

## TERMS OF REFERENCE

### Evaluation of implementation of the Strategies for resources mobilization at the local level carried out by Community Foundations in the period July – November 2007

- A. **Job Title:** National Consultants
- B. **Duty Station:** Chisinau, Moldova
- C. **Project:** „Increasing financial sustainability of Civil Society Organizations in the Republic of Moldova”
- D. **Duration of Employment:** 01 – 30 November 2007

E. **Background:** The Government of the Republic of Moldova with the support of UNDP Moldova is implementing the "Civil Society Development: Increasing financial sustainability of Civil Society Organizations in the Republic of Moldova" project. The present project is designed to assist the Government of the Republic of Moldova, Civil Society Organizations and private sector to create an enabling environment - legal and institutional - for increasing financial sustainability of civil society organizations by promoting individual giving, corporate giving, social entrepreneurship and service provision. Providing activities targeted to the Ministry of Justice, Ministry of Finance, Tax Authority, CSOs and private sector the project will contribute to development of their institutional capacity, transparency and effectiveness in mobilizing resources for the poor. The CSOs in Moldova are playing an increasing role in promoting democracy and human rights, advocating for the poor, offering services for their communities. In the same time an important part of CSOs have weak organizational capacities, insufficient understanding of constituency building, weak participatory management. The limited financial resources make them dependent on external donors resulting in shifting missions to attract funding. The Government of Moldova can create an enabling environment so that CSOs become stronger and financially sustainable to better serve their beneficiaries and provide better quality services. The project will work towards the **overall objective: Capacities increased and enabling environment created of/for CSOs to mobilize more diversified resources**, through several streams of activities, covering the creation of an enabling legal environment, partnership creation and capacity building for the Government, CSOs and private sector.

With a view to achieving the Project's objectives, five Community Foundations (Bălți, Soroca, Orhei, Ungheni and Cahul) were registered with the support of the Project provided through the CONTACT Centre. The representatives of the Community Foundations were trained in the following fields: "Management of the Community Foundation" and "Local fundraising". Technical assistance was provided to all Community Foundations in the elaboration of the Strategy for resources mobilization at the local level. Also, a grant for implementation of the Strategy was provided.

In the process of implementation of their own Strategies for resources mobilization at the local level, the Community Foundations received additionally consultancy in communications and a set of promotion materials from the Project.

As a result of evaluation of the process of resources mobilization at the local level, three Community Foundations will be selected out of five, which will benefit of further assistance provided by the Project in 2008 for administration of the collected funds, re-granting programme and endowment.

In this regard, the Project seeks to contract National Consultants to evaluate the implementation of the Strategies for resources mobilization at the local level carried out by the Community Foundations in the period July – November 2007.

F. **Objective:** Evaluation of implementation of the Strategies for resources mobilization at the

local level carried out by Community Foundations in the period July – November 2007.

**Scope of work and expected output:**

In order to achieve objectives the contractor will:

- Elaborate the methodology and evaluation criteria to assess the implementation of the Strategies for resources mobilization at the local level carried out by Community Foundations. Evaluation criteria shall reflect the management aspects (organizational capacity, planning, fundraising tools used etc.) and achieved results (financial result, etc.);
- Evaluate the implementation of the Strategy for resources mobilization at the local level carried out by each Community Foundation based on methodology and evaluation criteria elaborated;
- Assess the capacities and fields in which Community Foundations need to be developed and will provide conclusions;
- Elaborate recommendations for re-granting programme for Community Foundations and templates of documents (application form, reports, etc.)
- Elaborate the Evaluation Report.

**Duties and responsibilities:**

In order to achieve tasks the contractor will:

- Study all available materials and documents.
- Participate in all working meetings directly related to his/her activity;
- Visit all Community Foundations and discuss with the management of the Community Foundations and its partners in the process of carrying out resources mobilization campaigns.

**Deliverables:**

<b>Deliverables</b>	<b>Time schedule</b>
Methodology and evaluation criteria to assess the implementation of the Strategies for resources mobilization at the local level carried out by Community Foundations	November 10, 2007
Evaluation Report on implementation of the Strategies for resources mobilization at the local level of the Community Foundations	November 30, 2007

**Evaluation Report on implementation of the Strategies for resources mobilization at the local level of the Community Foundations** shall include:

- Description of the applied methodology and evaluation criteria;
- Findings for each Community Foundation;
- Conclusions reflecting the capacities and fields in which the Community Foundations need to be developed;
- Recommendations for the Project, Community Foundations, stakeholders;
- Community Foundations which are proposed to benefit of further assistance provided by the Project in 2008 and argumentation.

- Recommendations for re-granting programme for Community Foundations and templates of documents elaborated (application form, reports, etc.).

**F. Organizational Setting:** The contractor will work under direct supervision of the Project Manager. The contractor will work outside the Project office and will participate in all working meetings directly related to his/her activity. The Project will provide transportation for all field visits to Community Foundations.

**G. Financial Arrangements:**

Payment will be disbursed in one installment upon submission and approval of the Evaluation Report on implementation of the Strategies for resources mobilization at the local level of the Community Foundations and certification by Mr. Vlad Melnic, Project Manager, that the services have been satisfactorily performed.

**H. Contributions:** The Project Manager will put at the contractor's disposal all available materials and necessary information for tasks achievement and will facilitate the meetings and field visits to Community Foundations, as needed.

**I. Qualifications:**

- University degree in economics, social sciences, education or related fields;
- At least 5 years of practical experience in areas relevant for the assignment;
- Good knowledge of Civil Society in the Republic of Moldova;
- Experience in working with the international organizations (successful experience in working with UNDP is an asset);
- Developed skills in communication with different categories of people, including public officials and NGO representatives;
- Skills in analyzing, generalizing, and systematizing of information;
- Skills in developing analytical and informative materials;
- Excellent self-organization abilities;
- Ability to work in a team;
- Initiative and resourcefulness;
- Excellent computer skills;
- Excellent knowledge of Romanian. Knowledge of English and Russian is an asset.