

TERMS OF REFERENCE (TOR)

Provide technical assistance to Civil Society Organizations (CSOs) and build their capacity to fully participate in the regional women’s movement building. Build capacity of a CSO to become a regional grant making entity to provide regional leadership in the five countries - Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.

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| Location | Home-base |
| Expected duration of the assignment | October 2021 – August 2022 |
| Application deadline | 20 August 2021 |
| Language required: | Russian and English |
| Reporting | Spotlight Initiative Project Officer |

I. Background

The Spotlight Initiative is a global, multi-year partnership between European Union and United Nations to eliminate all forms of violence against women and girls by 2030.

Funded by the European Union, the Initiative is responding to all forms of violence against women and girls, with a particular focus on domestic and family violence, sexual and gender-based violence (SGBV) and harmful practices, femicide, trafficking in human beings and sexual and economic (labour) exploitation.

Further information can be found at <https://www.spotlightinitiative.org>

The Spotlight Initiative regional programme for Central Asia and Afghanistan managed from Kazakhstan (Almaty) in cooperation with all participating countries will harness the collective expertise, experiences, challenges and energy of gender equality advocates from the five Central Asian countries, as well as Afghanistan. It invests in the development of a Central Asia Alliance on SGBV, comprised of both government and non-governmental stakeholders, including parliamentarians, ministries and government departments, judiciary and police, civil society organisations, activists, survivors, youth, men and religious leaders.

Through collective thinking and collective advocacy, Central Asia-specific models for legislative, policy and institutional reform will be developed that will be grounded in the international norms and standards guiding work on SGBV, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Convention on the Rights of the Child (CRC) and the Istanbul Convention. In

addition, the Models will reflect the importance of gender-responsive budgeting (GRB) methodologies – including costing – to ensure prevention and response to SGBV and harmful practices is robust and in line with the Global agenda to leave no one behind.

The Spotlight Initiative Pillar 6 aims at strengthening regional leadership, coordination, knowledge sharing and networking of women rights organizations to support CSOs collective and strategic engagement with governments and other actors within the broader Alliance for Central Asia on SGBV.

Women’s movement in Central Asia have been hampered by lack of resources, limited access to information sharing and limited platforms for dialogue both within countries and regionally. The lack of strong CSO coalitions in Central Asia has created barriers to sustained collaboration between women’s organizations beyond project-based activities and reduces the potential impact of each organization.

There is a need to develop capacities and provide opportunities for women’s rights organization, including rural organizations and those representing women groups facing multiple and intersecting forms of discriminations, to connect and learn from experiences and inspire innovation and new ways of working, promoting cross-border cooperation and joint advocacy initiatives in the region. Capacities also need to be developed to meaningfully engage in decision making processes and to be able to form strong feminist movements, connected with national and regional movements, to demand accountability decision-makers. In addition, there is a need for stronger sharing of CSO knowledge on lessons in SGBV programming, and exposure to promising global practices, which often is limited to larger NGOs or international NGOs.

As a result of the SI regional programme activities, a regional CSO network, linked to the Central Asian SGBV Alliance, will be established, involving WROs, CSOs, activists, survivors and women’s rights defenders across the six countries - Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan and Afghanistan, to strengthen the role of CSOs to strategically and collectively engage as accountability holders in their engagement with the Central SGBV Asia Alliance and other national and international platforms.

As a first step to support the demand from CSOs in the region, the Regional Workshop “Convening a Civil Society Network for Central Asia and Afghanistan to end Sexual and Gender-Based Violence” was organised by the Spotlight Initiative Regional Programme for Central Asia. The overall objective of the workshop was to contribute to the development of a regional civil society network in Central Asia and Afghanistan to end SGBV.

Also, a scoping study to map active women’s rights CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, in the six countries - Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan and Afghanistan is being conducted. As a result of the scoping study, a longlist of the women’s right organizations with potential to become a regional grant making body will be defined.

