

TERMS OF REFERENCE

UNHCR/MDACH/2024/RFQ/10

UNHCR Moldova Capacity Building Program for Civil Society Organizations

General Clauses

1.1. The purpose of this document is to outline the terms of reference for training and capacity development providers. These terms will guide the provider's operations, responsibilities, and deliverables in planning and implementing the Capacity Building Program for Civil Society Organizations, hereinafter, referred to as the "program". This program is a joint initiative of UNHCR Moldova and the Regional Refugee Response for the Ukraine Situation, aiming to implement the CSOs Capacity Building Strategy for 2024.

1.2. The objective of the program is to develop the capacity of the 40 selected local CSOs, grassroots volunteer groups in Moldova, participating in the refugee response, by providing comprehensive training and mentorship.

1.3. The program will provide capacity building in the areas of nonprofit management, organizational development, financial sustainability and fundraising, project management, external relations, communication skills, local partnerships, coordination, and advocacy.

Scope of Application

2.1. Scope of Application: These Terms of Reference apply to training and capacity development providers, vendors, and UNHCR Moldova Team members involved in the implementation of the Capacity Building Program for Civil Society Organizations.

Implementation period

3.1. The Capacity Building Program for Civil Society Organizations is ought to be implemented between May 10, 2024, to December 31, 2024.

3.2. The program implementation timeline prescribes training provision between May 10, 2024, to September 1, 2024, and mentorship between May 10, 2024, and December 31, 2024.

Geographical Coverage

4.1. This Capacity Building Program for Civil Society Organizations is ought to be implemented in Central, Northern and Eastern regions of the Republic of Moldova, in selected community centers funded by UNHCR.

Program Delivery

5.1. The program will be delivered in stages throughout the implementation period. The training subjects cover Program Content Development, Program Announcement, Participant Selection, Training Provision and Mentoring, Announcement of Call for Proposals and Selection, Examination, Certification.

Program Content Development

6.1. The development of training materials, hereinafter referred to as the "program content," must include:

- One general program presentation with the course introduction, schedule, and modules description.
- Educational presentations and individual workbooks for each of the 6 modules.
- Pre- and post-testing materials.

and be completed by the training and capacity development provider no later than May 10, 2024.

6.2. The program content must be provided to the UNHCR team in Moldova in both English and Russian languages for review and written approval via email no later than May 10, 2024.

6.3. The program content must include educational materials—including practical exercises—covering all the topics specified in these Terms of Reference and be adapted to the comprehension level of local civil society organizations and local initiative volunteer groups.

6.4. The program content must not violate the principles of humanitarian communication.

6.3. The program content may be used for trainings only after the training provider has received written approval via email from UNHCR in Moldova.

Program Announcement

7.1. The development of communication materials for announcing the program is provided by training and capacity development provider which may include 7 banners (general and per each module), 1 poster, 10 social media posts, 3 press releases, and a 1 online form for participant registration.

7.2. All communication materials must be aligned with the UNHCR Data Visualization Guidelines, using the styling, color palette, and fonts specified in the guideline.

7.3. All communication materials for announcing the program must be produced in both Romanian and Russian languages.

7.4. All communication materials must be provided to the UNHCR team in Moldova in both Romanian and Russian languages for review and written approval via email no later than May 1, 2024.

7.5. All communication materials may be distributed in open sources only after the training provider has received written approval via email from UNHCR in Moldova.

7.6. The communication materials must be published by the training provider in open sources no later than May 5, 2024. This includes the publication of the announcement in relevant social media profiles of

the training provider and the placement of the program announcement on open portals for NGOs in Moldova.

7.6. The communication materials must be published by the UNHCR team in Moldova on the UNHCR Moldova website and in UNHCR Moldova's social media profiles no later than May 5, 2024.

7.7. The program announcement must be distributed by the UNHCR team in Moldova among UNHCR partners in Moldova, Refugee Response Plan 2024 partners, and the contact list of local civil society organizations and local initiative groups participating in the refugee response through email distribution no later than May 5, 2024.

Participants Selection

8.1. The list of program participants agreed upon by the UNHCR Moldova team will be sent by email to the training and capacity development provider no later than May 20, 2024.

8.2. The training and capacity development provider must notify the program participants in writing about their enrollment in the program and provide them with the schedule and details of the program implementation, necessary study materials, and resources no later than May 25, 2024.

8.3. The training and capacity development provider must notify in writing the applicants that did not pass the selection for participation about this decision no later than May 25, 2024.

8.4. The training and capacity development provider must organize a general group for communication in an accessible electronic space for program participants no later than May 25, 2024, to maintain timely communication with them and inform about the key stages of the program.

Training Provision

9.1. All training modules must be organized by the training and capacity development provider between June 1, 2024, and September 1, 2024.

9.2. All 6 training modules are to be conducted by the training and capacity development provider in-person, with the possibility of online participation in force majeure situations and access to training recordings in a secured electronic storage for the program duration for participants.

9.3. All training modules must be provided in Russian.

9.4. The training modules must follow the following sequence and thematic content:

Module I.

The fundamentals of non-profit management.

The module needs to cover such subjects as: models of organizations, organizational structure, mission and vision of the organization, strategic planning, and others. As a result of the module, participants will also be able to familiarize with what a non-profit organization is, particularities of the legal functioning of CSOs in Moldova, registration process, etc.

Module II.

