



## Call for Proposals to Develop and Deliver the Blended Course on Sectorial Accountability for Civil Society Organisations (Pilot on Energy)

This blended course is commissioned within the framework of the EU funded project **Eastern Partnership Civil Society Facility – Regional Actions** ([www.EaPCivilSociety.eu](http://www.EaPCivilSociety.eu)) (hereinafter referred to as **the Project**). The Eastern Partnership (EaP) is a joint policy initiative between the European Union and its six Eastern neighbours: Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine.

### 1. **About Eastern Partnership Civil Society Facility – Regional Actions project:**

The overall objective of the *EaP Civil Society Facility – Regional Actions* project is to strengthen and promote civil society's role in reforms and democratic changes taking place in the Eastern Neighbourhood countries, through increased participation in the fulfilment of Neighbourhood Policy objectives.

The Regional Technical Assistance project is meant to act as integrator and capitalisation centre, creating synergies between the various bilateral and regional initiatives for civil society and contributing to the replication and sustainability of their results.

The Project is structured around the following results areas:

- mapping studies and other research at the request of EU Delegations in the EaP region;
- e-learning for and training of civil society organisations (CSOs);
- hackathons and digital tools for citizen participation;
- Eastern Partnership Civil Society Fellowships for young civil society leaders from the region;
- promoting the positive role of CSOs in the democratic changes in their countries; and
- providing other type of ad-hoc support to EU Delegations in the countries (EUDs) and civil society organisations (CSOs).

The project is funded by the European Union and is implemented by the consortium led by GDSI Limited.

### Terms of Reference

### 2. **General background of the assignment:**

A strong civil society requires strong sectorial experts who can meaningfully get involved in legislative and policy discussions in all sectors of concern to citizens.

Considering the highly technical aspects of legislation and policy making in most areas, very often civil society representatives find themselves having to issue recommendations and opinions on highly complex matters for which they may lack the proper training. At present, sectorial expertise amongst civil society is still insufficient to engage in meaningful policy dialogue in the Eastern Partnership region. While this remains a problem in many sectors, it is proposed to develop a **course on sectorial accountability in the energy sector** (with the related environmental aspects being discussed).





The latest reports of the Intergovernmental Panel on Climate Change clearly demonstrate that climate change is the greatest environmental challenge the world has ever faced. Energy production and use are the largest source of global greenhouse-gas (GHG) emissions. This makes the way in which we produce and use energy a crucial part of how we address the existential challenge of climate change. In addition, energy production and distribution always played a significant geopolitical role in the Eastern Partnership.

As part of the e-learning component mentioned above, the Project now seeks to develop a blended course on sectoral accountability for civil society organisations.

When dealing with highly technical and specialised content, as in the case of energy, civil society organisations face major issues, as highlighted by Sustainable for All<sup>1</sup>:

- Civil society is not involved in the decision-making process or is not provided with proper time and resources to participate in sectorial discussions.
- There is a lack of qualified professionals on energy issues and a lack of easily accessible training programmes for CSO representatives.
- The number of organisations carrying out energy audits is very limited.
- Financing for programme implementation can also be limited.
- The initiatives led by CSOs remain small-scale and fail to grow because of lack of institutional support and long-term funding.
- There is a lack of empowered, independent energy regulators to oversee market functioning which hinders the development of a robust regulatory framework.
- Many community energy projects are interested in finding solutions to local problems. However, as soon as these solutions have been found, no further action has been taken. This can be due to lack of proper advocacy, access to local authorities or resources.

But given adequate space and with adequate capacity, civil society organisations can:

- Provide expertise and experience on participatory design and delivery of energy access;
- Build the capacities of end users and other actors in the energy value chain;
- Act as a trusted intermediary between communities, government agencies and the private sector;
- Build wider public energy literacy and acceptance of the need for a change in the energy sector;
- Play an important role if it is able to engage with energy companies, government, commercial developers and network operators at the regime level.

The available resources, combined with opportunities, determine which strategies are adopted and when by different civil society actors. If strategies realise opportunities successfully, the influence can be<sup>2</sup>:

- Substantive (e.g. public funds for small-scale renewable electricity);
- Procedural (CSOs are formally incorporated into decision making);
- Structural (renewable energy schemes become manifest in planning criteria);
- Sensitizing (raising energy awareness in communities).

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<sup>1</sup> <https://www.seforall.org>

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Examples of engagement from the EaP region vary from participation in community meetings to raise the issue of energy efficiency and advocate for the allocation of public funding to energy efficiency measures (Ukraine) to lobbying authorities to organise consultations (Georgia) or launching awareness campaigns on energy issues (Armenia).