In addition, a comprehensive assessment and outreach strategy will be conducted in an effort to identify CSOs to be targeted under this component of Pillar 6, to ensure support to smaller less known grassroots organizations, representing the most vulnerable and marginalized groups. Capacity development support needs would range from strengthening expertise on SGBV and advocacy to communication skills,

leadership, operational and management skills, to resource mobilization and practical support for legal registration.

II. Responsibilities and Expected Results

It is expected that the Responsible Party (RP) will 1) build capacity of the selected CSO¹ on requirements for grant-making procedures, provide technical support to develop strategies for resource mobilization and use of alternative funding mechanisms; and 2) provide technical assistance and capacity building of other CSOs in the six countries - Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan, and Afghanistan²- to fully participate in the regional women's movement building.

The process of selection of a CSO to become a grant making organization will include a call for expression of interest from the longlisted during the scoping study CSOs and assessment of the capacity of those CSOs who will express the interest.

After selection of the CSO, RP will provide technical support to this CSO on requirements for grant-making and resource mobilization and use of alternative funding mechanism, such as crowd sourcing, so that the CSO will be ready to provide regional leadership and influence policy making. This will include a study visit to an already established international grant-making entity to learn from international best-practices (depending on the epidemiological situation, online sessions on experience and knowledge exchange could be organized).

Through this support a regional funding mechanism linked to regional and national needs and priorities for the Central Asia women's movement will be established.

The second part of the assignment requires to build capacity of the CSOs for regional movement building. The capacity building activities for CSOs may include but not limited to training on strengthening expertise on SGBV, advocacy and communication skills, leadership, operational and management skills, resource mobilization and practical support for legal registration. Given the different levels of CSO development and existing restrictions to certain CSOs within the different Central Asian countries, the support provided will be tailored to the specific context and realities faced by CSOs.

RP will take over the process of supporting civil society for network development that started earlier³. The participants of the Regional Workshop have developed a Draft Roadmap that includes in-country consultations to continue the discussions regarding network charter development and the second

¹The RP will organize a process of the CSO selection from the scoping study longlist of potential women's CSOs.

² The SI Regional Programme primarily focuses on the five countries of Central Asia and brings in Afghanistan at relevant times for sharing of experiences, learnings and best practices. The programme has therefore been designed to primarily address the needs of Central Asia and has identified those specific areas in which a Central Asia/Afghanistan dialogue would be mutually beneficial.

³ The Regional Network Draft Charter and Roadmap developed by the participants of the regional workshop will be provided.

regional workshop to be organised once the in-country consultations have finalised, bringing together participants from each country.

The assignment also includes a ToT (training of trainers) to representatives of regionally active CSOs to strengthen their capacity to support other CSO in the region.

As a result of this assignment, civil society organizations, women rights' organizations, activists and women's rights defenders will strengthen their capacities to design, implement and monitor their own programmes on ending SGBV, as well as consolidate their efforts to end Sexual and Gender-Based Violence in Central Asia and Afghanistan. With the establishment of a regional grant-making entity with capacity to act as a leader on regional women's building, international donors will have a new mechanism to better reach and fund grassroot organizations in the region. This support will further enable CSOs in the region to sustain their operations and continue to strengthen the women's movement.

The Responsible Party will be responsible for the following deliverables:

- 1) Provide a detailed workplan with responsible persons and timeframe for each step;
- 2) Develop a Concept Note for the mechanism for supporting involvement of CSOs (including representatives of the CSO Regional Reference Group (CS-RRG)) in the regional women's movement building, that will ensure engagement of underrepresented grassroot women CSOs; please take into account specific political and economic context in different countries of the Central Asia region and Afghanistan;
- 3) Develop a Concept Note and Terms of Reference (TOR) for technical support (training of trainers) to existing regionally active CSOs to strengthen their capacity to support other CSO in the region; process, programme, methodology, logistics and technologies, monitoring and evaluation;
- 4) Organize selection of the CSO with a potential to become a grant making body (from the longlisted CSOs identified during the mapping study⁴);
- 5) Develop a monitoring and evaluation plan, indicators, qualitative and quantitative targets, tools and include follow-up analytical reports based on feedback and responses in the quarterly and final narrative reports;
- 6) Develop a communication plan; media monitoring plan (including social media); publications, broadcast, photographs, video, roll-ups and other visual materials;
- 7) Deliver the capacity building activities to CSOs in the six countries (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan and Afghanistan⁵): organize at least 3 trainings in each country, indicating concrete number of direct and indirect beneficiaries, involved CSOs (including representatives of the CS-RRG) and activists, survivors, youth, media, disadvantaged groups (rural