Organizational Development

<p>This module should discuss topics such as: Organizational Management, Organizational Processes, Internal Procedures and Policies, Human Resource Management, Team Building, Organizational Culture, etc.</p>
<p>Module III.</p> <p>Financial Sustainability</p> <p>This module requires participants to learn and gain skills on the following topics: What is financial sustainability for CSOs, the main factors and criteria for sustainability. Basics of financial management and planning in CSOs. Basics of fundraising for CSOs from both local/domestic sources and external donors. Planning and organizing a fundraising campaign.</p>
<p>Module IV.</p> <p>Project Management</p> <p>This module needs to cover all phases of project management from needs assessment and project design to monitoring, evaluation and reporting.</p>
<p>Module V.</p> <p>External relations, Communication skills</p> <p>The module includes topics such as: Developing a concept or communication strategy for CSOs, brand book, media relations, social media outreach, public reporting. Planning and organizing communication campaigns, establishing an effective feedback and response mechanism.</p>
<p>Module VI.</p> <p>Local partnerships and advocacy</p> <p>Within this module, the main topics are as follows: Stakeholder Analysis and Mapping, Community Engagement and Mobilization. Basics of partnerships with LPA and the Government. Basics of effective negotiation skills. Basics of conducting effective advocacy intervention.</p>

Call for Proposals and Selection

11.1. As part of the Capacity Building Program for Civil Society Organizations, UNHCR Moldova will conduct a call for proposals in August 2024, to provide the program participants a possibility to implement grant projects aimed at prioritized response areas. Training and capacity building provider will support program participants with mentoring throughout the proposal drafting and project implementation.

Mentoring

12.1. The training and capacity-building provider will offer at least three individual mentoring sessions to each of 40 program participants from June 1, 2024, to December 31st, 2024.

12.2. Individual mentoring sessions can be provided online and in person, on topics such as organizational capacity, project implementation, and project reporting.

12.3. The capacity building provider will provide records of the conducted consultations in electronic format for the local NGOs and volunteer initiative groups and will also provide copies of these records to UNHCR.

Examination and Certification

10.1. The mandatory testing for all program participants will be conducted by training and capacity building provider to examine the knowledge and skills gained no later than September 1, 2024.

10.2. Participants will receive a program completion certificate.

10.3. The training and capacity development provider must provide a sample examination paper to program participants and notify them about the examination date, format, and timing at least one month prior to the examination.

Responsibilities and Deliverables

The implementer shall be responsible for the following deliverables:

- Development of detailed training programme and financial proposal with any additional costs needed for the successful implementation of the project and timelines.
- Regular communication and updates with programme participants selected by UNHCR throughout the planning process.
- Timely execution of all programme-related tasks, adhering to established timelines and milestones.
- Selecting and coordinating service providers and involved experts for trainings and Mentoring programme, ensuring they adhere to quality standards and contractual obligations.
- Comprehensive event management of 6 events in Center, Northern, Eastern rayons, within UNHCR Moldova supported community centres, including organizing the transportation, lunch catering, on-site coordination, attendee management, for 40 participants.
- Provision of post-event reports, , attendee feedback, and recommendations for future events.

Confidentiality and Data Protection

- The implementer shall maintain strict confidentiality regarding personal information and any sensitive data obtained during program planning and execution. Data protection measures shall be implemented in accordance with applicable data protection laws and regulations.

Review and Amendments

- By accepting these terms of reference, both parties acknowledge their commitment to working collaboratively and ensuring the successful planning and execution of the event.

Technical Requirements

The project's task team should comprise of skilled individuals with specific qualifications in the field of CSO Capacity Building. The team will consist of a Team Leader (Task Manager) and Team Member(s). The precise qualifications and responsibilities are outlined below:

A. Team Leader (Task Manager) and team members

- **Educational Qualifications:** The Task Manager and team members should hold a degree in disciplines or related field relevant to the project's objectives as well as long-standing expertise in carrying CSO capacity building.
- **Leadership Experience:** A minimum of 3 years' experience in a leadership or managerial role is required.
- **Technical Expertise:** Substantial and proven professional experience in conducting and/or managing capacity building projects and programs with established norms and standards. Proven experience in the design and event management and application of relevant educational methods, analytical tools and frameworks.
- **Language Proficiency:** Ideally, the Team Leader should be fluent in Romanian, Russian, and English.

B. Trainers:

- **Educational Qualifications:** Team members should hold a university degree in economics, Management, social sciences, social assistance, or any related field relevant to the assignment.
- **Technical Expertise:** They must have at least 1,5 years of work experience in social sciences, social assistance, or related areas
- **Language Proficiency:** Fluency in Romanian and Russian is required.

The required experience of the project team should be clearly outlined in their CVs, ensuring that team members possess the necessary skills and experience to meet the project's demands.

Content of the technical offer

The technical offer should be concisely presented and structured in the following order to include, but not necessarily be limited to, the following information:

- Up to 10-page document (maximum) demonstrating how the provision of Capacity Building and Mentorship services will be completed successfully and in a timely manner; a description of the vendor and its qualifications and experience.
- Outline of quality assurance processes by providing references regarding experience in working with UN agencies, international organizations and entities and demonstrating successful past experience in providing the services listed in the Terms of Reference.
- Description of the team composition and management structure dedicated to this agreement is also required substantiated with CVs.
- Financial offer

- Vendor Registration Form: If your company is not already registered with UNHCR, you should complete, sign and submit the Vendor Registration Form with your technical proposal.