
Terms of Reference - Conduct training for Civil Society Organizations (CSOs) on Advocacy and Communication

1. Background

Civil Society Organizations (CSOs) play a vital role in addressing societal challenges, promoting inclusivity, and fostering sustainable development. However, without strong skills in advocacy and communication, CSOs often struggle to achieve their vision and create meaningful change.

Advocacy and communication are essential tools for CSOs to effectively fulfill their missions. Advocacy helps amplify the voices of underserved and marginalized communities, influence policies, and ensure that their needs are prioritized. Strategic communication, on the other hand, ensures that these messages are delivered clearly and effectively, reaching diverse stakeholders from grassroots communities to policymakers and fostering dialogue and understanding.

Effective communication builds trust and credibility among donors, beneficiaries, and partners. When advocacy is supported by clear, evidence-based, and transparent communication, it strengthens public confidence and positions CSOs as reliable agents of change. Additionally, these tools enable CSOs to mobilize resources and gain support from the public and institutions. By crafting compelling stories and using platforms like social media, public campaigns, and community outreach, CSOs can attract funding, build partnerships, and inspire collective action.

Advocacy and communication also play a crucial role in raising awareness about critical issues and encouraging public engagement. Through these efforts, communities are motivated to take ownership of initiatives and actively participate in finding solutions. Moreover, these tools help CSOs promote accountability and transparency—not only within their own organizations but also by holding institutions to their commitments. In a rapidly changing world, effective advocacy and communication allow CSOs to address emerging challenges, adapt to new technologies, and remain relevant in tackling complex social issues.

By integrating advocacy and communication into their strategies, CSOs can increase their visibility, influence policies, build long-term partnerships, and achieve sustainable impact. These tools are not just helpful; they are essential for creating a just, inclusive, and equitable society. In recognition of their importance, the 42-month project titled *"Towards Empowering Bhutanese Civil Society Organizations (CSOs) for Good Governance and Inclusive Development"* was launched in January 2024. This initiative aims to strengthen Bhutanese CSOs by enhancing their capacity to serve as informed advocates for disadvantaged and vulnerable communities.

With a focus on advocacy and communication, this project seeks to empower CSOs to better represent community needs, engage stakeholders effectively, and achieve their mission of promoting sustainable development and inclusivity. By building these critical skills, Bhutanese CSOs will be better equipped to create lasting positive change.

2. Objective

The primary objective of this consultancy are

- i. Develop a training program and materials on advocacy and effective communication tailored for CSOs and CBOs, and*
- ii. Conduct training to enhance the advocacy and communication skills of CSOs and CBOs and empower them to effectively advocate for their rights and needs.*

3. Scope of Work

The consultant will be responsible for the following tasks:

- i. Needs Assessment:
 - Conduct a rapid assessment to identify the specific advocacy and communication capacity gaps of participating CSOs.
 - Develop a needs-based training plan with clear objectives and outcomes to address the identified gaps.
- ii. Training Program Design:
 - Design a customized, practical training program, with clear learning objectives and measurable outcomes.
 - The training program should not exceed more than four days.
 - Develop training modules that will address the identified gaps.
- iii. Development of Training Materials:
 - Prepare comprehensive training materials, including slide decks, handouts, practical exercises, case studies, and resource guides.
 - Ensure materials are engaging, accessible, and tailored to the local context.
- iv. Training Delivery:
 - Facilitate a four-day interactive training workshop for 30 participants, with two representatives each of the 15 CSOs.
 - Use participatory techniques like group discussions, role-plays, case studies, and hands-on exercises to enhance engagement and learning.
- v. Mentorship and Support:
 - Provide post-training mentorship to assist participants in applying advocacy strategies and communication tools effectively.
- vi. Reporting and Documentation:
 - Document the entire training process, including session highlights, participant feedback, and key discussions.
 - Conduct pre- and post-training assessments to measure knowledge and skill

improvements.

- Prepare a comprehensive final report with key findings, lessons learned, and actionable recommendations for future capacity-building initiatives.

4. Expected Deliverables

Sl	Outputs/Deliverables
1	Submit inception report (including approach, methodology, and work plan)
2	Develop a comprehensive training program with detailed modules, learning objectives, and outcomes
3	Prepare training materials and resources (e.g., presentations, handouts, exercises, and case studies)
4	Conduct a four-day interactive training workshop for 30 participants (two representatives from each of the 15 CSOs)
5	Provide post-training mentorship and guidance
6	Submit the final training report, including process documentation, participant feedback, and key recommendations
7	Total Duration: 25 days

*All documents submitted as part of the deliverable should be submitted in an acceptable standard layout and format.

5. Methodology

The capacity-building initiative will adopt a participatory and learner-centered approach, emphasizing interactive workshops, real-world case studies, and practical exercises. The training will also incorporate group discussions and role-playing activities to simulate advocacy scenarios.

6. Scope of Price and Payment

Consultants shall quote an all-inclusive daily fee in Ngultrums for the contract period. "All-inclusive" covers daily professional fees, travel allowances, communications, and other costs incurred during the assignment. Payments will be made as follows:

- 30% upon submission of the inception report and work plan.
- The final 70% payment will be released upon acceptance of the final training report. Any required revisions must be addressed before payment processing.

7. Qualifications, Experience, and Skills

i. Academic Qualifications:

- A Master's degree in Public Policy, Development Studies, Communications, Social Sciences, or a related field.

