

Project: “Strengthening Civil Society in Eastern Partnership Countries”
PN: 21.2235.6-001.00
Mission: Conducting capacity building measures for partner CSOs
Period: 09/2023-09/2024

1. Background of the assignment

The programme “Strengthening Civil Society in the Eastern Partnership Countries” (EaP CSO) is a regional measure that strengthens CSOs in the countries of the EaP - Georgia, Moldova, Ukraine, Armenia, Azerbaijan and Belarus - who are committed to sustainable and inclusive local development. The programme is commissioned by the Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The programme supports civil society in the EU-associated and transition states in their contribution to achieving the Sustainable Development Goals.

Civil society plays a decisive role in the implementation of the 2030 Agenda and the citizen-oriented development of a society. However, CSOs in EaP countries that are committed to sustainable and inclusive local development are weak in terms of institutional and implementation capacities as well as regional exchange formats and external networking. Therefore, the program aims at developing internal and external capacities of CSOs in EaP countries, promotion of experience exchange and learning among CSOs through organization of capacity building measures, networking, experience exchange events, provision of grants thus contributing to sustainable and inclusive local development.

The project focuses on 3 areas:

Objective 1. Strengthening institutional capacities of local Civil Society Organizations (CSOs) in EaP Countries.

Objective 2. Promoting regional exchange and learning between Civil Society Organizations in EaP Countries.

Objective 3. Supporting implementation of pilot measures (grant projects) in the field of sustainable and inclusive local development in the regions.

Direct beneficiaries of the program are registered CSOs (NGOs, foundations, community-based organizations) and non-formal initiative groups of EaP countries that are committed to sustainable and inclusive local development. The project explicitly focuses on supporting and building capacities of CSOs active outside of the capital. Based on a call for interests, in Georgia 61 CSOs have been selected to participate in the programme.

Under the objective one, interested CSOs in EaP countries will be capacitated to properly carry out their mandate and become self-sustainable and actively operating organizations supporting development processes in different communities of Georgia. The support envisages two-folded approach: from one side CSOs will be supported by the programme in developing strategic documents and internal regulations for their organizations, from the other side they will have the opportunity to participate in different capacity building events and measures.

Earlier in 2022, in order to identify the needs of pre-selected 61 CSOs, in the framework of the programme, GIZ assigned PMCG Consulting to conduct the Capacity Needs Assessment of Target CSOs.

The results of the needs assessment allow understanding and identifying the existing gaps, issues and challenges selected CSOs face in Georgia, understanding the needs for improving institutional capacities, as well as to propose corresponding measures and topics for the organization of capacity building trainings, experience exchange events and expert support to CSOs.

Based on Needs Assessment Report overall, 6 key areas have been identified and grouped for capacity building of selected CSOs. The needs and gaps for both institutional and individual capacity building are grouped as follows:

Institutional challenges:

- lack of own incomes and high donor dependency in funding;
- an acute deficiency of human resources (caused by lack of funding and financial sustainability);

Internal organizational capacities:

- gaps in processes and practices of organizational management also caused by lack of funding and deficiency of human resources;
- lack of internal guidelines and strategic documents;
- lack of internal control mechanisms;
- absence of organizational strategic planning due to lack of expertise/resources;
- absence of instruments and services to ensure financial sustainability, lack of fundraising and project writing capacities and skills;

Human resources and financial management:

- Poor HR policies and procedures;
- Lack of financial management policy documents, procurement procedures, budgeting and accounting programmes;

External relations:

- Lack of strategic communication documents and human capacities for proper, purposeful and consistent communication with different target groups;
- Poor capacities and skills in terms of citizen and community engagement;
- Poor visibility and public trust;
- Issues with networking and partnership practices.
- Deficiencies in service provision (insufficient material and human resources).

Project planning and implementation:

- Lack in project planning and implementation knowledge, skills and capacities;
- Poor monitoring and evaluation practices, knowledge and skills.

Cooperation with municipalities, regional/international CSOs

- Need for systematized coaching and mentorship in the process of organizing sustainable cooperation with local authorities, municipalities, regional and international CSOs.