⁴ The longlist will be provided

⁵ Engagement of Afghanistan CSOs will be done through the Program Manager of the SI country programme in Afghanistan

- CSOs, organizations working with persons with disabilities, HIV positive, migrants, etc.); simultaneous translation to/from English needs to be provided for all capacity building activities;
- 8) Organize a three-day TOT for 15 CSO representatives from the five countries (F-2-F or online⁶); agenda, list of participants, handout materials for the training (with translation into 5 Central Asia countries languages);
 - 9) Organize in-country CSO consultations in each of 6 countries, with involvement of the regional workshop participants and CS-RRG, to present the results of the workshop and continue the discussions regarding all the points included in the draft network chart; identify key networks and organizations in each country, including grassroots organizations that work in rural areas. The meetings will be organized either face to face, remotely or both, depending on the pandemic situation and the restrictions in each country; simultaneous translation to/from English needs to be provided;
 - 10) Build capacity of the selected CSO on grant-making procedures and processes: provide technical support and all needed knowledge materials for each step of grant making process: manuals, guidelines, calls for applications, procedures, evaluation process, contracting, payments, monitoring and evaluation tools, closure (including all forms and templates);
 - 11) Develop strategies for resource mobilization and use of alternative funding mechanisms;
 - 12) Provide quarterly narrative and financial reports on templates provided. All supporting documents as attachments (e.g. sign-in sheets, photos, video, media mentions with links, scans of financial documents, etc);
 - 13) Organize a study tour for two representatives of the selected CSO who will receive the firsthand experience from the experienced grantmaking organization by learning from and shadowing relevant colleagues; the format of the study tour will depend on the epidemiologic situation;
 - 14) Organize a regional workshop once the in-country consultations have finalized, bringing together participants from each country. Participants will present the summary of the in-country consultations and will finalize the network chart.
 - 15) Final report with relevant recommendations and supporting knowledge materials (guidance, manuals, advocacy toolkits, etc) as attachments.

III. Indicative Timeline

It is expected that the Responsible Party will start the work in **October 2021** and deliver all planned outputs **by end of August 2022**.

⁶ The format will depend on epidemiological situation

IV. Qualifications Requirements

Organization / company requirements:

- Be an officially registered national or international entity (based in a CA country or outside);
- Have at least 10 years of proven experience in civil society development, grant making, women's rights, gender equality and women's empowerment (GEWE);
- Proven experience of operating at the sub-regional/regional levels;
- Practical experience in capacity building of CSOs, creation of networks and grant making in all 5 countries of the Central Asia;
- Developed cooperation and partnerships with CSOs and authorities of five Central Asian countries;
- Established quality assurance and control procedures;
- Similar experience in working with international organizations.

Team leader qualified requirements:

- Availability of an academic degree of a master/PhD of economic/ law / gender / social sciences;
- At least 10 years of managerial and leadership experience involving planning, coordinating and executing multiple tasks with the participation of various stakeholders;
- At least 10 years of grant making and capacity building experience;
- Language qualifications: fluency in Russian and English. Knowledge of Central Asian languages will be an advantage.

Senior Expert qualified requirements:

- Presence of a master's degree of economic / law / gender / social sciences or higher;
- At least 5 years of experience in research in the field of civil society organizations, women's rights, gender equality and/or CSOs capacity assessment and development, women's movement building;
- At least 5 years of professional experience in the field of CSOs capacity building; experience in supporting capacity-building related to gender mainstreaming, gender responsive budgeting (GRB), ending violence against women and girls (EVAWG);
- Experience in working with international and / or donor organizations;
- Language qualifications: fluency in Russian and/or English. Knowledge of Central Asian languages will be an advantage.

