



Building a robust and
democratic civic space



Evaluation of the Building a robust and democratic civic space (BUILD) Project

Terms of Reference

Athens, February 2025

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1. Introduction

The project 'Building a robust and democratic civic space' (BUILD) aims to protect, promote and raise awareness of EU fundamental rights & values by supporting civil society organizations (CSOs) in Greece & Cyprus and by increasing their capacity and sustainability. BUILD is co-funded by the European Union (90% of the grant), through the Citizens, Equality, Rights, and Values (CERV*) programme, and by the Bodossaki Foundation and NGO Support Centre (10% of the grant), with a total grant amounting to € 2.906.835,83. BUILD is coordinated by the **Bodossaki Foundation (Greece)** in partnership with the **NGO Support Centre (Cyprus)**.

Bodossaki Foundation is a public-benefit organization founded in 1972 with the aim of continuing the contribution of its founder, Prodromos-Bodossakis Athanassiades, to the Greek society. Its vision is a society of equal opportunities and prospects for all. To promote its vision, the Foundation funds, plans and implements, in full alignment with the principles of transparency, accountability and integrity, actions and programmes of relevance to its four strategic pillars: supporting education, strengthening healthcare, protecting the environment, and empowering Civil Society. From its establishment to this day, the Foundation has made available over €450 million for promoting its purposes. At the same time, recognizing the magnitude of current social needs, Bodossaki Foundation today also acts as a catalyst for fostering a broader culture of contribution in the Greek society, managing resources on behalf of third parties – legators, international organizations, companies, and other major donors– wishing to fund programmes to deal with emergencies as well as to address critical needs in education, healthcare, environmental protection and Civil Society capacity building.

NGO Support Centre is an independent, non-governmental, non-profit organization established in 1999 and dedicated to the development and strengthening of civil society in Cyprus. The vision of the NGO Support Centre is a dynamic, active and reactive civil society in Cyprus that participates in and advocates for democracy, dialogue and civic engagement.



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2. Background and context

2.1 Objectives of the project

The objective of the “**Building a robust and democratic civic space**” project is to protect, promote and raise awareness of EU fundamental rights and values as enshrined in the EU Treaties and the Charter of Fundamental Rights by supporting Civil Society Organizations (CSO’s) in Greece & the Republic of Cyprus and increasing their capacity and sustainability.

The project BUILD is implemented with the funding of the European Education and Culture Executive Agency (EECEA) under the “**Citizens, Equality, Rights and Values**” Programme (CERV) which aims to sustain and develop open, rights-based, democratic, equal, and inclusive societies based on the rule of law. That includes a vibrant and empowered civil society, encouraging people’s democratic, civic, and social participation, and cultivating the rich diversity of European society, based on our common values, history, and memory. The project is implemented by the Bodossaki Foundation (Coordinator) in Greece, in consortium with the NGO Support Centre (NGO SC, Partner) in the Republic of Cyprus with an allocated total amount of €2.906.835,83.

In order to achieve these aims, the programme has implemented the following 2 open calls for project proposals:

1. Call 1: “Enhancing awareness & understanding of EU rights and values”
2. Call 2: “Protecting and promoting EU rights and values”

The BUILD project gives particular emphasis to building the capacity of civil society organisations. **Capacity building** refers to the process of strengthening an organisation to increase its effectiveness and social impact and achieve its goals and sustainability over time. The BUILD project offers free capacity building workshops and tools and implements a comprehensive **Capacity Building Programme** for BUILD grantees, including training, team mentoring, executive coaching and consulting.



2.2 Brief timeline of the project

The implementation of the BUILD project began in November 2022. The project was launched publicly on May 4, 2023, when the 2 open calls for proposals were published in Greece while the programme was launched on May 5, 2023 in Republic of Cyprus.

In total, 42 projects have been funded in both countries, 34 in Greece and 8 in Republic of Cyprus.

The Capacity Building Programme, organized through Social Dynamo, the civil society capacity building hub of Bodossaki Foundation began in parallel with the first two open calls for proposals and will be concluded by June 2025.

The final date of eligibility of expenditures for project implementation shall be no later than 30 March 2025. The BUILD project shall operate until November 2025.

