

# *v i v e r e*

## TERMS OF REFERENCE

<b>Job ID/Title</b>	Organisational Capacity Assessment of Vivere <sup>1</sup>
<b>Duty Station</b>	Home-based with visits to Vivere in Lausanne, and maybe to our funding partners, the Swiss Agency Development for Development and Cooperation (SDC, Bern) and the Pro Victimis Foundation (PVF, Geneva)
<b>Category</b>	Human Rights
<b>Additional Category</b>	Trafficking in persons
<b>Brand</b>	NGO Vivere – Lausanne Switzerland
<b>Type of Contract</b>	Individual Contract, Short-term expertise
<b>Category (eligible applicants)</b>	External
<b>Application Deadline</b>	December 23, 2018

**Languages required: fluent English and French**

<b>Starting Date</b>	During January, February or latest in March 2019
<b>Duration of Contract</b>	1 month
<b>Expected Duration of Assignment</b>	Approx. 13,5 working days

### Background

- Vivere is the primary beneficiary of the assessment. The results of the assessment will be shared by Vivere with SDC and with PVF.
- Most of our master documents are presented on [www.vivere.ch](http://www.vivere.ch)
- **Protection and assistance (including legal defense) to victims of human trafficking** in two countries of exploitation and several countries of origin : thanks to SDC and to PVF our project has benefited from sufficient institutional funding since 2015, funding that will end in December 2019. Since 2004 more than 1'400 victims have validly been assisted, including safe repatriation to their homeland. The set of annual related expenses are cumulating approx. CHF 185'000. As soon as now we must find new donor-partner(s) to ensure continuation in 2020.

### Objective

Our funding partners recently recommended that Vivere would gain for its own empowerment-building if an independent consultant runs an organizational capacity assessment. The capacity assessment is focused on Vivere as an organization, (not only on the subsidized project mentioned above). One of its main aims should be to make tangible & useful recommendations on how to position Vivere for the future,

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<sup>1</sup> **Important** : as a general guideline please refer to <https://europa.eu/capacity4dev/public-cd-tc/minisite/capacity-assessment> and/or to <https://www.usaid.gov/sites/default/files/documents/1864/OCA%20Tool%20for%20Community%20Based%20Organizations.pdf>

including with regards to its capacity of raising funds for the project's needs in 2020 & following years. It needs also to look into how the ongoing action can/should evolve to systemic change in a strategic way.

The overall objective of this consultancy is to assess the organizational capacity of Vivere, and develop an action plan to master management in the following areas :

- Project Governance and Program Management
- Financial management and systems, including risk management
- Monitoring, evaluation (M & E), and impact -which fosters the need for a strategic direction.
- Procurement and Supply Chain Management (GAS)
- Structure of partnerships, and coordination of/with Vivere's acting partners in the concerned countries where Vivere is active.
- Communication how Vivere approaches donors and communicates the results of its work to them.
- Resource mobilization, (the consultant will make recommendations on ways to reinforce systemic outcomes of Vivere's projects in the different countries of intervention, while maintaining the very immediate and tangible impacts of its action for the primary beneficiaries whose life is endangered).

### **Scope**

The scope of this mission includes the following aspects

- vision, leadership, partnerships, strategic plan
- the review of the current management structure of the association
- the review of the Vivere's different sources of funds
- projection of financial resources needed for the period 2020 - 2025
- the current positioning of Vivere and its fund-raising strategy
- recommendations to better define Vivere positioning to improve access to public and institutional funds.

### **Duties and Responsibilities**

Under the overall supervision of Vivere's president, Mike Hoffman, the Consultant will be responsible

- To support Vivere with relevant knowledge resources and tools to implement a capacity development plan, including systemic changes when appropriate.
- To make a desk review of existing assessments and PVF or DDC assessments.
- To prepare a capacity assessment report and recommendations, including about systemic changes when appropriate
- To prepare a draft Capacity Development Plan with Action Plan and Budgets based on the participatory planning process including all Vivere's working domains
- To define a follow-up mechanism.
- To meet with or at least recommend possible new donors in Switzerland, and support Vivere in mobilizing resources.