Qualified requirements for a member of trainers' team:

- Relevant higher education in the field of economic / law / gender / social sciences, project management, monitoring and evaluation;
- At least 5 years proven experience in conducting/facilitating training for CSOs;
- Experience of facilitation and managing multi-stakeholders and multi-country environment;
- Knowledge of CSOs in Central Asia;
- Language qualifications: fluency in Russian. Knowledge of Central Asian languages will be an advantage.

V. Payment allocation:

| | Deliverables | Percentage of Total Price | Payment time period |
|---|---|----------------------------------|--|
| 1 | <p>Deliverables:</p> <ol style="list-style-type: none"> 1. Detailed workplan with responsible parties and timeframe for each step; 2. Concept Note for the mechanism for supporting involvement of CSOs in the regional women's movement building, that will ensure engagement of underrepresented grassroots women CSOs; 3. Concept Note and Terms of Reference (TOR) for technical support (training of trainers) to existing regionally active CSOs to strengthen their capacity to support other CSOs in the region; process, programme, methodology, logistics and technologies, monitoring and evaluation; 4. Selection of the CSO with a potential to become a grant making body from the longlist of the identified during the mapping study CSOs; 5. M&E plan, indicators, qualitative and quantitative targets, tools; 6. Communication plan, media monitoring plan (including social media); | 30% | Within 15 days upon accepting the interim report by the SC Project Officer |

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| 2 | <p>Deliverables:</p> <p>7. Deliver the CSOs' capacity building activities in the six countries: at least 3 trainings in each country, indicating concrete number of direct and indirect beneficiaries, involved CSOs (including representatives of the CS-RRG) and activists, survivors, youth, media, disadvantaged groups (rural CSOs, organizations working with persons with disabilities, HIV positive, migrants, etc.); simultaneous translation to/from English needs to be provided for all capacity building activities;</p> <p>8. Three-day TOT for 15 CSO representatives from the five countries (F-2-F or online); agenda, list of participants, handout materials for the training (if in English, translated into Russian and 5 Central Asian languages);</p> <p>9. In-country consultations in each of 6 countries; identified key networks and organizations in each country; face to face, remotely or both, depending on the pandemic situation and the restrictions in each country; simultaneous translation to/from English to be provided;</p> <p>10. Build capacity of the selected CSO on grant-making procedures and processes: provide technical support and all needed knowledge materials for each step of grant making process: manuals, guidelines, calls for applications, procedures, evaluation process, contracting, payments, monitoring and evaluation tools, closure (including all forms and templates);</p> <p>11. Strategies for resource mobilization and use of alternative funding mechanisms;</p> <p>12. Quarterly narrative and financial reports on templates provided. All supporting documents as attachments (e.g. sign-in sheets, photos, video, media mentions with links, scans of financial documents, etc);</p> | 30% | Upon accepting the interim report by the SC Project Officer |
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| 3 | Deliverables: - Continued delivery of the capacity building activities to CSOs in the six countries to engage them in the regional network building; - Continued capacity building of the selected CSO on grant-making procedures and processes; 13. Study tour for two representatives of the selected CSO who will receive the firsthand experience from the experienced grantmaking organization by learning from and shadowing relevant colleagues; the format of the study tour will depend on the epidemiologic situation; 14. Regional workshop, bringing together participants from each country; 15. Final report with supporting documents as attachments. | 40% | Upon accepting the final report by the SC Project Officer |
| | Total | 100% | |

VI. Selection process:

Applications must meet minimum qualification requirements which have been reflected in technical evaluation form. The cumulative evaluation consists of evaluation of technical proposal (70%) and the financial proposal (30%).

Applications that will accumulate at least 490 points of the maximum 700 points during the technical evaluation process will be qualified for financial proposal*.

*Each bidder must submit financial proposal in accordance with template provided in solicitation documents.

