

Terms of reference (ToRs) for the procurement of services below the EU threshold

Capacity Building of local Civil Society Organizations (CSOs)	Project number/ cost centre:
	23.4067.7-001.00

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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

WOW: Women Empowerment for Wellbeing (WOW) is a regional project launched in Armenia in November 2023 on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). WOW builds on the activities and results of the implemented GIZ-project EPIC and is focused on women's support and assistance. The project objective is to strengthen the rights, resources, and representation of marginalised, displaced and conflict-affected women in Armenia.

It specifically includes:

- Strategic and organisational advice on the provision of social services
- Capacity building and support of partner organisations as well as the target group of marginalised, displaced and conflict-affected women
- Promotion of economic participation
- Promotion of gender equality by strengthening women's participation in economic and social life
- Support community initiatives for the common good to foster gender equality.

WOW is highly committed to gender equality and promotes women's economic empowerment and social participation within their communities.

The necessity for conducting capacity building activities for selected CSOs working in the field of displaced and vulnerable population is very crucial as currently the Government of the Republic of Armenia reported that over 100,000 displaced people (including 30,000 children) have entered Armenia from Nagorno Karabakh since hostilities escalated on 19-20 September 2023.

CSOs play an important role in addressing the problems of displaced people from Nagorno Karabakh, especially when working in collaboration with the Government of Armenia and other international organizations working in the field of displaced population such as UNHCR.

CSOs often have strong connections with local communities and can engage directly with displaced populations. This grassroots approach helps in understanding the unique needs of individuals and communities, fostering trust, and ensuring that assistance programs are culturally sensitive and contextually appropriate.

At the same time, CSOs can complement the efforts of Government institutions by filling the gaps in service provision to displaced and vulnerable population. They can focus on specific aspects of support or provide additional resources to enhance the overall impact of relief and rehabilitation efforts.

Capacity building initiatives will strengthen the institutional capacities of CSOs and will equip CSOs with the necessary skills, knowledge, and resources to operate more effectively. This includes the trainings of CSOs staff in relevant areas such as **proposal writing, project management, financial literacy and accounting, fundraising and donor seeking**. As a result:

- CSOs will become more proficient, and they can better address the complex challenges associated with displaced populations, ultimately leading to more impactful and sustainable interventions.

- All CSOs participated at the series of trainings will be able to write a proposal/proposals with long-lasting coaching and support provided by the trainers/coaches and to submit to EPIC/WoW team, GIZ Armenia.
- Within the framework of EPIC/WoW Project five proposals directed towards community-based social participation and cohesion will be selected for financing by GIZ (grant projects).

Direct beneficiaries of the program are registered CSOs (NGOs, foundations, community-based organizations) that are committed to sustainable and inclusive local development and working on the whole territory of Armenia.

2. Tasks to be performed by the contractor

a. Objective

To conduct capacity building activities and to strengthen the institutional capacities of local Civil Society Organizations (CSOs) to implement projects aimed at socio-economic integration of displaced persons from NK.

b. The contractor is responsible for providing the following services:

It's essential for the contractor to work closely with the local CSOs, understanding their context, and customizing the capacity-building activities to meet their unique needs and challenges. Communication, collaboration, and a participatory approach are key elements in the successful execution of such an assignment.

1) Needs Assessment:

- Conduct a thorough needs assessment to identify the strengths and weaknesses of the local CSOs.
- Analyse the specific capacity knowledge gaps that need to be addressed and to present a Report on findings to GIZ.

2) Developing a Capacity Building Plan:

- Facilitate assessment of the local needs for developing needs-based proposals contributing to socio-economic integration aspects of the displaced persons in the local communities
- Create a comprehensive plan outlining the capacity-building activities to be undertaken to address the specific needs identified during the needs assessment.

3) Trainings and Workshops:

- Design and implement training sessions and workshops to enhance the skills and knowledge of CSO staff and members.
- Cover areas such as proposal writing, project management, financial literacy and accounting, fundraising and donor seeking, and other relevant topics based on the specific needs identified during the needs assessment.

4) Resource Mobilization:

- Assist CSOs in developing strategies for fundraising and resource mobilization.
- Provide guidance on grant writing, proposal development, and donor relations.
- Facilitate networking opportunities and collaborations among CSOs, encouraging the exchange of knowledge and resources.
- Help build partnerships with other organizations, government agencies, and stakeholders.