2.3 Roles and responsibilities of various key stakeholders

The BUILD project is implemented with the funding of the European Education and Culture Executive Agency (EECEA) under the **“Citizens, Equality, Rights and Values” Programme (CERV)** which aims to sustain and develop open, rights-based, democratic, equal, and inclusive societies based on the rule of law. The **European Education and Culture Executive Agency (EECEA)** has been a catalyst for projects in education, training, youth, sport, audiovisual, culture, citizenship and humanitarian aid. On behalf of the European Commission, EACEA strives to foster innovation in these areas, always in a spirit of cross-border cooperation and mutual respect.

The **Citizens, Equality, Rights and Values (CERV)** project was launched in 2021 and will run for seven years until 2027. It was created along with the 2021-2027 Justice programme under the Justice, Rights and Values Fund. The CERV programme seeks to support and develop open, rights-based, democratic, equal and inclusive societies based on the rule of law. That includes a vibrant and empowered civil society, encouraging people's democratic, civic and social participation and cultivating the rich diversity of European society, based on our common values, history and memory.



The CERV programme has four pillars:

1. Equality, Rights and Gender Equality - promoting rights, non-discrimination, equality (including gender equality), and advancing gender and non-discrimination mainstreaming
2. Citizens' engagement and participation - promoting citizens' engagement and participation in the democratic life of the Union, exchanges between citizens of different Member States, and raising awareness of the common European history
3. Daphne - fight violence, including gender-based violence and violence against children
4. Union values - protect and promote Union values

The BUILD project is implemented under the Union Values pillar.

The **BUILD project is implemented** by the Bodossaki Foundation (Coordinator) in Greece, in consortium with the NGO Support Centre (NGO SC, Partner) in the Republic of Cyprus.

The grantees/third parties are the entities that receive project funding and are responsible for submitting third party project applications. If awarded, they oversee the initiation, planning, and implementation of their projects. Additionally, the third parties' projects may be implemented in partnership with **project partners**. All project partners share a common goal and actively contribute towards achieving project objectives.

The consortium will focus on safeguarding all ethical standards making sure that all implemented activities will respect EU values.

3. Purpose of the evaluation, timeline and scope

The consortium's philosophy emphasises the importance of an effective, efficient and robust evaluation mechanism. To determine the success of the procedure, the evaluator shall measure the results of the initiative with established techniques and methods to ensure the quality of the project and achieving optimal results. The final evaluation report will assess the project's relevance, effectiveness, efficiency, sustainability, and impact, ensuring a comprehensive analysis of its outcomes and overall quality.

The data collection, analysis and writing shall take place within a 6-month period between May and October 2025 with the evaluation report to be submitted in October 2025 (see Annex 1 for the detailed evaluation timeline).

The identified areas to be evaluated are the following:

1) **Call 1: “Enhancing awareness & understanding of EU rights and values”**

The objective of the 1st open call “Enhancing awareness & understanding of EU rights and values” was to disseminate EU fundamental rights and values as enshrined in the European Treaties and the European Union’s Charter of Fundamental Rights and raise public awareness of those rights and values, by further dissemination and cultivation.

The total amount allocated through this call is €1.172.222 (€950.000 for Greece and €222.222 for the Republic of Cyprus). The total number of projects under this open call is 21 of which 17 were implemented in Greece and 4 in the Republic of Cyprus.

The project duration was between 8 to 13 months.

The minimum grant amount is €20,000 and the maximum grant amount is €60,000 per project.

2) **Call 2: “Protecting and promoting EU rights and values”**

The objective of the 2nd call “Protecting and Promoting EU rights and values” was to protect, promote and advocate EU rights and values as enshrined in the European Treaties and the European Union’s Charter of Fundamental Rights.

The total amount allocated through this call is €1.172.222 (€950.000 for Greece and €222.222 for the Republic of Cyprus). The total number of projects under this open call is 21 of which 17 were implemented in Greece and 4 in the Republic of Cyprus.

The project duration was between 9 to 13 months.

The minimum grants amount is €20,000 and the maximum grant amount is €60,000 per project.