The financial offers of the technically qualified bidders will be weighted in terms of selection points as per below formula:

$$B = T + C_{low} / C \times 300, \text{ where}$$

T- is the universal technical score awarded to the evaluation of the proposal (only those proposals that pass 70% of the technical evaluation);

C is the financial offer of the bidder; and

Low- is the lowest financial proposal among all evaluated bidders.

300 is the maximum financial point that can be obtained.

The successful bidder will be selected based on the highest aggregated score (technical and financial scoring).

EVALUATION CRITERIA

Technical Evaluation Criteria

| Section 1. Organization's qualification, capacity and experience | | Points |
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| 1.1 | <p><u>Reputation of organization and staff credibility / reliability / industry standing</u></p> <p>Organization shall provide a brief description of the organization, including the year and country of incorporation, and types of activities undertaken (provide copy of charter documents)</p> <p>Organization shall provide confirmation of cooperation and involvement of international experts.</p> | 20 |
| 1.2 | <p><u>General Organizational Capability</u></p> <p>Organization shall:</p> <p>a) Outline General Organizational Capability which is likely to affect implementation (i.e. management structure, financial stability and project financing capacity, size of the organization, strength of project management support e.g. project management controls, global networking, financial stability).</p> <p>b) Include a description of past and present experience and relationships that have a direct relationship to the performance of the TOR. Include relevant collaborative efforts the organization may have participated in.</p> <p>c) Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors. Special attention should be given to providing a clear picture of the role of roles, responsibilities, reporting lines and accountability.</p> | 50 |
| 1.3 | <p><u>Relevance of specialized knowledge and experience on similar engagements done in the region / country</u></p> | 150 |
| 1.3.1 | <p>At least 10 years of proven experience in civil society development, grant making, women's rights, gender equality and women's empowerment (GEWE);</p> | 50 |



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| 1.3.2 | Proven experience of operating at the sub-regional/regional levels; | 30 |
| 1.3.3 | Practical experience in capacity building of CSOs, creation of networks and grant making in all 5 countries of the Central Asia; | 30 |
| 1.3.4 | Developed cooperation and partnerships with CSOs and authorities of five Central Asian countries; | 20 |
| 1.3.5 | Similar experience in working with international organizations. | 20 |
| 1.4 | <u>Quality assurance procedures, risk and mitigation measures</u> Organization shall describe the potential risks for the performance of the TOR that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks. Provide certificate (s) for accreditation of processes, policy e.g. ISO etc. | 30 |
| Total Points for Section 1 | | 250 |
| Section 2. Proposed methodology approach and implementation plan | | Points |
| 2.1 | <u>Analysis Approach, Methodology</u> Organization shall: a) Provide in sufficient detail a description of the organization’s approach and methodology for meeting or exceeding the requirements of the Terms of Reference; b) Explain the organization’s understanding of UN Women’s needs for the goods/services/works and how the different service elements shall be organized, controlled and delivered; c) Describe the available performance monitoring and evaluation mechanisms and tools and how they shall be adopted and used for a specific requirement; c) Identify any gaps/overlaps in UN Women’s coverage based on the information provided. d) Describe how your organization will adhere to UN Women’s procurement principles in acquiring services on behalf of UN Women. UN Women’s general procurement principles: i) Best Value for money ii) Fairness, integrity and transparency | 100 |



