

**“Modernizing Uzbekistan National Innovation System (MUNIS)” Project
Ministry of Higher Education, Science, and Innovations of the Republic of Uzbekistan**

Terms of Reference

**Title of Assignment: Consulting company for the implementation of a Training on
Enhancing Communication Skills and Strategic Outreach**

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

This TOR is to engage a consultant company to support IAIS in the design and delivery of a comprehensive training program on enhancing communication skills and strategic outreach. The objective is to strengthen IAIS's capacity in effective communication, public speaking, persuasive writing, digital communication, and stakeholder engagement, as part of its institutional development initiatives. The consultant company will be responsible for conducting on-site workshops and interactive sessions, developing tailored training materials, and providing expert guidance to ensure sustainable improvement in IAIS's communication and outreach practices.

SCOPE AND CONTENT OF SERVICES

IAIS is dedicated to advancing organizational effectiveness and operational excellence by strengthening its staff's communication capacities and strategic outreach capabilities. In pursuit of this objective, IAIS seeks to engage a qualified consulting firm to design, deliver, and operationalize a comprehensive training program focused on enhancing communication skills and developing a robust strategic outreach plan.

The primary objective of this engagement is to build IAIS staff capacity in key communication areas — including public speaking, persuasive writing, digital communication, and stakeholder engagement — while supporting the development of standardized communication and branding guidelines. The consultant will be responsible for ensuring the training program is tailored to IAIS's institutional context and that it equips participants with practical tools, actionable strategies, and accessible training resources. In addition, the consultant will facilitate the co-creation of a strategic outreach plan and communication protocols to ensure message consistency and effective stakeholder engagement across the Institute.

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

1. Needs Assessment and Planning

- Conduct a thorough training needs assessment to understand IAIS's current communication practices, challenges, and specific requirements.
- Review existing communication channels, outreach efforts, and branding practices.
- Develop a detailed training and outreach implementation plan, including timelines, milestones, and resource requirements.
- Engage key IAIS stakeholders to ensure alignment with organizational goals and user expectations.

2. Design and Delivery of Communication Skills Training

- Design a comprehensive, interactive training program tailored to IAIS's operational needs.
- Develop and deliver workshops and sessions focused on:
 - Public speaking and presentation skills
 - Persuasive and policy writing
 - Digital communication (email, social media, online platforms)
 - Stakeholder engagement and relationship management

- Facilitate practical exercises, group work, and real-world case studies to reinforce learning.
- Provide user-friendly training materials and resources for ongoing reference.

3. Development of Strategic Outreach Plan

- Collaborate with IAIS to map and segment key stakeholders (e.g., donors, partners, media, clients).
- Co-create tailored messaging and value propositions for each stakeholder group.
- Develop a multi-channel outreach strategy, identifying the most effective platforms and engagement tactics.
- Establish mechanisms for monitoring, evaluating, and refining outreach efforts.

4. Communication and Branding Guidelines

- Develop standardized communication and branding guidelines, including:
 - Brand voice, tone, and visual identity
 - Key messaging frameworks and templates
 - Protocols for message creation, review, and dissemination across platforms
- Provide guidance and training to ensure consistent application of guidelines throughout the Institute.

DURATION OF THE ASSIGNMENT

The contract period is **4 months, tentatively scheduled from June 20, 2025, to October 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 3-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.

EXPECTED DELIVERABLES

The table below shows the key deliverables of the Consultant's work.

#	Description	Timeline	Expected Results
1	Needs Assessment Report	Weeks 1-2	Comprehensive analysis of IAIS's current communication and outreach practices, identification of gaps, and recommendations for training focus areas and strategic outreach priorities.
2	Detailed Training and Outreach Implementation Plan	Weeks 3-4	A detailed plan outlining training module, outreach activities, timelines, resource allocation.
3	Customized Training Program Design	Weeks 5-7	Development of a tailored training curriculum covering public speaking, persuasive writing, digital communication, and stakeholder engagement, with context-specific case studies and exercises.
4	Strategic Outreach Plan Development	Weeks 8-10	Creation of a comprehensive outreach strategy, including stakeholder mapping, tailored messaging, multi-channel tactics, and monitoring mechanisms.

