

# **“Modernizing Uzbekistan National Innovation System (MUNIS)” Project**

## **Terms of Reference**

**IMP Project title: Building Institutional Capacity for Sustainable Futures: A Pathway to Competitiveness in Central Asia and Beyond**

**Title of Assignment: Resource Mobilization Training**

### **BACKGROUND**

In 2024, the Institute for Advanced International Studies at the University of World Economy and Diplomacy was awarded a Public Research Institutes Modernization Program (PRIM) grant by the Project Implementation Unit of the “Modernizing Uzbekistan National Innovation System (MUNIS)” project under the Agency for Innovative Development. The awarded grant amount is \$195,600 and its implementation period from December 2024 to December 2025. Within the given grant, the title of the IAIS institutional modernization plan is “Building Institutional Capacity for Sustainable Futures: A Pathway to Competitiveness in Central Asia and Beyond”.

MUNIS PRIM grant program is envisaged under the Subcomponent 1.3 - Public Research Institutes Modernization of the MUNIS Project. The MUNIS Project Development Objective (PDO) aims to enable the development of a market-oriented national innovation system in Uzbekistan. Long-term priorities of national science and innovation sector transformation are defined in the Concept of Uzbekistan Science Development until 2030 (Presidential Decree PF-6097, 29.10.2020).

This strategic concept defined goals and targets for transformation of public management of science, improving science funding mechanisms, diversification of sources for financing, modernization of research infrastructure, and developing data and information systems. In particular, the Concept indicates a comprehensive approach to the transformation of PRIs and envisages scientific infrastructure update, as well as cooperation of institutions with enterprises in the real sector of economy, creation of innovative enterprises, cooperation between various actors of the national innovation infrastructure (institutes, foundations, laboratories, scientific and technical parks, etc.), improving management, planning and forecasting of PRIs, better community outreach of PRIs to increase awareness of society on societal and economic benefits of scientific programs.

Through this grant, IAIS seeks to strengthen its institutional capacity to tackle the interconnected challenges of sustainable development, water and climate diplomacy, energy diplomacy, international trade, and related areas. This project is aligned with IAIS’s strategic vision to establish itself as a regional leader in research, policy dialogue, and practical solutions, enhancing its competitiveness while shaping global policy frameworks.

Central Asia faces pressing challenges at the nexus of environmental sustainability, international trade, and energy security. With Uzbekistan’s ongoing efforts to join the World Trade Organization (WTO) and the region’s struggles with climate change, water scarcity, and energy transition, there is a critical need for rigorous research and informed policy guidance. IAIS, leveraging its expanding centers and interdisciplinary expertise, is well-positioned to provide such leadership but requires further capacity building to achieve its full potential. This project aims to enhance IAIS’s ability to deliver high-impact research and policy solutions that support sustainable development and regional growth.

**The project has three core objectives:**

**1. Upgrading Research Infrastructure and Data Exchange:** Modernize IAIS's digital platforms to support diverse research topics by developing an internal data management system and securing access to external databases.

**2. Promoting Strategic Collaboration:** Strengthen partnerships with industries, international organizations, and research institutions to foster joint research and knowledge exchange.

**3. Building Institutional Capacity:** Enhance IAIS's capabilities through staff training in research methods, resource mobilization, leadership development, and governance, ensuring long-term policy influence and research excellence.

## **ASSIGNMENT OBJECTIVE & BUDGET**

The Resource Mobilization Training aims to equip participants with comprehensive skills and knowledge in resource mobilization. This training will enhance the capacity of IAIS to effectively secure and manage resources through grant writing, donor engagement, fundraising strategies, and project execution techniques. The training is designed to be interactive and practical, enabling participants to apply learned concepts directly in their organizational contexts. All activities outlined below will be conducted by the consultant on the premises of the Institute.

## **SCOPE AND CONTENT OF SERVICES**

The Institute seeks to enhance organizational sustainability and effectiveness by strengthening its capacity in resource mobilization and project management. To achieve this, the Institute requires the services of an experienced consultant to design, deliver, and operationalize a comprehensive Resource Mobilization Training Program.

The primary objective of the consultant's engagement is to develop and institutionalize a robust resource mobilization framework, including detailed training materials, practical tools, and user-friendly templates. Additionally, the consultant will be responsible for building staff capacity to effectively secure, manage, and report on resources, while fostering a culture of strategic fundraising excellence.