5) Reporting and Documentation:

- Maintain accurate records of capacity-building activities and their outcomes.
- As a result of all the interventions to ensure that each of the selected CSOs presents one detailed proposal including timeframe and budget to GIZ for further selection for possible funding.
- Provide final report to GIZ.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Deliverables	Involvement of experts	Timing/deadlines
Needs Assessment: <ul style="list-style-type: none"> - Conducted a thorough needs assessment to identify the strengths and weaknesses of the local CSOs. - Report on findings on specific capacity knowledge gaps that need to be addressed. 	7 expert days	April 10, 2024
Developing a Capacity Building Plan: <ul style="list-style-type: none"> - Comprehensive plan and methodology outlining the capacity-building activities to be undertaken to address the specific needs identified during the needs assessment. 	5 expert days	April 20, 2024
Trainings and Workshops: Delivering targeted training courses for CSOs based on the agreed curricula with GIZ team. Evidence of conducted trainings on proposal writing, project management, financial literacy and accounting, fundraising and donor seeking, and other relevant topics based on the specific needs identified during the needs assessment:	15 expert days	May 20, 2024

Deliverables	Involvement of experts	Timing/deadlines
<ul style="list-style-type: none"> - List of participants, - Agendas of trainings, - Photo documentation, - Handouts 		
Resource Mobilization: <ul style="list-style-type: none"> - Developed strategies for fundraising and resource mobilization. - Guidance on grant writing, proposal development, and donor relations. - Meetings/roundtables organised to facilitate networking opportunities and collaborations among CSOs, encouraging the exchange of knowledge and resources. 	5 expert days	May 31, 2024
Reporting and Documentation: <ul style="list-style-type: none"> - Maintain accurate records of capacity-building activities and their outcomes. - One detailed proposal (in English) including timeframe and budget from each of the selected CSOs to be presented to GIZ for further selection for possible funding. - Provide final report to GIZ. 	9 expert days	June 15, 2024

Period of assignment: April – June 2024.

The company will coordinate closely in all technical issues with the WoW Project of GIZ Armenia. All activities must be agreed with the GIZ. The reports shall be submitted to GIZ in English.

Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert months) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

Further requirements (1.7)

Capacity Building measures for local Civil Society Organizations (CSOs) need to be innovative, inclusive, participatory, and most of all inspiring. Besides direct support to targeted CSOs, the tenderer shall also ensure the transfer of knowledge (developed different strategic documents) to other CSOs – e.g. sharing templates, guidelines and training modules.

Company

The company needs to meet the following requirements:

- A documented path of experience with at least five years in the fields of conducting trainings as well as in the topics of proposal writing, project management, financial literacy and accounting, fundraising and donor seeking;
- Proven ability to access networks and individuals of the economic and social sectors in Armenia;

- Excellent understanding of and ability to meet the demands and standards of an institution of international development cooperation;
- Excellent understanding of how to approach and communicate with private businesses/start-ups, intermediaries, international organisations, government and state institutions;
- Structured, efficient, transparent and professional way of cooperation and communication, especially in case of applying as a consultancy company;
- Experience on gender mainstreaming is a strong asset;
- Creative and innovative approaches for substantial and user-friendly publications and presentations.

3. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): University degree in Management, Social Science, Economics or other relevant field
- Language (2.1.2): At least B2-level language proficiency in English
- General professional experience (2.1.3): 8 years of professional experience in the fields of working with CSOs and capacity building
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader

Short-term expert pool with minimum 2, maximum 3 members

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool, which should be implemented under the guidance and supervision of the Team Leader:

1) Needs Assessment:

- Conduct a thorough needs assessment to identify the strengths and weaknesses of the local CSOs.
- Analyse the specific capacity knowledge gaps that need to be addressed and to present a Report on findings to GIZ.

2) Developing a Capacity Building Plan:

- Create a comprehensive plan outlining the capacity-building activities to be undertaken to address the specific needs identified during the needs assessment.

3) Trainings and Workshops:

- Design and implement training sessions and workshops to enhance the skills and knowledge of CSO staff and members.
- Cover areas such as proposal writing, project management, financial literacy and accounting, fundraising and donor seeking, and other relevant topics based on the specific needs identified during the needs assessment.

4) Resource Mobilization:

- Assist CSOs in developing strategies for fundraising and resource mobilization.
- Provide guidance on grant writing, proposal development, and donor relations.
- Facilitate networking opportunities and collaborations among CSOs, encouraging the exchange of knowledge and resources.
- Help build partnerships with other organizations, government agencies, and stakeholders.

5) Reporting and Documentation:

- Maintain accurate records of capacity-building activities and their outcomes.
- As a result of all the interventions to ensure that each of the selected CSOs presents one detailed proposal including timeframe and budget to GIZ for further selection for possible funding.
- Provide final report to GIZ.

Qualifications of the short-term expert pool

- Education/training (2.6.1): University degree in Social Science, Economics or other relevant field
- Language (2.6.2): At least B2-level language proficiency in English
- General professional experience (2.6.3): 2 experts with 10+ years of professional experience in the CSO sector, strategic planning, Organizational Development, programmatic and financial management, 1 expert with 10+ years of professional experience in the PR, communication and visibility

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

4. Costing requirements

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of TL/key expert/short-term expert pool (please provide clear breakdown on duties and fees of each expert)	3 (including TL)		41	
Transport	Quantity	Price	Total	Comments
Travel expenses (car). Please note that travelling by private car is reimbursed with 100 AMD per km.				Travel within the country of assignment, transfer to/from etc.

5. Inputs of GIZ or other actors

Materials to be provided by GIZ:

- List of selected CSOs provided by UNHCR
- Capacities Needs Assessment of targeted CSOs conducted by GIZ.

6. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English (language).

The complete tender must not exceed 10 pages (excluding CVs). External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English (language).

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.