**TERMS OF REFERENCE**

**for selecting an international consultant to develop a training curriculum, conduct two trainings and develop a guide for strengthening the CSOs’ capacities for diversification of their funding sources**

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| **Organization:** | Institutum Virtutes Civilis |
| **Sector:** | Civil society development |
| **Term Duration:** | 11 working days |
| **Consultancy Type:** | International Consultancy |
| **Location:** | Chișinău, Republic of Moldova |
| **Required Language(s):** | English |
| **Preferred Language(s):** | Romanian |
| **Closing Date:** | 12/11/2021 at 6:00 pm EET |
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**CONTEXT**

**The Institutum Virtutes Civilis** hereby invites you to submit a Proposal for consultancy services for the development of a training curriculum, for conducting two trainings and for the development of a guide for strengthening the CSOs’ capacities for diversification of their funding sources.

These activities are realized within the project “Civil Society Organizations Acting for Better Social Services”, funded by the European Union, co-financed and implemented by the Soros Foundation-Moldova (SFM) in partnership with the Keystone Moldova (KM) Association and the Public Association „Institutum Virtutes Civilis” (IVC).

The project aims to empower civil society organizations (CSOs) from the social field to become strong pillars in social policy dialogue and inclusive community building for vulnerable groups. It is also focused on increasing the capacities of at least 40 CSOs from the social field to design and implement responsive and resilient social services for vulnerable groups; to build an enabling environment for ensuring the financial sustainability of CSOs from the social field, with special focus on social services contracted from public funds and facilitate policy dialog; to strengthen the civil society’s role in building inclusive communities.

**BACKGROUND**

The legal framework for the creation, provision and financing of social services in the Republic of Moldova is relatively permissive, however it is not sufficiently developed in order for it to cover and regulate the full range of aspects related to the accreditation, contracting and financing of social services. The Nomenclature of social services needs to be updated and adjusted to the needs of the population. The current Nomenclature does not include all social services[[1]](#footnote-1), and several services included in the nomenclature do not have the necessary documents required for accreditation, which is an impediment in the provision of qualitative social services.

The regulatory framework for contracting social services from private providers is one of the most discouraging factors for both local public authorities (LPAs) and civil society organizations (CSOs) providing social services. There is no framework for contracting social services, while existing standard documents do not consider the multi-annual nature of these services, and non-profit, non-governmental organizations are treated as commercial organizations.

The development of social services in Moldova is poorly coordinated, including due to the lack of a national system development program, which would set the tone for expanding the network of social services at the local level, based on national objectives and local needs. There are no regional / district plans for the social services network expansion. In addition to all this, there is a lack of methodology for monitoring and assessing the impact of social services, which negatively influences the process of developing state policies in this field.

Another vulnerability is related to the lack of methodology for estimating the total value of public money spent at all levels of public administration for social services and whether the allocated budgets are sufficient or not, mainly because there is no accurate data on the people in need of various social services, including forecasts of those who could apply during a calendar year and the minimum expenditure per beneficiary for all types of social services provided at national, district and local level. There is no established methodology for calculating the costs of the social services provided, which creates major difficulties for the local public authorities in estimating and planning the volume of financial resources required for the procurement/ contracting of the respective social services.

Moreover, starting with 2020, the COVID-19 outbreak has demonstrated why social services are so crucial and that those who are the most vulnerable will be the most impacted during a state of emergency. Empowered and capacitated CSOs, provided with adequate funding and mentoring, can play a crucial role in the development and provision of responsive services to vulnerable groups’ needs, influencing sectorial programs and policies. While lately, donors channeled their support to strengthen CSOs’ involvement in policy dialogue, implementation and monitoring of social policies at different levels, to contribute to the private sector’s development, sustainable economic growth, and social innovation, further support is needed for CSOs from the social sector.The legal framework and the nomenclature should address, such issues as the COVID-19 pandemic and prevent discontinuity of services as well as build services’ responsiveness.

**II. OBJECTIVES OF THE ASSIGNEMENT**

AO “Institutum Virtutes Civilis”, as the project implementation partner is contracting **consultancy services for developing training modules on CSOs’ financial sustainability, for delivering 2 two-days trainings and developing a guide about methods for diversification of CSO’s funding sources**.