As part of the provision of services, the consultant will be responsible for the following key deliverables and actions:

<b>Deliverables</b>	<b>Actions</b>
<b>A. Development of Training Curriculum and Materials</b>	<ul style="list-style-type: none"><li>• Creating detailed training materials including presentations, handouts, case studies, and toolkits focused on resource mobilization and project management techniques.</li><li>• Preparing comprehensive training manuals and guidelines covering best practices for resource mobilization and project management for participants' ongoing reference.</li></ul>
<b>B. Delivery of Training Sessions</b>	<ul style="list-style-type: none"><li>• Conducting interactive workshops or online courses covering key topics such as:</li></ul>

	<ul style="list-style-type: none"> <li>○ Resource mobilization principles, donor engagement, fundraising strategies, and resource mobilization cycle.</li> <li>○ Project management fundamentals: planning, execution, monitoring, and evaluation.</li> <li>○ Proposal writing and report development aligned with donor expectations.</li> <li>● Facilitating practical exercises, group discussions, case studies, and role plays to reinforce learning and application.</li> </ul>
<b>C. Development and Provision of Templates and Tools</b>	<ul style="list-style-type: none"> <li>● Designing and providing templates for project proposals, budgeting, resource tracking, and other relevant documents to support participants' work.</li> <li>● Offering access to project management tools such as Gantt charts and risk management frameworks to enhance project implementation and monitoring.</li> </ul>

## EXPECTED RESULTS

By the end of the training, participants will be able to:

- Understand principles and approaches of resource mobilization, including the resource mobilization cycle and strategic planning.
- Develop and implement resource mobilization strategies tailored to organizational needs and donor environments.
- Write effective project proposals and reports aligned with donor requirements and integrate monitoring and evaluation frameworks.
- Utilize templates and tools such as budgeting tools, project proposals, resource tracking sheets, Gantt charts, and risk management frameworks for efficient project and resource management

## CONSULTANT QUALIFICATIONS

Consultant needs to be able to demonstrate experience and skills as follows:

- The consultant should hold an advanced university degree (Master's or PhD preferably) in social sciences, international relations, public administration, business management, or a related field relevant to resource mobilization and project management.
- A minimum of five years of progressively responsible experience at national and international levels in resource mobilization, grant writing, donor relations, and project management is required.
- Experience should include a proven track record of successfully developing and implementing resource mobilization strategies, preparing competitive research project proposals, and managing donor engagement across public, private, and nonprofit sectors.
- Familiarity with international development finance trends, donor requirements, and fundraising mechanisms is essential.

- Demonstrated expertise in designing and delivering capacity-building initiatives focused on resource mobilization and project management techniques. This includes expertise in grant writing, fundraising strategies, budgeting, resource tracking, and the use of project management tools such as Gantt charts and risk management frameworks.
- Excellent written and oral communication skills in English are required, with the ability to develop clear, concise, and engaging training materials including presentations, manuals, and toolkits.
- Strong interpersonal skills to engage effectively with diverse stakeholders and foster a collaborative learning environment are essential.

## REPORTING ARRANGEMENTS

The Consultant shall report to and coordinate activities with the IAIS Project Manager or a designated staff member appointed by the Project Manager. Upon completion of services, the Consultant will submit a comprehensive report and a duly executed Act of Work Performed to the Client.

## DURATION OF THE ASSIGNMENT

The contract period is **two months, tentatively scheduled from June 20, 2025, to August 20, 2025**. Extension of the contract may be considered based on project outcomes and evolving business requirements. Training is anticipated to be delivered as a four-day, in-person workshop. The training schedule will be designed to include interactive sessions, regular breaks, and practical exercises to ensure maximum engagement and effective learning.

## PAYMENT SCHEDULE

№	Deliverable	Payment/% of the total contract amount
1	Development of Training Curriculum and Materials	20%
2	Delivery of Training Sessions	30%
3	Development and Provision of Templates and Tools	20%
4	Final Report	30%

Payments will be done based on approval of submitted reports (deliverables), signed Act of Execution (both sides) and Invoice.

## APPLICATION PROCESS

Interested candidates should submit:

- CV and cover letter (1 page)
- Relevant work samples or references
- Proposed methodology and work plan
- Financial proposal

*Applications should be submitted via email for the attention of Mr Shakhboz Akhmedov via the following address: [info@iais.uz](mailto:info@iais.uz) by 23:59 (Tashkent time) June 9, 2025.*