Under this assignment it is envisaged to organize a comprehensive capacity building support for target CSOs, including but not limited to trainings, experience exchange events, coaching, peer-mentoring, expert support to CSOs to develop their internal strategies, guidelines and procedures including measures for internally promoting gender equality.

2. Methodology

1. The applicant organization is advised to use combination of different tools and methods of capacity building, such as trainings and consulting, workshops, experience exchange events, coaching, peer-mentoring and expert support.
2. As a process, capacity building needs to be innovative, inclusive, participatory, and most of all, Inspiring.
3. Below is a summary of recommendations on how to organise capacity building activities:

Content: applicant organizations should provide innovative, inclusive and participatory methodology for each CB measure listed above.

3. Purpose of the assignment

Capacity building is a process that involves enhancing the knowledge, skills, and abilities of an organization or individual to achieve its objectives. Non-governmental organizations (NGOs) play a crucial role in delivering services and implementing programs in various sectors. Building the capacity of NGOs is essential to improve their effectiveness, sustainability, and impact.

The purpose of this assignment is to organize a comprehensive capacity building support for target CSOs, including but not limited to trainings, experience exchange events, coaching, peer-mentoring, expert support to CSOs to develop their internal strategies, guidelines and procedures including measures for internally promoting gender equality.

The objectives are:

1. Improve the organizational capacity of CSOs to plan, implement, monitor, and evaluate programs effectively.
2. Strengthen the technical skills and knowledge of CSOs in areas such as proposal writing and fund-raising, strategic planning, project planning and management, financial management, human resource management, and fundraising; social enterprises and financial sustainability, strategic communications, social media management and digital marketing, advocacy and stakeholder mapping, social research methods and policy analysis, internal procedures.
3. Enhance the leadership and governance capacity of CSOs to ensure efficient decision-making, transparency, and accountability.

4. Promote networking and collaboration among CSOs to share best practices, resources, and knowledge.

The preliminary proposed capacity building program of the project “Strengthening CSOs in EaP Countries” shall be designed under three work packages:

- **Work Package 1 (WP1)** – Building Internal and External Capacities,
- **Work Package 2 (WP2)** – Development of Strategic documents and internal regulations,
- **Work Package 3 (WP3)** – Experience exchange and networking.

To ensure a tailored approach to capacity building of CSOs, the following detailed categorisation of participants should be done:

Organisational level

- CSOs at different development stages,
- CSOs working in different sectors (service provision and advocacy).

Individual level

- CSOs leaders,
- CSOs staff members.

Capacity building activities should be designed and delivered taking into account the specificities of different participants and their respective needs.

The contracted NGO will be responsible for proper and high-quality organization and implementation of comprehensive capacity building support.

I. WORK PACKAGE I – BUILDING INTERNAL AND EXTERNAL CAPACITIES

The objective of Work Package 1 is to significantly increase internal organisational capacities (skills, competences, organisational changes implemented) as well as external capacities of CSOs. Capacities will be measured by skills pre- and post- tests and documented organisational changes.

The WP1 will target 61 CSOs from different sectors and will focus on improving their internal organisational capacities, by providing tailored trainings on: 1) Writing project proposals and fund-raising; 2) project planning and management (incl. M&E); 3) strategic planning, organizational strategy; 4) social enterprises and financial sustainability of non-profit organizations; 5) social media management and digital marketing; 6) social research methods and policy analysis; 7) financial management; 8) HR management 9) internal procedures in non-profit organizations;

To improve external capacities of CSOs training topics include but are not limited to the following topics: 1) Fundraising, 2) strategic communications; 3) service provision; 4) citizen and community engagement 5) advocacy and stakeholder mapping;

The training modules mentioned above are directly linked to the capacity building needs identified by the assessment and will cover single subjects, several subjects or part of subjects as appropriate. The facilitators will be selected experts – qualified academics, practitioners or sector experts. Out of 61 CSOs that participate in training modules, at least 20 CSOs (those who express the need for additional ongoing support) will continue to develop capacities through the need-based institutional advice and coaching under Work Package II.