According to the most recent studies, the CSOs’ from the Republic of Moldova that work in the social field, have a difficult financial situation. It is imperative that CSOs develop their capacities to diversify their funding sources. In this context, the project is planning to develop a detailed training curriculum for the CSOs from the social field, conduct trainings and elaborate a guide of good practices that would serve not only the CSOs targeted by the project, but also the CSOs outside the project.

**III. TIMEFRAME AND DELIVERABLES**

The consultancy will be provided in the period **December 2021 – July 2022** by one international consultant that will work jointly with the national consultant (separately contracted for this assignment) for **11 days**, both remotely (via e-mail, Skype etc.) and in the Republic of Moldova.

**The main expected outcomes:**

1. Training curriculum for the 2-days training on CSOs’ financial sustainability + training materials that will be distributed to participants, developed and presented;
2. Two 2 days trainings on financial sustainability for 20 CSOs conducted, agenda and materials, training narrative report elaborated;
3. A guide/instruction developed by the consultant for the CSOs from the social field about innovative fundraising approaches and financial sustainability;
4. Increased capacity of 40 CSOs on development of financial sustainability plans.

The training shall contain different interactive teaching methods including practical examples that would allow CSOs to elaborate and implement financial sustainability plans after the training. Consultants will work under the overall supervision of the IVC and the direct supervision of the training and policy development coordinator and in collaboration with SFM and KM.

**The training modules will include the following themes:**

* Building strong organizational systems for transparency and accountability;
* Analyzing the CSO’s funding gaps and analyze the funding environment;
* Developing the reserve fund of the organization;
* Ways of approaching public institutions to finance CSOs projects;
* Developing a financial sustainability plan that will outline strategies to be proactive about diversifying funding (it is expected that at least 50% of trained CSOs should have developed and partially implemented financial sustainability plans by the end of the project);
* Developing the CSO's marketing plan, which will include the strategy of the organization to increase visibility and improve the reputation of the CSO, etc.

**The Guide** **of good practices** **should include but should not be limited to the following subjects:**

* Innovative fundraising approaches for CSOs from the social field;
* Methods and technics to improve the financial situation of CSOs providing social services developed with external donors’ support;
* “Know-how” methods to diversify the funding sources of the CSOs from the social area;
* Methods and technics to increase the visibility of CSOs’ from the social field;
* Methods and technics to increase CSOs’ attractiveness, including for public authorities, which are responsible for the development of social services and could partner CSOs in sustaining their work;
* Templates/models of developed financial sustainability plans for CSOs.

**\*Note!** In addition to the analysis and systematization of the innovative fundraising approaches for CSOs and the good practices of financing of CSOs from the social field (from the experience of other states), this guide should also contain, for example, templates for planning the fundraising campaigns, examples of regulations for organizing fundraising campaigns, instructions on the organization of lobby and advocacy campaigns.

**IV. REQUIRED SKILLS AND EXPERIENCE:**

**Education and Experience**

* Master’s or Phd degree in social and humanitarian sciences (ex. Sociology, Anthropology, Economics, Political Science, etc.) and a minimum of five (5) years of relevant experience working on social development-related areas and CSOs’ fundraising;
* In-depth knowledge in the field of civil society development in East Europe;
* Experience of at least 5 years in providing technical assistance and support to civil society organizations in fundraising for CSOs;
* Demonstrated analytical capacity, through written work and dialogue, of in-depth knowledge of the social issues, including CSOs’ activity assessment and consultation/participation methodologies, working with vulnerable groups (please provide links to the developed materials);
* Good teamwork skills;
* Experience in providing similar trainings for CSOs.

**Working languages and IT skills**

* Project deliverables and consultancy services will be offered in English, thus excellent oral and written communication skills in English are expected;
* Knowledge of Romanian language will be considered a strong asset.
* Ability to use office software and communication technology (MS Word, Excel, etc.).

**V. ASSIGNMENTS INCLUDED IN THE CONSULTING SERVICES**

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| **No.** | **Assignments** | **Deliverables** | **No of days allocated** |
| 1. | Two 2 days’ trainings on financial sustainability for 20 CSOs each. | * Training curriculum and agenda; * training materials for two 2 days training on CSOs’ financial sustainability; * Pre and post training evaluation forms; * Power Point Presentations; * Training reports; * Final evaluation of the training’s effectiveness and formulation of recommendations. | 4 |
| 2. | The Guide for CSOs from the social field on innovative fundraising approaches and financial sustainability plan development. | Methodology of the Guide development;  - The Guide for CSOs on innovative fundraising and financial sustainability plan development | 7 |

**VI. APPLICATION PROCEDURE:**

Interested experts should send the documents listed below to the e-mail address: [servicii.sociale.ivc@gmail.com](mailto:servicii.sociale.ivc@gmail.com), by November 12, 2021 (6:00 pm EET), with the subject line entitled “**International Consultant on CSO Financial Sustainability**”.