4. Methodology

The evaluator shall move along the lines of a result chain methodology and will emphasise the input of the stakeholders. The value perspectives of the stakeholders are essential in the approach. Stakeholder engagement will be an indispensable stage in the evaluation analysis as the overall impact of the programme can only be measured by identifying and evaluate the outcomes stakeholders had experienced because of their involvement with the programme Beyond the stakeholders' experience, specific output and outcome, indicators shall be used to evaluate how well the programme was implemented, if it is reached the intended targets and if the results were of an acceptable quality. The intended use of the programme evaluation for the BUILD project is to measure the project's impact. To determine the success of the procedure, the evaluator shall measure the results of the project with established techniques and methods to ensure the quality of the project and achieving optimal results.

The major steps of the expected evaluation process are:

- a. Defining the boundaries (objective and scope).
- b. Identification and selection of key stakeholders.
- c. Identifying inputs for each outcome and results
- d. Indicators' and stakeholders' experience analysis e. verification of the results
- f. Evaluation report.

In their bid, the tenderers are expected to submit a methodological approach that will respond to the purpose and the scope as presented above. Findings must be triangulated from multiple data sources so that valid conclusions and recommendations may be drawn. The methodology is

expected to be further developed by the selected evaluators in consultation with the consortium. As such it is expected that the proposed methodological framework can be amended.

A mixed-methods approach is recommended to ensure a comprehensive and robust evaluation. This approach combines both quantitative and qualitative methods to gather a wide range of data and insights. Tenderers are welcome to propose other methodological approaches to data collection and analysis, but a suggested approach could include the following:

Desk Review: Conduct a thorough review of programme documents, guidelines, reports, and relevant literature to understand the BUILD project's design, objectives, implementation, and results. This includes quantitative results data, as well as narrative results data.

Stakeholder Consultation: Consultation of key stakeholders, including the consortium organizations, civil society organizations (CSOs), grantees and beneficiaries to gather their perspectives on BUILD project's strengths, challenges, and impact.

Survey: Design and administration of a survey to assess the perceptions and experiences of CSOs and beneficiaries involved in the BUILD project. The survey could enable the collection of quantitative data on project outcomes, effectiveness, and efficiency.

Interviews: Conduct interviews with representatives from CSOs, beneficiaries, consortium members, and other relevant stakeholders. The interviews could provide in-depth qualitative insights and perspectives on the BUILD project's relevance, impact, and sustainability.

Focus Groups: Organization of focus group discussions with CSOs, beneficiaries, and other stakeholders to encourage dialogue and explore different viewpoints on the BUILD project's performance and effectiveness.

Data Analysis: Analysis of the quantitative results data as well as quantitative data collected from surveys. Use of appropriate statistical methods to draw meaningful conclusions.

Thematic Analysis: Conduct thematic analysis of qualitative data from interviews, focus groups, and case studies to identify patterns, themes, and insights related to the BUILD project's effectiveness and relevance.

By employing a mixed-methods approach, the evaluation of the BUILD project in Greece and in the Republic of Cyprus can offer a holistic and insightful understanding of the project's relevance, effectiveness, and efficiency in increasing support for human rights and enhancing capacity and sustainability of civil society.

The tenderers are also expected to suggest a sampling frame within the scope for the third party project level, considering the time and budget available and various characteristics of each outcome. The final sample will be agreed upon with the coordinator at the beginning of the assignment.

5. Deliverables and timing

The main deliverables for this assignment are the following:

- A final evaluation report of no more than 30 pages (excluding annexes), following the template specified in Annex 2. The final evaluation report should include in Annex where appropriate and not in breach with anonymity of respondents the raw data used in the evaluation for transparency and further scrutiny.
- A summarized version of the evaluation report that is designed for dissemination on specific platforms and to relevant stakeholders, third parties/grantees and partners, beneficiaries as well as the public.

It is essential that these deliverables are written in a clear and accessible manner to ensure that they are easily understood by all stakeholders. Drafts are also expected to be of publishable quality before submission to the coordinator. The final evaluation report should be written in English while the summarized version of the evaluation should be written both in Greek and English.

It is expected that the data collection and analysis shall take up to 6 months and the deliverables shall be concluded and submitted by October 2025.