While civil society organisations in the region have some experience of engaging with national and local authorities in particular on energy efficiency matters, their understanding of the way in which the energy sector functions, the role and importance of the energy sector regulators, as well as the role of international financial institutions (such as the World Bank, European Investment Bank or European Bank for Reconstruction and Development) remains limited.

### 3. Contracting authority

The Contracting Authority for this assignment is the *EaP Civil Society Facility-Regional Actions* project, being implemented by the consortium led by GDSI limited.

### 4. Project Counterpart

DG NEAR, European Commission.

### 5. Objectives of this Blended Course

The **overall objective** of the blended course on sectorial accountability for civil society organisations is to improve the capacity of civil society organisations and representatives to meaningfully engage in sectorial issues of significance for the overall level of wellbeing in society. The sector which will be addressed by this course will be the energy sector.

The course is meant to improve CSOs' understanding of how the energy sector works, the sectorial decision-making processes and funding, energy policies and relevant international commitments, as well as allow them to identify 'entry points' for lobbying and advocacy and make them aware of the consultations and complaint mechanisms of relevant bodies.

The course will be split into three main parts, covering the following indicative topics:

- **Introductory part (fully online with tutoring)** on how CSOs can get involved in sectorial accountability and in policy dialogue processes, irrespective of the sector:
  - The main channels for consultations and policy dialogue.
  - The basics of EU policy dialogue and bilateral programming. The basics of preparing for a consultation (including coalition building and harnessing the power of umbrella organisations for better representativeness and leverage).
  - How a successful consultation looks like, what to expect and what NOT to expect from being consulted.
  - What 'failure' means. Life after a failed consultation.
  - Required competencies for CSOs to get involved in a meaningful exchange with policy-makers and international organisations active in their countries.
- **One general part on energy (fully online with tutoring)** that is considered to be relevant for all Eastern Partnership countries:
  - The importance of the energy sector and different models of energy mix. Main types





- of stakeholders in the energy sector.
- Climate change and the decarbonisation of the energy sector.
- Energy impact on environmental, economic and social issues – the basics. The social implications of transitioning to a de-carbonised economy and the potential role of civil society in ensuring a fair transition.
- The basics of energy efficiency and how it can be improved. The cleanest and cheapest energy is the energy we save, and the Eastern Partnership countries are setting ambitious targets for energy efficiency, but there are many obstacles still to overcome.
- Security of the energy supply: how the interruption of energy supply affects the environment, economy and livelihood of communities. How improved energy efficiency can help address issues related to the security of the energy supply.
- The reason for having an independent regulator, the role of an independent regulator as distinct administrative institution. This will include a discussion on the importance of the regulator for a well-functioning market, areas of regulatory powers (pricing authority, budgetary authority, appeal process, appointment and removal power of regulatory board members, monitoring and licensing), as well as core duties of National Regulatory Authorities (tariff setting, oversight of energy companies, consumer protection).
- International commitments relevant for the sector (such as, but not limited to, the Paris Agreement).
- The EU energy policy and the internal market for energy – relevance for countries having signed an Association Agreement with the EU.
- Overview of main international financial institutions investing in energy in the region (European Investment Bank, European Bank for Reconstruction and Development, World Bank) and their transparency and accountability policies, as well as their appeal and complaint mechanisms.
- Regional mechanisms for civil society cooperation in the Eastern Partnership region (EaP Civil Society Forum and its Working Groups, Black Sea NGO Forum, any other relevant coalition / network of civil society organisations). Best practices of regional cooperation in the region (e.g. Ukraine and Moldova).
- **One country-specific part on energy (face-to-face interaction with experts / national workshops)** presenting aspects that are likely to differ from one country to another.
  - The national energy mix and relevant funding model in the energy sector.
  - Decarbonisation of the energy sector – adapted to each country (focusing on the impact of heavy industry, coal production, mining, according to the national context).
  - The national decision-making process (including consultation and appeal / complaint mechanisms) and the National Regulatory Authority (discussion of its independence and performance according to international / EU indicators).
  - Analysis of specific national stakeholders involved in the energy sector. Monopolies, corruption and influence from interest groups. Better understanding of the strategies used by monopoly companies.
  - State-owned enterprises (where relevant): role within the sector.
  - National energy policies (legislation vs implementation), including extent to which each country respects its own commitments.
  - Relevant IFI investments in the national energy sector and assessment of the previous involvement of civil society.
  - The involvement of CSOs in decision-making processes. Environmental Impact Assessments (EIA) and Strategic Environmental Assessments (SEA) processes. Proper





environmental impact assessments based on cooperation with local communities and society are key for successful energy projects.