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| | <p>iii) Effective competition</p> <p>iv) The best interests of UN Women</p> | |
| 2.2 | <p><u>Management - timeline, deliverables and reporting</u></p> <p>Organization shall provide a detailed description of how the management for the requested services will be implemented to achieve the requirements of the Terms of Reference. The activities in the implementation plan should be properly sequenced, logical and realistic</p> | 60 |
| 2.3 | <p><u>Environment-related approach to the service/work required</u></p> <p>Organization shall:</p> <p>Provide a detailed description of the methodology for how the organization/company will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment.</p> | 40 |
| Total Points for Section 2 | | 200 |
| 3.0 Resource Plan, Key Personnel | | Points obtainable |
| Qualification and competencies of proposed personnel | | |
| 3.1 | <p><u>Composition of the team</u></p> <p>Organization shall:</p> <p>a) Describe the availability of resources in terms of personnel and facilities required for the Terms of Reference.</p> <p>b) Describe the structure of the proposed team/personnel, and the work tasks (including supervisory) which would be assigned to each.</p> <p>c) Provide an organigram illustrating the office location (city and country), reporting lines, together with a description of such organization of the team structure, should be submitted.</p> <p>d) For each of the key personnel provide the CV.</p> | 40 |
| 3.1.1 | Team leader | 80 |
| 3.1.1.1 | At least 10 years of managerial and leadership experience involving planning, coordinating and executing multiple tasks with the participation of various stakeholders; | 40 |
| 3.1.1.2 | Availability of an academic degree of a master/PhD of economic/ law / gender / social sciences; | 20 |
| 3.1.1.3 | At least 10 years of grant making and capacity building experience; | 10 |
| 3.1.1.4 | Language qualifications: fluency in Russian and English. Knowledge of Central Asian languages will be an advantage. | 10 |
| 3.1.2 | Senior Expert | 70 |


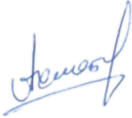


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| 3.1.2.1 | At least 5 years of experience in research in the field of civil society organizations, women’s rights, gender equality and/or CSOs capacity assessment and development; | 30 |
| 3.1.2.2 | Presence of a master’s degree of economic / law / gender / social sciences or higher; | 10 |
| 3.1.2.3 | At least 5 years of professional experience in the field of CSOs capacity building; experience in supporting capacity-building related to gender mainstreaming, GRB, EVAWG; | 20 |
| 3.1.2.4 | Experience in working with international and / or donor organizations; | 5 |
| 3.1.2.5 | Language qualifications: fluency in Russian and / or English. Knowledge of Central Asian languages will be an advantage. | 5 |
| 3.1.3 | Member of the trainers’ team | 50 |
| 3.1.3.1 | Relevant higher education in the field of economic / law / gender / social sciences, project management, monitoring and evaluation; | 20 |
| 3.1.3.2 | At least 5 years proven experience in conducting/facilitating training for CSOs; | 15 |
| 3.1.3.3 | Experience of facilitation and managing multi-stakeholders and multi-country environment; | 5 |
| 3.1.3.4 | Knowledge of CSOs in Central Asia; | 5 |
| 3.1.3.5 | Language qualifications: fluency in Russian. Knowledge of Central Asian languages will be an advantage | 5 |
| 3.2 | <p>Gender Profile</p> <p>The offeror shall provide information on the gender profile of the organization:</p> <ul style="list-style-type: none"> - <i>Women-owned Business status – whether the entity is owned, controlled or managed by at least 51% women;</i> - <i>Proportion of women in managerial position;</i> - <i>Gender balance of the proposed project/team;</i> - <i>Policies in place that contribute to gender equality;</i> - <i>Details of any women-owned or women-led subcontractors that will be engaged in the project, including at different tiers of their supply chain;</i> - <i>Gender parity policy in place;</i> - <i>Commitment to the Women’s Empowerment Principles (www.weeps.org/join) - if more than 10 employees;</i> - <i>Agreement to signing of the Voluntary Agreement to Promote Gender Equality and Women’s Empowerment in case of contract award - if less than 10 employees;</i> <p><i>This criterion shall <u>not exceed 3%</u> of the total points (max. 20 of 700 points)]</i></p> <p>Good practices of gender-responsive companies can be found here: http://weprinciples.org/Site/CompaniesLeadingTheWay/</p> | 10 |
| Total Points for Section 3 | | 250 |
| TOTAL POINTS | | 700 |



**Spotlight
Initiative**



| Signatures – Post-Description Certification | | |
|---|---|------------|
| Supervisor | | |
| Aitzhamal Mansurova, Project Officer |  | 06.08.2021 |
| Name / Title | Signature | Date |
| Operations Analyst | | |
| Daniyar Akhmetov |  | 06.08.2021 |
| Name / Title | Signature | Date |