## Expected Deliverables in English

- a. A short report on the Self-assessment and Capacity Development planning process.
- b. Final Vivere's Capacity Development Plan, including fund raising prospects & targets, and systemic changes when appropriate.
- c. Re. the project Protection and assistance (including legal defense) to victims of human trafficking, the consultant will provide specific recommendations on ways to achieve systemic changes to reach the following goals
  - Reinforcing the legal ban of human trafficking
  - Reinforcing sanctions against any offender directly and indirectly involved in human trafficking
  - Enhance protection and assistance to the victims of human trafficking both in the countries where the victims are deported and in their countries of origin,
  - Prevention, by education and awareness raising of youth, orphans and other vulnerable groups, potentially threatened by human trafficking.

## Summary of Activities

Activities	Approximate number of working days
Desk review	2 days
Tools development and validation	2 days
Facilitate Self-assessment	1 day
Prepare report of self-assessment	1 day
Facilitate capacity development plan, including systemic changes when appropriate	2 days
Prepare draft of capacity development plan, including systemic changes when appropriate	2 days
Review of draft and define follow-up mechanism	0.5 days
Meet with or at least identification of possible donors	1 day
Finalize the Capacity development plan, including systemic changes when appropriate and propose ToRs to allow implementation	2 days

**Reporting** all expected deliverables will be submitted to Vivere for final approval.

## Qualifications

### Education

- Degree or equivalent in Political Science, Social Sciences, Human Rights or a related field is required

### Experience

- Very good experience in conducting organizational capacity assessments
- Minimum 5 years work experience in institutional strengthening, preferably in NGO sector
- Experience in working for an international organization / NGO.
- Experience of working with and/or knowledge in Fund raising
- Experience in facilitating planning process.

## Language Requirement

- Fluency in written and spoken French and English

## Competencies

- Assimilates Vivere's values and ethical standards
- Strong analytical, negotiation and communication skills, including ability to produce high quality practical advisory reports and knowledge products.
- Professional and/or academic experience in one or more of the areas of international development, Human Rights and NGO environment.
- Ability to produce high quality outputs in a timely manner ensuring Vivere's participation
- Strong organizational skills.
- Ability to work independently.
- Strong ability to write clearly and convincingly, adapting style and content to different audiences and speak clearly and convincingly.
- Strong analytical, research and writing skills with demonstrated ability to think strategically.
- Strong inter-personal, negotiation and liaison skills.

## Evaluation

Applicants' files will be screened through qualifications and aptitudes, before a desk review or an interview process. Those selected for the next stage of the selection process will be reviewed based on the following scores :

- Technical (70%) and
- Financial (30%).

## Payment

The rate will be based on the all-inclusive daily rate, subject to satisfactory progress made on the above outputs.

## Guidelines for Application

- CV
- Technical proposal & working plan
- Financial proposal specifying a daily rate in CHF. All envisaged costs must be included in the financial proposal.

All documents should be sent to Vivere, Mike Hoffman, on both electronical and paper support, to addresses **high lightened** below.

All applications will be dealt with strictest discretion.

**Vivere** 7 av. d'Yverdon C.H.1004 Lausanne (Switzerland) [www.vivere.ch](http://www.vivere.ch) [contact@vivere.ch](mailto:contact@vivere.ch) CCP 17 – 709 738 – 6

Human Rights reward with special mention, Republic of France, 2007

Non-profit association in compliance with Swiss laws and with no political or religious bias

Staffed solely by volunteers ever since its set up in 1999 and therefore with no outgoings for fund-raising, marketing, salaries or rent, Vivere has ensured that all running costs and overheads have been kept to an absolute minimum of less than 2%. We can only do this thanks to your support and solidarity.