5	Communication and Branding Guidelines	Weeks 11-12	Standardized guidelines for messaging consistency, brand voice, tone, visual identity, and communication protocols across platforms.
6	Delivery of Training Sessions (Minimum 2 Sessions)	Weeks 13-14	Facilitation of at least two interactive training workshops, with documented attendance, participant feedback, and demonstrated improvement in communication and outreach competencies.
7	Resource Materials (Manuals, Templates, FAQs)	Week 14	Provision of clear, accessible user manuals, key messaging templates, and FAQs to support ongoing application of skills and guidelines.
9	Final Project Report	Week 16	Comprehensive final report summarizing the training and outreach implementation process, outcomes, participant feedback, and recommendations for future capacity building.

PAYMENT SCHEDULE

Nº	Deliverable	Payment/% of the total contract amount
1	Upon signing contract	10%
2	Submission & approval of Needs Assessment Report and Detailed Training/Outreach Plan (Deliverables 1 & 2)	15%
3	Completion of Training Program Design & Strategic Outreach Plan (Deliverables 3 & 4)	20%
4	Communication & Branding Guidelines (Deliverable 5)	15%
5	Successful delivery of Training Workshops (Deliverable 6) + Submission of Resource Materials (Deliverable 7)	30%
6	Final project report	10%

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.

QUALIFICATIONS CRITERIA

Consultant Company shall meet the following minimum qualification requirements:

Category	Requirements
Consultant Company	<p>Track Record: Minimum 3 years in designing and delivering communication skills training and strategic outreach planning for organizations.</p> <p>Project Experience: At least three (3) successfully implemented projects in communication capacity-building, preferably for government, international NGOs, or academic institutions.</p> <p>Training Expertise: Proven experience in facilitating interactive workshops on:</p> <ul style="list-style-type: none"> ○ Public speaking/presentation skills ○ Persuasive/policy writing ○ Digital communication (social media, email) ○ Stakeholder engagement strategies <p>Strategic Outreach: Demonstrated ability to develop multi-channel outreach plans, stakeholder mapping, and branding/messaging frameworks.</p> <p>Materials Development: Experience creating training manuals, templates, and practical resources for sustained learning.</p>

Key personnel of the company shall meet the following minimum requirements:

Nº	Position	General qualifications (relevant education, training, and experience)	General experience (overall work experience in the sector)	Specific experience (experience in the sector/similar assignments)
1	Communication Specialist	<ul style="list-style-type: none"> • Bachelor's degree in communications, Public Relations, Journalism, or related field. • Certification in training facilitation (e.g., ATD, CPLP) preferred. • Strong writing, editing, and interpersonal skills. 	<ul style="list-style-type: none"> • 3–5 years in communication roles (corporate, NGO, or government). • Experience developing communication strategies. 	<ul style="list-style-type: none"> • Designed/delivered communication skills training. • Developed branding guidelines or key messaging frameworks. • Familiarity with stakeholder engagement tools.
2	Project Manager	<ul style="list-style-type: none"> • Bachelor's degree in Business, Project Management, or related field. • PMP or PRINCE2 	<ul style="list-style-type: none"> • 5+ years managing capacity-building or training projects. 	<ul style="list-style-type: none"> • Managed communication training/outreach projects.

		certification preferred. • Leadership and client management skills.	• Experience in international development or public sector.	• Track record of on-time, on-budget delivery. • Experience coordinating multi-stakeholder initiatives.
3	Trainer/Facilitator	• Bachelor's degree in Education, HR, or related field. • Certification in adult learning (e.g., ATD, Prosci). • Exceptional public speaking and facilitation skills.	• 3+ years delivering interactive workshops. • Experience in organizational capacity-building.	• Trained staff in communication skills (public speaking, writing, digital). • Developed training curricula and practical exercises. • Measured training effectiveness (pre/post-assessments).

APPLICATION PROCESS

Interested candidates should submit:

- Company profile (without details about staff)
- Relevant work samples or references
- Proposed methodology and workplan
- Financial proposal

Applications should be submitted via email for the attention of Mr Shakhboz Akhmedov via the following address: info@iais.uz by 23:59 (Tashkent time) June 14, 2025.