- Monitoring the quality of service provision.

The country-specific part will touch upon:

- How civil society organisations could bring about legislative changes in their national context (if at all).
- How civil society could get involved in policy-making (space, channels and approach - how consultations are carried out, how to prepare for consultations, how to follow-up).
- If applicable, how to work with regulators (channels for communication, the challenges and opportunities of engaging with them).
- How to get involved in EIA and SEA, how to monitor services and results (including of IFI-funded projects / investments).

After participants complete the introductory and general parts of the course (which will be fully online with tutoring), **six face-to-face workshops will be organised with participants for the country specific part.** Workshops will be held in the capital cities of Eastern Partnership countries, should last for up to 2 days each and will bring together around between 5 – 15 civil society representatives from that country. The overall number of CSO representatives to benefit from the course should not exceed 60. However, it is quite likely that more than 10 representatives will be selected for some countries (such as Ukraine), whereas less will be selected for other EaP countries (aiming to have not less than 5 per country). **Please note that all logistical expenses related to the organisation of the workshops (including travel costs for participants) will be reimbursed at cost.**

## 6. Target audience for this Blended Course

CSO Leaders, activists and volunteers, projects' leads, social start-up leaders, social entrepreneurs, other relevant groups from the six Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine) engaging on issues related to the energy sector or more general environmental issues (but potentially wishing to get involved in issues of energy production and use considering the impact on the environment).

## 7. Scope of Work

The proposed method of delivery is a mix of online content and face-to-face trainings. The general / common part mentioned above should be delivered as tutor-assisted online modules, whereas the country specific part would be better delivered as a series of face-to-face workshops in each country.

The assignment has the following steps:

### I. **Sectoral Accountability Course Development:**

- Development of the methodology and curriculum;
- Development and production of the online part:
  - An Introduction / promotional video / presentation / other type of content – What are the Modules about
  - Each module should consist of the following parts:





- Knowledge transfer - Video/audio presentation / other type of content;
- Activities/Practising/Group Discussions (potentially webinars);
- Recommended materials for self-learning;
- Self-Assessment/Next steps;
- Reflection/Feedback.
- Detailed work plan and training schedule for the face-to-face workshops;
- Preparation of content for the face-to-face workshops;
- Translation into Russian of all materials, including subtitles for videos or interactive parts of the course;
- Logistical preparations for the face-to-face workshops, including interpretation, if needed;
- Organisation of the face-to-face workshops;
- Developing the final assignment for participants (most likely policy papers, evidence-based research, etc).

The Participants having successfully completed all modules will receive a completion certificate.

## II. Post-training activities:

- Post-training skill assessment (self-assessment; peer-to-peer/ external partner assessment, etc.)
- Evaluation of the course and report preparation;
- Moderation of further exchange/support/ skill development.

## 8. Key outputs of the Assignment:

- Detailed methodology and curriculum for the blended course, to be developed collaboratively with the Project team.
- For the online component of the course:
  - Set detailed learning objectives. A learning objective is an expected outcome of each lesson/unit and, overall, what participants should be able to do by the end.
  - Draft an instructional design plan: assess different approaches for the online part (storytelling, discovery learning, situational learning etc).
  - Storyboard the content (provide a rough, visual outline that helps map out how text, pictures, and other elements will look on a page)
  - Assess different technological options (what authoring tools and learning management systems could be used).
  - Prototype the online course (a prototype should define the representative look-and-feel and functionality of the entire course).
  - Create the course on the chosen online platform.
  - Provide moderation and tutoring for the course.
- Detailed work plan and training schedule for the face-to-face trainings;
- Training materials covering the entire curriculum, including a Resource Library;
- Elaborated criteria for participants' project assessment and the methodology of selection;
- Evaluation of participants' final projects;
- Closed Facebook group or forum for course participants for peer-to-peer support and interaction;





- Moderation throughout the duration of the online course (active moderation is expected, as well as live Q&A sessions between the learning modules);
- Final report, including lessons learnt and recommendations.

## 9. Expected outcome:

Targeted civil society representatives from the Eastern Partnership countries improve their knowledge of the energy sector and their skills to engage in public consultations / advocate / campaign on energy related issues, using evidence-based research.