II. WORK PACKAGE II – DEVELOPMENT OF STRATEGIC DOCUMENTS AND INTERNAL REGULATIONS

The objective of Work Package 2 is to support 20 out of 61 CSO in developing Strategic Development Plans and internal procedures and regulations, thus strengthening CSOs institutionally. The set of documents include but are not limited to the documents in the following areas:

1. Governance/Strategic management (e.g. strategic development plan, Membership plan, Board of Directors handbook, Gender equality and environmental procedures, etc.)
2. Financial management and sustainability (e.g. fundraising strategy and plan, financial management documentation, internal procurement guidelines, internal and external control procedures, etc.)
3. Human resource management (HR guidelines, plan, job descriptions, etc.)

III. WORK PACKAGE III – EXPERIENCE EXCHANGE AND NETWORKING

The objective of Work Package 3 is to contribute to experience exchange and networking of partner CSOs.

The WP 3 will target mainly leaders of the organisations. They will be given the opportunity to take part in round tables or similar events (discussion forums and civic dialogue meetings) which aim at facilitating the collaboration among CSOs to find solutions to common challenges and creating effective networks between the different actors/stakeholders of the social ecosystem.

4. Expected Results

The following results are expected to be achieved during the assignment:

1. Trainings in average 2–5-day courses on listed topics delivered (grouping of topics is also possible); at least 7 topics are covered; including identification of up to 5 potential participants/candidates for TOT per selected topic;
2. Expert support to develop Strategic plans and internal procedures/regulations for at least 20 CSOs is provided.
3. 20 strategic plans and internal regulation packages are in place.
4. At least 5 experience exchange meetings/round table discussions are organized.

The assignment covers the period from **10st September 2023 to 1th September 2024 (12 months)**.

Schedule and Level of Efforts

Tasks	Expert days (approximate)	Tentative timing of tasks	Deliverables
Work package I : Building internal and external capacities	up to 60 days	10.2023-04.2024	Identification of CSOs and preparatory work Delivering 2-3 day trainings on at least 7 selected topics
Work package II: Development of strategic documents and internal regulations	up to 90 days	10.2024-06.2024	Expert support and coaching to develop strategic plans and internal regulations;
Work package III: Experience exchange and networking	up to 40days	01.2024-08.2024	experience exchange events including Mentorship and organization of exchange visits/ study trips within Georgia
Reporting	up to 10 days	During the project cycle	provision of interim and final reports
Total	200 days		

The contracted organization will closely work with GIZ in organization and implementation of all its tasks. The Contracted organization will directly report to the GIZ EaP CSO Programme National Coordinator (in Georgia) on the progress and completion of the tasks. All reporting should be done in English

5. Technical and Financial Proposal

Interested organizations shall provide a Project Proposal and a Financial Proposal in English according to the formats provided by GIZ.

6. Reporting

6.1. Submit mid-term and final reports on project implementation. Reports should also include the assessment and analysis of strength and weaknesses and respective recommendations with regard to the changes to be made for the next fiscal year.

6.2. Reporting shall be made in English. Executive summary of the mid-term and final reports shall be also submitted in English. Final report shall be submitted in one document according to the structure and content defined by the terms of reference.

7. Other terms

- 7.1 Service provider shall regularly provide information on results and perform all the assignments listed in the ToR in a close coordination and agreement with GIZ.
- 7.2 During the performance of the assignment, service provider shall meet the personal data protection standards envisaged by the legislation.

8. Submission and Selection of Proposal

Partner for the consultancy service will be selected based on a competition.

Entrepreneurial (LLC) and non-entrepreneurial legal entities (NLE, NPO), NGOs/CSOs are eligible to participate in the competition.

GIZ reserves the right to check the information indicated in the application. Application will be cancelled in case of inaccurate information.

Selection criteria

- 1.The technical proposal shall provide evidence of the organization's capabilities and assignment-related experience in executing similar projects in the area of strengthening civil society organisations conducting trainings, coaching and mentorship programmes;
- 2.The technical proposal shall explain in detail how the company will plan the work and perform the objectives listed in the Terms of Reference (ToR) document considering such aspects as compliance with the ToR, implementation methodology, timelines of actions included in the technical proposal;
3. A work plan, including implementation schedule of number of workdays per tasks to be performed by the contractor for completion of this assignment;
- 4.Experts assigned to executing of the tasks outlined in the ToR shall have the relevant professional experience and qualifications as indicated below under the section: “**Professional experience of presented team**”;
- 5.Budget cost efficiency.