6. Requirements for the tender

The tender must include the following:

1. Documentation relevant to the eligibility criteria of the tenderer (as described in section 7 below)
2. Documentation relevant to the Selection Criteria (technical capacity) including:
 - A summary of the experience of the bidding entity and the proposed expert(s) with conducting similar evaluations to set deadlines (maximum 1 page).
 - CVs of proposed expert(s) who will conduct the evaluation. Up to 3 experts can be included, maximum 3 pages per CV.
 - List of similar services completed (see Annex 4-Table of Similar Services Completed)
 - A detailed timeline/work plan.
3. Technical proposal:
 - A proposed approach for the services, highlighting understanding of the tasks to be completed (maximum 5 pages).
 - An outline of the proposed methodology, tools, and evaluation process in accordance with the needs and requirements of the specifications described above (maximum 5 pages).
4. Financial offer: Offer should include the evaluation fee plus VAT and an analysis regarding the estimated number of days for each person and the estimated travel or per diem costs.

During the selection process the Bodossaki Foundation may request additional supporting documentation with regards to the technical and/or financial capacity of the tenderer.

For more details refer to Annex 3- Supporting Documents Checklist.

7. Eligibility criteria

The tenderers must abide by the following criteria:

- be legal entities or individual consultants.
- be independent of the Coordinator and the Partner.
- be independent of Greek / Cypriot government and the respective governmental bodies.
- consultants conducting the evaluation must not have been involved in planning or implementation of the programme and/or activities which are being evaluated.
- must not have any personal interest in the conclusions.

8. Reasons for exclusion

A tenderer shall be excluded from participating in the tender procedure if one or more of the following grounds apply:

1. where there is a final and irrevocable judgment against it for one of the following reasons:

(a) participation in a criminal organization, as defined in Article 2 of the Framework Decision 2008/841/JHA of the Council of the European Union of 24 October 2008 on the fight against organized crime (OJ L 300, 11.11.2008, p. 42),

(b) corruption, as defined in Article 3 of the Convention on the fight against corruption involving officials of the European Communities or officials of Member States of the Union (OJ C 195, 25.6.1997, p. 1) and in Article 2(1) of Framework Decision 2003/568/JHA of the Council of the European Union of 22 July 2003 on combating corruption in the private sector (OJ L 192, 31.7.2003, p. 54) and as defined in the applicable legislation or in the national law of the economic operator,

(c) fraud within the meaning of Article 1 of the Convention on the protection of the European Communities' financial interests (OJ C 316, 27.11.1995, p. 48), and applicable Law No. 4689/2020,

(d) terrorist offences or offences linked to terrorist activities, as defined respectively in Articles 1 and 3 of Council Framework Decision 2002/475/JHA of 13 June 2002 on combating terrorism (OJ L 164, 22.6.2002, p. 3) or instigating, aiding, or abetting or attempting to commit a crime, as defined in Article 4 thereof,

(e) money laundering or terrorist financing, as defined in Article 1 of Directive 2005/60/EC of the European Parliament and of the Council of 26 October 2005 on the prevention of the use of the financial system for the purpose of money laundering and terrorist financing (OJ L 309, 25.11.2005, p. 15), which was transposed into national legislation by Law No. 3691/2008 (A ' 166),

(f) child labor and other forms of trafficking in human beings, as defined in Article 2 of Directive 2011/36/EU of the European Parliament and of the Council of 5 April 2011 on preventing and combating trafficking in human beings and protecting its victims and replacing Council Framework Decision 2002/629/JHA (OJ L 101, 15.4.2011, p. 1), which was transposed into national legislation by Law No. 4198/2013 (A ' 215).

(g) embezzlement [375 Penal Code (PC)],

(h) fraud (386-387 PC),

- (i) extortion (385 PC),
- (j) forgery (216-217 PC),
- (k) perjury (224 PC),
- (l) bribery-corruption (235-237 PC)

If the tenderer is a legal person, the above reasons for exclusion shall be assessed in relation to the members of the boards of directors and their legal representatives, and indicatively in accordance with the following:

If the tenderer has a corporate form, the above grounds for exclusion shall be assessed in relation to the managers in the case of general partnerships (GPs), limited partnerships (LPs), private companies (PCs) and limited liability companies (LLCs), and the members of the board of directors or any other legal representatives in the case of a société anonymes (SAs).

