

Terms of Reference for Institutional Consultancy
to assess organizational capacities and analyse training needs of small-sized CSOs in Azerbaijan
to participate in the local development

Project background

The EU and UNDP highly value dynamic civil society environment, which contributes towards sustainable development and inclusive growth, and recognize the important role of the civil society in support of the 2030 Agenda on Sustainable Development. The organizations have developed long-term partnership realized through a number of initiatives that promote a conducive environment for CSOs, foster meaningful participation of CSOs in local development as well as strengthen CSOs' internal capacities.

To further support engagement of the civil society in the national development process, EU and UNDP have launched a new 3-year project "Developing innovation-driven and sustainable civil society in Azerbaijan". The project is designed as a multi-dimensional response to accelerate the development and growth of the civil society sector in Azerbaijan through building capacities for local development and community activism, policy formulation, promoting social entrepreneurship and stimulating social innovation.

The project's overall development objective is to contribute to building conducive environment for a vibrant, sustainable and innovation-driven civil society in Azerbaijan. The project specifically aims to boost capacities of small-size and mainly region-based CSOs by enhancing their organizational development and community activism. The capacity development component of the project is expected to equip local CSOs with knowledge, skills, networking and funding opportunities, and to give impetus to greater citizens' participation and engagement in local development processes around priority issues such as SDG Agenda, climate change and environment and response to COVID-19.

The organizational capacity of regional CSOs continues to be significantly weaker than that of organizations in the capital because of their more limited access to funding (both foreign and domestic), legal and administrative barriers, and weak human capital. Rural CSOs do need financial support, but more importantly, they need assistance in organizational development. As a result of limited access to funding and overall weak management practices, stagnating rural CSOs fail to provide much-needed social, educational and advocacy services for their communities which, in turn, undermines further regional development at the grassroots level.

Against this background, UNDP will launch a capacity building programme (CBP) tailor-made to the specific needs of the small-size CSOs mainly based in the regions of Azerbaijan. The design of the CBP will be informed by a comprehensive organizational capacity assessment and analysis of the training needs to be carried out by a national institution (Service Provider).

Objective and scope of the assignment

The objective of the assignment is to conduct a comprehensive assessment of the baseline capacities and analyse training needs of the small-size CSOs, predominantly based in the rural areas of Azerbaijan. The assessment should establish the current capacities of the local CSOs, identify gaps and provide a guide for the effective delivery of future capacity development initiatives.

Specific areas for assessment should include but not limited to the following capacities:

- Organizational development and internal management
- Financial sustainability and fund raising
- Community mobilization and participatory techniques
- Advocacy and outreach
- Project cycle management
- Service delivery
- Infrastructure

It is expected that the assessment should cover up to 40 CSOs and will include start-up level, small or micro-size CSOs, community-based and grassroots organizations that have so far been unable to make a meaningful contribution to local development due to lack of basic capacities and poor resource base.

Duties and responsibilities

The Institution is expected to perform the following tasks:

- Prepare detailed methodology for the capacity assessment and training needs analysis (to be agreed with UNDP);
- Carry out capacity assessment process following approved methodology;
- Analyse findings and produce draft capacity assessment report (existing capacities, capacity gaps and training needs);
- Validate the draft report with key stakeholders (CSOs, UNDP);
- Provide inputs into the Terms of Reference for the consultants to be engaged in the future capacity building initiatives for local development;
- Finalize and submit the report to UNDP.

The Service Provider is also expected to be available for follow-up questions during the preparation of the capacity building programme.

Key deliverables

1. An inception report including a work plan, detailed methodology, report format and timeline, to be submitted within 7 days from the commencement of the assignment.
2. Draft report with preliminary findings, to be submitted within 40 days after approval of the

methodology.

3. A consolidated report which includes findings of the capacity needs assessment and analysis of training needs to be submitted within 3 days after the completion of the validation process, including inputs into the Terms of Reference for the consultants to be engaged in the future capacity building initiatives for local development

CRITERIA FOR THE ASSESMENT OF THE PROPOSAL:

Criteria for Contract Award: Highest Combined Score (based on the 70% technical offer and 30% price weight distribution).

Technical Proposal (weight 70%):

Expertise of the Firm: 30

- At least 5 years of proven experience in conducting organizational capacity needs assessments – 15 points
- At least 3 years of experience working in organizational development, capacity building in the areas covered by the assessment – 10 points
- Previous experience of work with the CSO sector – 5 points

Methodology and Implementation plan: 30

Methodology - 15

Implementation plan - 15

Team composition and Qualification of Key Personnel: 40

Adequacy of the team composition to the complexity of the assignment – 15

Qualification of the team leader – 25

Team leader must meet the following requirements:

- Advanced degrees in development studies, social sciences, economics or related discipline; (2 p)
- A minimum of ten (10) years' experience in conducting organizational capacity needs assessments, experience with self-assessment processes will be an advantage; (10 p)
- Previous experience of work with the CSO sector; (5p)
- At least 5 years of experience working in organizational development, capacity building in the areas covered by the assessment; (5p)
- Excellent writing and communication skills in Azerbaijani and English; (3p)

Other skills:

- Strong interpersonal skills and the ability to communicate and work well with diverse people.

Financial Proposal (weight 30%):

To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received.

$$Sf = \frac{\text{Lowest Proposal}}{\text{Proposed Proposal}}$$

Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1; S = St x T% + Sf x P%.

The contract will be awarded to the Service Provider whose proposal will obtain the highest aggregate score based on the technical and financial evaluation.

If a company passes 70% minimum threshold as a result of technical evaluation, then UNDP will officially request the companies passing 70% to provide their passwords for financial proposal. The companies not gaining 70% for technical evaluation will not pass to the next stage of evaluation and their passwords will not be requested.

MONITORING AND EVALUATION:

UNDP Project team and UNDP Programme Advisor are responsible for monitoring and evaluation of all deliverables.

PROPOSED PAYMENT SCHEDULE:

The schedule of payments for the services will be agreed with the Contractor before the start of the assignment. A preliminary schedule is provided below.

Outputs	Percentage	Timing for completion of the output	Condition for Payment Release
An inception report including a work plan, detailed methodology, report format and timeline	30%	Within 7 days from the commencement of the assignment	a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.
Draft report with preliminary findings, to be submitted within 40 days after approval of the methodology.	40%	within 40 days after approval of the methodology.	
A consolidated report which includes findings of the capacity needs assessment and analysis of training, including inputs into the Terms of Reference for the consultants to be engaged in the future capacity building initiatives for local development	30%	within 3 days after the completion of the validation process.	