* Personal CV (max. 3 pages, please include the contact phone and/or Skype ID for an possible interview), including a list of publications on relevant topics (if any). The CV should include the contact details (e-mail addresses) of at least 2 referees;
* Technical offer: the preliminary structure of the guide and a short description of the topics and methods that will be applied during the training (1-2 pages);
* Detailed activity plan/calendar with the indication of execution terms and products to be delivered, according to the requested ToR and with the indication of the expected results for each stage. (PDF file name: Working Plan - Name Surname of applicant/applicants).
* Financial Offer (FO): The consultant shall make proposals on the expected daily fee in EUR[[2]](#footnote-2).

**\*Note!** The project team will offer logistical support to the international consultant, including organizing all the international travel and providing accommodation during her/his work in the Republic of Moldova, as well as organizing all the logistics for the trainings. In general, IVC reserves its right to ensure travel costs not exceeding those of an economy class ticket.

**VII. SELECTION CRITERIA:**

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| **Criteria** | **Score** |
| **Required skills and experience of the expert (CV):** | **(max. 30 points):** |
| * Master’s or Phd degree in social and humanitarian sciences (ex. Sociology, Anthropology, Economics, Political Science, etc.) and a minimum of five (5) years of relevant experience working on social development-related areas and CSOs’ fundraising; | 6 points |
| * Experience of at least 5 years in providing technical assistance and support to civil society organizations in fundraising for CSOs; In-depth knowledge in the field of civil society development in East Europe; Experience in providing similar trainings for CSOs; | 10 points |
| * Demonstrated analytical capacity, through written work and dialogue, of in-depth knowledge of the social issues, including CSOs’ activity assessment and consultation/participation methodologies, working with vulnerable groups (please provide links to the developed materials); | 10 points |
| * Good teamwork skills; | 4 points |
| **Technical offer:** | **(max. 50 points):** |
| * tentative training curriculum on CSO’s financial sustainability. | 20 points |
| * tentative draft agenda of the 2-days training on CSOs’ financial sustainability. | 5 points |
| * the table of contents of the guide/instruction; the proposed structure for the guide/instruction. | 20 points |
| * detailed activity plan/calendar with the indication of execution terms and products to be delivered, according to the requested ToR and with the indication of the expected results for each stage. (PDF file name: Working Plan - Name Surname of applicant/applicants). | 5 points |
| **Financial Offer:** | **(max. 20 points)** |

**The contract will be awarded to the most experienced consultant that will present the best proposal, both from the perspective of the technical and financial offer. The following criteria for assessing the quality of the proposals will be applied:**

For any additional questions please contact us via e-mail [servicii.sociale.ivc@gmail.com](file:///C:\Users\user\Downloads\servicii.sociale.ivc@gmail.com). The deadline for questions is **November 5, 2021 (6:00 pm EET)**. In order to ensure equal treatment and equal chances for all the potential candidates, Institutum Virtutes Civilis will answer all the questions by **November 8, 2021**.

**Only the shortlisted candidates will be contacted for an interview.**

1. The nomenclature of social services and providers is a normative act, more technical, which contains general information about social services certified and partially regulated in the Republic of Moldova. The nomenclature includes 41 social services, of which: 4 primary social services; 30 specialized social services; 7 highly specialized services. The nomenclature of social services includes the normative framework, the definition of social services, beneficiaries, social services provided, the indicative structure of specialized personnel. According to the Nomenclature, out of the total of 41 social services included, for 23 services, Framework Regulations (Standard Regulations) for the organization and functioning of social services are elaborated, which establish the minimum quality standards necessary for the accreditation and provision of social services.. [↑](#footnote-ref-1)
2. All the amounts stated in the Financial Offer are considered Gross Amounts, meaning Fee Before Tax. For non-residents consultants – these amounts are subject to **12% income Tax** for non-residents. [↑](#footnote-ref-2)