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- A Bachelor's degree with extensive relevant experience may also be considered.

ii. Professional Experience:

- Minimum of 5 years of proven experience in designing and delivering training programs on advocacy, communication, and stakeholder engagement.
- Demonstrated experience working with civil society organizations (CSOs) or community-based initiatives, preferably in Bhutan or similar contexts.
- Prior experience in conducting needs assessments, developing training materials, and providing post-training support.

iii. Technical Skills and Competencies:

- Strong understanding of advocacy principles, policy engagement processes, and participatory governance approaches.
- Proficiency in developing and facilitating interactive, adult-learning-based training sessions.
- Familiarity with digital communication tools, social media platforms, and media engagement strategies.
- Excellent report writing skills, with the ability to synthesize complex information into clear, concise documents.

8. Interpersonal and Facilitation Skills:

- Strong communication and interpersonal skills to engage effectively with diverse audiences.
- Demonstrated ability to foster a collaborative, inclusive, and engaging learning environment.

9. Additional Requirements:

- Proven ability to work within tight timelines and deliver high-quality outputs.
- Willingness to travel to project locations, if required.
- Valid Taxpayer Number (TPN).

10. Consultancy Duration:

The consultant will be engaged for a maximum of 20-25 working days from the submission of inception report till the training report submission.

11. Evaluation and Selection Process

11.1. Evaluation Stages

The evaluation process will be carried out in two stages, with **technical criteria accounting for 60%** of the total score and **financial criteria contributing 40%**.

- i. **Stage 1: Technical Evaluation (60%)** – Proposals will be assessed as per the evaluation criteria.
- ii. **Stage 2: Financial Evaluation (40%)** – Only proposals that pass the technical evaluation (minimum 60 out of 100 marks) will proceed to the financial evaluation stage.

11.2. Disqualification Criteria

A proposal will not proceed for further evaluation if:

- Any **mandatory document** is missing (cover letter, technical proposal, financial proposal, or required supporting documents).
- The proposal does not meet the **eligibility requirements** stated in the tender.
- The submission deadline is missed.

11.3. Technical Evaluation (60%)

Technical proposals will be scored based on the following criteria:

Sl	Selection Criteria	Total Marks	Marks Awarded
A. Technical Criteria (60%) - 100 Marks			
1	Submission of required Documents <ol style="list-style-type: none">a. Full marks if all required documents (cover letter, proposal, technical proposal, financial proposal, supporting documents) are submitted.b. Any proposal with missing mandatory documents will be disqualified and not considered for evaluation.	10	
2	Lead consultant's qualifications and competencies <ol style="list-style-type: none">a. PhD = 10, Master's = 8, Bachelor's = 6b. Relevant Certifications and Trainings (5 Marks) <i>(Specialized training related to the assignment earns more points)</i>c. Technical Expertise & Soft Skills (5 Marks) <i>(Based on CV, demonstrated leadership, communication, and analytical skills)</i>	20	
3	Relevant Experience of Consultant/Firm <ol style="list-style-type: none">a. Experience in Similar Projects (10 Marks) <i>(Projects of similar scale and scope: 5+ projects = 10, 3-4 = 8, 1-2 = 5, None = 0)</i>b. Client References & Track Record (5 Marks) <i>(Quality of past work, testimonials, or letters of</i>	15	

	<i>recommendation from previous clients)</i>		
4	Adequacy of the proposed methodology and work plan in responding to the Terms of Reference:		
	<p>Understanding of the Terms of Reference for the consultancy</p> <p>a. Depth of Understanding (5 Marks) <i>(How well the consultant understands project objectives, risks, and expected outcomes?)</i></p> <p>b. Clarity of Response (5 Marks) <i>(Are the key elements of the ToR addressed clearly?)</i></p>	10	
	<p>Technical approach and methodology</p> <p>a. Feasibility of Approach (10 Marks) <i>(Is the approach practical and achievable within the given timeline?)</i></p> <p>b. Innovation & Best Practices (5 Marks) <i>(Does the proposal include innovative approaches or proven best practices?)</i></p> <p>c. Risk Identification & Mitigation Strategies (5 Marks) <i>(Does the consultant foresee potential risks and suggest mitigation strategies?)</i></p> <p>d. Use of Technology/Tools (5 Marks) <i>(Integration of relevant technology, data management, or efficiency-enhancing tools where applicable.)</i></p>	25	
	<p>Work plan details of sub-activities</p> <p>a. Logical Flow of Activities (5 Marks) <i>(Are the tasks broken down into clear, actionable steps?)</i></p> <p>b. Realistic Timeline & Deliverables (5 Marks) <i>(Are milestones and deadlines well-planned and achievable?)</i></p> <p>c. Resource Allocation (5 Marks) <i>(Does the proposal allocate resources appropriately, including team members, budget, and logistics?)</i></p> <p>d. Monitoring & Reporting Mechanisms (5 Marks) <i>(Does the plan include mechanisms for tracking progress and reporting outcomes?)</i></p>	20	

11.4. Financial Evaluation (40%)

Only technically qualified proposals will proceed to financial evaluation. The financial proposals will be assessed based on:

B. Financial Criteria (40%)			
1	Cost Competitiveness a. The lowest compliant bid receives full marks. Higher bids will be scored proportionally. Formula: (Lowest Bid / Bid Under Review) × 30	30	
2	Financial Proposal Justification a. Assessed based on clarity, transparency, and justification of cost breakdown (e.g., personnel, travel, operational costs). Higher marks for well-documented, reasonable pricing.	10	

11.5. Final Score Calculation

The final score will be computed as:

$$\text{Final Score} = (\text{Technical Score} \times 60\%) + (\text{Financial Score} \times 40\%)$$

The consultant/firm with the highest final score will be selected, subject to successful contract negotiations.

Please direct any queries via email to **bhutantransparency2014@gmail.com** for further assistance.