In the case of Cooperatives, and other legal entities, the above reasons for exclusion shall apply to the members of the Board of Directors and their legal representatives.

2. In the following cases:

a) where the tenderer is not fiscally up to date with regard to its tax obligations and not up to date with regard to its social security obligations concerning social security contributions (main and supplementary).

b) Where the tenderer has been fined, within a period of two (2) years prior to the deadline for submission of tenders, a fine with final effect for infringements of labor legislation that are classified, according to Ministerial Decision 2063/D1632/2011 (B ' 266), as in force, as "high" or "very high" seriousness.

(c) where the tenderer is bankrupt or is the subject of a reorganization procedure, a special liquidation procedure or a special administration procedure, or is under compulsory administration, or has entered into a composition procedure, or has suspended business activities, or is being wound up, or is in any analogous situation arising from a similar procedure provided for in national legislation.

(d) where the tenderer has been subject to a penalty of exclusion from participation in public tendering procedures.



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If the relevant decision does not specify a period of exclusion in cases (a) to (f) of the previous paragraph, this period shall be five (5) years from the date of the conviction by final judgment.

3. It is noted that in case of submission of a joint tender by a Union / Consortium, the above reasons for exclusion apply to each of the participants in the joint tender. If there are grounds for exclusion of even one participant in a joint tender, the joint tender submitted will be rejected.

The absence of the above grounds for exclusion shall be proved by certificates issued by the competent judicial or administrative authorities. These certificates shall be submitted to the Contracting Entity by the tenderer awarded the contract.

9. Selection criteria

Adequate professional and academic qualifications and professional experience that demonstrates the expertise and competences of the consultant (s) conducting the evaluation with regards to the context and conditions, strengths and challenges of the Greek and Cypriot civil society sector, knowledge of the international context is an advantage.

Specifically, expert(s) should have a combination of the following skills and experience:

- **Thematic Expertise:** The evaluation team should include experts with relevant knowledge and experience in areas related to EU rights and values as well as specific thematic priorities of the BUILD project in Greece and the Republic of Cyprus.
- **Geographic Knowledge:** Familiarity with the social and cultural context of Greece and the Republic of Cyprus is essential. Having team members who are knowledgeable about the regional variations and local dynamics can enhance the evaluation's accuracy and relevance.
- **Methodological Proficiency:** The team should possess a diverse range of evaluation methodologies, including quantitative and qualitative research skills. This enables them to use appropriate methods for data collection and analysis.
- **Linguistic Abilities:** Proficiency in Greek and English languages is essential to facilitate effective communication with stakeholders and access relevant documents and resources.
- **Gender and Diversity Sensitivity:** The evaluation team should be sensitive to gender and diversity issues, ensuring that the evaluation process accounts for the diverse needs and perspectives of various groups, including women, LGBTQ+ individuals, ethnic minorities, and persons with disabilities.
- **Impartiality and Independence:** The evaluation team should be independent and unbiased, free from conflicts of interest that could compromise the objectivity of the evaluation.
- **Participatory Approach:** The team should prioritize engaging stakeholders, including CSOs, beneficiaries, and other relevant actors, throughout the evaluation process to ensure inclusivity and gather diverse perspectives.
- At least **5 years** of experience in project and/or programme evaluation.

The evaluation must adhere to the highest ethical standards and comply with all applicable EU, international, and national laws on ethical principles. Evaluators are required to uphold and



safeguard fundamental EU values, including respect for human dignity, freedom, democracy, equality, the rule of law, and human rights, with a particular emphasis on the rights of minorities.

10. Budget

The budget available for the evaluation of the BUILD project is **€ 3.100 incl. VAT.**

The amount shall be paid in two instalments, following the successful completion of the deliverables, as follows:

- Advance payment: 50%
- Acceptance of the final report: 50%

It is expected that the tenderers shall have an input on what it is possible to achieve within this budget and thus the scope and the questions stated might be reviewed and updated.

11. Submission of tenders

The tender must be submitted as a single PDF document including technical and financial parts, the CVs of the proposed experts and the supporting documents.