General Professional experience of presented experts/team:

- At least 5 years of experience in strengthening CSOs, delivering trainings, coaching and mentorship support to civil society organizations;
- Experience working with and knowledge of CSOs (relevant information should be attached);
- Experience in working with international organizations;
- At least two implemented projects of similar nature (information should be attached);
- Good command of written and spoken Georgian. Good knowledge of English of at least one expert.

Suggested experts should possess:

Expert 1 (team leader)

- University degree in in social sciences, law, HR management, economics, public relations or comparable academic background; (2.1.1 of assessment grid)

- At least five years of working experience in managing similar projects; (2.1.3 of assessment grid)
- Expert level competences in the area of strengthening civil society organizations (2.1.4 of assessment grid)
- Strong analytical and writing skills and experience in producing analytical and strategic development documents; (2.1.3 of assessment grid)
- Good command of written and spoken Georgian; Good command of written and spoken English; (2.1.2 of assessment grid)
- Excellent communication and coordination skills between various stakeholders (2.1.3; 2.1.5 of assessment grid);
- Experience in working with international organizations (2.1.3 of assessment grid).

Pool of up to 5 experts for targeted capacity development measures(strengthening CSOs, executing training, coaching and mentorship supports)

- University degree in social sciences, law, HR management, economics, public relations or comparable academic background; (2.6.1 of assessment grid)
- Expert level competences and experience in the area of strengthening CSOs, executing training, coaching and mentorship support) ; (2.6.4 of assessment grid)
- Additional competences in HR, fundraising, organizational development, PR and communication, accounting and financial management and procurement procedures and other relevant areas listed under ToR (2.6.4 of assessment grid)
- Practical experience in drafting project proposals; (2.6.4 of assessment grid)
- Excellent communication and coordination skills with various stakeholders (2.6.3 of assessment grid);
- Good command of written and spoken Georgian; Good knowledge of English would be a preference; (2.6.2 of assessment grid).

Expert (support staff – if necessary)

- Graduate or undergraduate level of education;
- Good communication and coordination skills;
- Good command of written and spoken Georgian;

More detailed information on assessment criteria is provided under the annexed assessment grid.

Note: *Expected number of experts (including support staff) suggested by a bidder for the given assignment is up to five.*

Project Duration and payments

Tentative contract period for the service will be **10.09.2023 – 01.09.2024**.
Within the frames of the contract the payments will be made gradually.

Submission of Application

Application should be submitted in English.

Technical proposal should contain the following information (*recommended structure of the proposal*):

1. *Title page*

Name and registration number of organization; legal address, telephone number, e-mail address, director of organization - signature and stamp of a director.

2. Project name and implementation period (month/year-month/year)

2.1 Project Description

2.2. project goals and objectives and implementation methodology (shall be in compliance with the terms of reference under this tender announcement);

2.3 Activities defined by the project and implementation schedule

#	Activity	September	October	November	December	...	Comment
1	X						[If Relevant]
2	Y						
3	Z						
...	...						

2.4 Persons involved in the project and their functions

Please, indicate the list and functions of persons, who will be involved in the implementation of the project and will be respectively indicated in the budget.

2.5 Annex

Respective Resumes (CV) of the staff involved in the implementation of the project should be attached to the application.

Applicant may attach any additional relevant information to the application.

The Financial offer

The attached price schedule is required to be used for the preparation of the financial offer.

Please calculate your price bid in line with sample costing requirements specified in the attached price schedule.

Budget should not contain the costs that are not relevant for the activities envisaged under the project. Neither ongoing costs of the organization nor any kind of debt will be covered from the budget.

NOTE: GIZ is released from VAT payment in Georgia when purchasing different types of services/goods, therefore, budget should be submitted without VAT. However, potential service providers should consider that they will not be released from VAT payment when purchasing goods/services within the frames of the given assignment.

**** indicated fees shall include income tax and pension fund costs.**