aimed at revising the existing mechanisms for organizational monitoring, including gender mainstreaming which would assist us in the monitoring of the annual work programme on rule of law and our overall work.** The expert/s will review our existing practices for monitoring of organizational impact, including our existing matrix and the manner of collecting information from all staff on a regular basis. **The review of the existing practices should be complemented with insight from international best practices of CSOs in monitoring organizational impact.** As an end result, the expert is to provide a new template and procedure for monitoring organizational impact which will be implemented by the organization, which will be complementary to the ongoing work on a gender equality plan in the organization. The experts **will also prepare and deliver a two day organizational training for the use of the new monitoring tools, including gender mainstreaming.**



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The team of experts assess the relevance and the quality of the existing mechanisms for monitoring organisational impact and provide recommendations for their improvement. The team of experts will have **the following tasks and responsibilities:**

1. Review of existing mechanisms for monitoring organizational impact and gender mainstreaming of the organization.
2. Preparation of draft guidelines and templates for monitoring organizational impact
3. Finalisation of new mechanism for monitoring for organizational impact, including gender mainstreaming
4. Revised matrix for monitoring organizational impact and templates for its monitoring, including in terms of gender mainstreaming
5. Prepare a draft training programme for monitoring organizational impact
6. Deliver a two day training on monitoring organisational impact
7. Prepare a report from the training.

#### Qualifications for the team of experts:

1. At least 7 years of experience in the civil society sector management;
2. Experience in monitoring and evaluation of organizational impact;
3. Experience in gender mainstreaming
4. Experience in mentoring and supporting CSOs
5. Excellent knowledge of English language;

#### Remuneration

The total fee for this assignment is 2400 EUR gross and will be paid in the period of 15 days after completing the tasks.

#### Timeframe

Task	Period/Deadline
1. Inception phase (further development of the ToR and methodology by the expert)	By 01.10.2022
2. Data collection	By 20.10.2022
3. Synthesis phase-analysis of input, preparation and delivery of new template, matrix and procedure for monitoring of organizational impact	By 01.11.2022
4. Final new template, matrix and procedure for monitoring of organizational impact	By 15.11.2022
5. Prepare a training programme for monitoring organizational impact	By 22.11.2022
6. Deliver a training on monitoring organizational impact	By 15.12.2022