## 10. Indicators of achievement:

- An estimated number of **up to 60 activists** from the Eastern Partnership countries take the course;
- At least **80 % of enrolled participants** complete the course and obtain the completion certificate;
- The **policy papers produced by participants during the course are considered of good quality** by experts / trainers and at least **some of them are passed on to relevant public authorities** in the countries;
- In general, participants provide positive feedback on the course and **at least 50% of those having completed** it consider it has helped them in their daily work (as per feedback surveys).

### *Project Management:*

The organisation contracted to implement this assignment will work closely with the Team Leader and the KE2 on e-Learning of the project on the content of the course and specific technical capabilities of the course and will report to the Team Leader on the implementation of the assignment.

In addition, a **Senior Non-Key Expert** will be in charge of the coordination of the blended course on sectoral accountability and will ensure constant quality check, independently reporting to the Team Leader and e-Learning expert.

## 11. Indicative timeline:

The assignment is planned to start in **January 2020 and last until October 2020**. The breakdown below should be taken **just as an indication** of when the main activities are expected to take place:

- Preparatory work: January – February 2020;
- Development of methodology and curriculum, development and production of online modules: March – May 2020;
- Launch of the course: tentatively by the end of May 2020 / beginning of June 2020;
- Delivery of all online modules (introductory and general): tentatively in June – July 2020;
- Organisation of six face-to-face workshops in the six EaP countries and work on final assignments with experts: tentatively September – October 2020;
- Post training activities: October 2020.

The Contractor **shall propose a detailed schedule for the delivery and completion of the assignment**.





## 12. Eligibility criteria:

Interested organisations should have the following professional experience: curriculum development, course development, development of e-learning modules / courses. The organisations should have relevant experience in the EU or Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine) and have proven work experience with private sector, government agencies and CSOs.

## 13. Language requirements:

The primary language of the assignment is English. All content sent for approval will be provided in English. However, the actual delivery of the content might need to be bilingual (English and Russian) for the online part, as well as the face-to-face interaction (simultaneous interpretation to be provided).

## 14. Expressing Interest:

The maximum value of the assignment is EUR 80,800.00.

Interested organisations are invited to apply to express their interest by writing to: [welcome@EaPCivilSociety.eu](mailto:welcome@EaPCivilSociety.eu) with the following information in **2 files**:

### Technical proposal (in 1 PDF file):

1. RATIONALE: Any comments you have on the description of the assignment for the successful execution of activities, in particular regarding the objective and purpose, thus demonstrating the degree of understanding of the assignment. An explanation of the risks and assumptions affecting the execution of the assignment.
2. STRATEGY: An outline of the approach proposed for the assignment implementation. A list of the proposed tasks considered necessary to achieve the objectives, their sequence, duration, proposed inputs, and outputs to be produced.
3. EXPERT(S): Profile(s) and CV of expert(s) proposed for the implementation of the assignment. Justification for engagement of proposed expert(s).
4. TIMETABLE OF WORK: The timing, sequence and duration of the proposed tasks, taking into account travel time. The identification and timing of major milestones in executing the assignment. The expected number of working days required.
5. PRESENTATION of organisation's experience on similar assignments. **At least 5 relevant references should be provided within the last 5 years.**
6. EXAMPLES of previous similar work.

### Financial proposal (in 1 MS Excel file):

7. ITEMISED BUDGET requested for this assignment. **Please note that all logistical expenses related to the organisation of the workshops (including travel costs for participants) will be reimbursed at cost.**

## 15. Applications evaluation:

The selection of the Contractor for this assignment will be done in accordance with the Quality and Cost Based selection method. The best price-quality ratio is established by weighing technical quality







against price on an 80/20 basis.

Criteria, sub-criteria, and point system for the evaluation of the applications points:

1. Rationale	5
2. Strategy	25
3. Expert(s)	30
4. Timetable	5
5. References (at least 5 relevant references of similar assignments)	25
6. Specific experience of the Consultant relevant to the assignment	10

Sub-contracting is allowed for the organisation of the face-to-face workshops in 6 beneficiary countries. Several organisations can submit a proposal in partnership. When several entities are involved, a clear division of tasks and roles should be described in the strategy. Inviting independent experts for co-operation on this assignment is not considered subcontracting.

Successful applicants will be invited for contract negotiation.

## 16. **Deadline:**

The deadline for submitting the applications is **January 20, 2020, 12:00 CET** by e-mail to [welcome@EaPCivilSociety.eu](mailto:welcome@EaPCivilSociety.eu)

Interested organisations can request clarifications on this assignment by writing to the above address up to **13 January, 2020 before 12:00 CET**.