Tenders must be submitted electronically to the following email: helpdesk@bodossaki.gr signed and stamped by the legal representative of the legal entity or the natural person.

The proposal shall be submitted with the subject: **“Tender for BUILD project Evaluation”**.

The deadline for submission is **27 March 2025 at 17:00 Greek time**, as evidenced by the date of receipt by the Bodossaki Foundation. Proposals that arrive after the deadline for submission for tenders will not be considered eligible for evaluation.

12. Contact Information

Any questions/requests for additional information or clarifications may be submitted no later than six (6) working days before the deadline by email (entitled BUILD Evaluation) to: helpdesk@bodossaki.gr

The Consortium has no obligation to provide clarifications to questions received after this deadline.



Answers to specific questions shall be uploaded on the project's webpage (FAQ document) to be available for all interested tenderers. No individual replies will be given to questions and thus it is advisable to consult the website regularly.

13. Protection of Personal Data

In the context of BUILD programme, with respect to the processing of personal data for the purposes of the present Terms of Reference, please refer to the relevant private notice available in the following link: <https://www.bodossaki.gr/en/privacy-notice-build-cerv-project/>, as well as to the General Personal Data Protection Policy of Bodossaki Foundation available in the following link: <https://www.bodossaki.gr/en/terms-of-use/>.

Annexes

Annex 1: Evaluation timeline and deliverables

Annex 2: Evaluation report template

Annex 3: Checklist

Annex 4: Table of similar services completed

Annex 5: Scoring criteria.

Annex 5: Useful links and resources

Annex 1: Evaluation timeline and deliverables

Deliverables	Description	Submission date
D.1 Final evaluation report	Final report based on the template provided in Annex 2 of the Terms of References in English	October 2025
D.2 Evaluation report summary	Summarized version of the evaluation report that are designed for dissemination on specific platforms and to relevant stakeholders as well as the public in both Greek and English.	October 2025



Annex 2: Evaluation report template

Executive summary

A summary of the evaluation, not exceeding 4 pages. It should present the evaluation criteria, the evaluation questions, and the main conclusions and recommendations. It shall be provided in Greek and English.

Background and context

This section should include:

- Concise description of the project evaluated
- Main purpose and scope of the evaluation

Methodology

This section should include the description of stakeholders and data sources consulted. It should list any limitations of the data collection methods, and the approach used for analyzing the evidence.

Findings

The findings should be structured according to evaluation criteria and the evaluation questions under each criterion. For each evaluation question answered, valid and triangulated findings should be clearly presented.

Conclusions

This section shall present conclusions stemming from the findings.

Recommendations

This section shall present any recommendations stemming from the conclusions. Alternatively, conclusions and recommendations could be presented together in a table format. Each recommendation should clearly identify to whom they are addressed, taking into consideration that key addressees of the report are the FO and the Donors. A maximum of 15 concrete and actionable recommendations are expected.

Annex 3- Supporting Documents Checklist

Checklist	Check	Comment
Summary of the experience of the tenderer and the proposed expert(s)		
CVs of proposed expert(s) who will conduct the evaluation (max 3 pages per CV)		
Technical proposal, including a timeline and a comprehensive work plan		
Financial Offer		
Valid tax statement		
Valid insurance statement		
Certificate of Commencement of Business/Activity for natural person/non-natural entity		
Tax registry (TaxisNet) entity and representation information (if applicable)		

Annex 4: Table of similar services completed.

Project Title:				
Name of Programme/Project	Budget	Description	Donor	Start-End date
Link of Published (evaluation) report or other document verifying the completion of evaluation (e.g certificate of successful contract completion including the relevant fees for the services provided)				

Please copy the above table as many times necessary

Annex 5: Scoring Criteria

Scoring Criteria	Max Score
1. Expertise and competence of the tenderer	30
2. Quality of the technical proposal	40
3. Quality of the financial proposal	30
Total	100

Annex 6: Useful links and resources

- **BUILD Project Guidelines:**
<https://www.bodossaki.gr/wp-content/uploads/2023/06/Guidelines-for-Applicants-BUILD-60623.pdf>
- **BUILD Project webpage:**
<https://www.bodossaki.gr/en/our-partnerships/institutionalorganisations/build-cerv/open-calls/>