

ACTEU FOR MOLDOVA – ACTIVE COMMUNITIES FOR EUROPEAN INTEGRATION

**TERMS OF REFERENCE (TOR) FOR AN EXPERT IN ORGANISATIONAL
DEVELOPMENT AND THE SUSTAINABILITY OF CIVIL SOCIETY ORGANISATIONS**

1. Background

People in Need (PIN) Moldova, in a consortium with LEADER and EcoVisio, is implementing the multi-year project “ACTEU FOR MOLDOVA – Activating Communities for EU Integration”, funded by the European Union.

The overall objective of the project is to strengthen the role of civil society in supporting the Republic of Moldova’s integration into the European Union. Among other aims, the project seeks to strengthen the capacities of civil society organisations (CSOs), enabling them to acquire the organisational and technical skills and resources needed to develop sustainable initiatives, provide relevant services and cooperate effectively with public authorities, the private sector and communities.

Within this framework, PIN will facilitate tailored mentoring and consultancy support for selected civil society organisations, based on their identified organisational needs and priorities.

Consultancy will be provided to a group of 7 civil society organisations. The expert will contribute to developing practical tools, policies, service models and documents that the organisations can subsequently use in their day-to-day work and to strengthen their sustainability.

2. Objective of the consultancy

The overall objective of the consultancy is to strengthen the organisational capacity and sustainability of 7 civil society organisations through mentoring and practical consultancy services tailored to each organisation’s specific needs.

Mentoring services will be delivered online through individual sessions with beneficiary organisations and will focus on concrete results and outputs.

3. Specific tasks

3.1. To develop/improve a CSO’s remuneration policy, the expert will:

- review the organisation’s existing framework and practices for staff salaries and remuneration;
- identify needs and potential gaps in the current remuneration policy;
- support the organisation in finalising a remuneration policy adapted to its size, structure and activities.

3.2. To prepare a CSO’s application dossier for obtaining social enterprise status, the expert will:

- review the organisation’s current situation, business idea and operating model against the requirements applicable to social enterprises;

- support the organisation in developing and structuring its business model and business plan, including clarifying the differences between a conventional business model and a social enterprise model;
- identify the documents and information required to prepare the dossier;
- provide advice on completing and structuring the documentation required to obtain this status;
- provide practical recommendations on the next steps for finalising and submitting the dossier.

3.3. To develop and position the organisation's services in the market and update its strategic directions, the expert will support:

a) Initial assessment and participatory strategic planning

- reviewing existing services, organisational capacity and team competencies, including the project portfolio and areas of expertise;
- facilitating a SWOT analysis and identifying relevant opportunities and risks;
- mapping stakeholders (local public authorities (LPAs), Territorial Social Assistance Agencies (ATAS), partners, donors, target groups, businesses, etc.), including their needs, influence and desired relationships;
- facilitating clarification of the organisation's mission, vision, values and working principles;
- assessing the alignment of services and the sustainability model with the organisation's strategic directions;
- supporting the revision of the 2027–2029 Strategic Plan, including priorities, results, timelines, responsibilities, monitoring and fundraising directions;
- proposing a simple mechanism for monitoring and annually reviewing the strategic plan.

b) Defining, structuring and costing consultancy services

- identifying the main categories of service beneficiaries/clients, including LPAs, businesses, subordinate institutions and CSOs, including for training-of-trainers services;
- supporting the organisation in defining and reviewing service packages based on its existing experience and services;
- supporting the organisation in structuring and costing its services;
- analysing direct and indirect costs and making recommendations on prices/fees, including coverage of administrative costs and alignment with the organisational budget;
- defining the value proposition for the main categories of clients/beneficiaries, drawing on the experience and results achieved through cooperation with LPAs.

c) Market positioning, marketing and promotion

- supporting the organisation in positioning and promoting its services and attracting clients;
- identifying appropriate communication and promotional channels and tools;
- developing a short marketing plan, including a portfolio of results, service information sheets, key messages and a promotion schedule;
- establishing a simple mechanism for collecting and using client feedback.

d) Sustainability model and operationalisation of services

- supporting the organisation in developing a sustainable model for delivering and marketing services that balances service income with grant funding and supports staff retention;
- identifying, together with the organisation, priorities and concrete steps for developing and operationalising new services;
- developing, together with the organisation, recommendations and concrete steps for implementing the proposed model, in the form of a roadmap with timelines and responsible persons;

3.4. To develop and position the organisation's services in the market and update its strategic directions, the expert will:

- review existing services and the organisation's capacity to deliver them;
- identify the main categories of beneficiaries/clients for the organisation's services, including local public authorities (LPAs), businesses and other relevant categories;
- support the organisation in defining and/or reviewing service packages;
- support the organisation in establishing the structure and costing of services;
- assess the direct and indirect costs relevant to service delivery and make recommendations on setting prices/fees;
- support the organisation in defining its value proposition (value proposition) for different categories of clients/beneficiaries;
- support the organisation in identifying ways to position its services in the market;
- provide recommendations on promoting services and attracting clients;
- identify appropriate channels and tools for communicating and promoting services;
- support the organisation in developing a sustainable model for delivering and marketing services;
- assess how the developed services and/or proposed sustainability model fit within the organisation's mission, vision and strategic directions;
- support the organisation in reviewing and updating relevant components of its strategic plan so that new services, target groups, the sustainability model and identified development opportunities are reflected in strategic planning;
- identify, together with the organisation, priorities and concrete steps for developing and operationalising new services;
- develop, together with the organisation, recommendations and concrete steps for implementing the proposed model.

3.5. To develop a CSO's strategy for cooperation with LPAs and the business sector and its risk response policy, the expert will support:

a) Developing the policy/regulations on cooperation with local public authorities and businesses:

- identifying the main categories of institutional and business partners relevant to the organisation;
- defining principles for cooperation and dialogue with LPAs and businesses;
- establishing methods and channels for initiating and maintaining dialogue;
- defining the conditions and criteria under which the organisation may initiate and develop partnerships;
- clarifying the organisation's roles and responsibilities within cooperation relationships;
- formulating recommendations on managing relationships with partners;
- developing and/or reviewing the internal document on cooperation with LPAs and businesses.

b) Developing the policy/procedure for responding to organisational risks, including:

- identifying the main categories of risks the organisation may face;
- supporting the establishment of an internal mechanism for identifying and assessing risks;
- defining measures for preventing, mitigating and responding to risks;
- establishing internal responsibilities for risk management;
- developing and/or reviewing a risk response policy/procedure tailored to the organisation.

3.6. To assess projects developed by the organisation and provide feedback, the expert will:

- review projects/project proposals developed by the organisation;
- assess the overall coherence of proposals, including the identified problem, objectives, results, activities, target groups and intervention logic;
- assess the clarity and relevance of the project concept;
- check consistency between the identified problem, objectives, results, activities and indicators;
- assess, where appropriate, the sustainability and feasibility of the proposed intervention;
- identify strengths and areas requiring improvement;
- provide written feedback and concrete recommendations for improving proposals;
- discuss the main recommendations with the organisation and clarify any questions.

3.7. To strengthen the governance and functioning of a CSO network, the expert will:

- review current operations and cooperation between the Secretariat, the Board of Directors and district/municipal Youth Councils, and identify key gaps and opportunities for improvement;

- support the reactivation and strengthening of the Board of Directors' role, including by clarifying roles, responsibilities and mechanisms for cooperation with the Secretariat and the network's territorial structures;
- support the development/revision of the network's organisational and operating regulations, clarifying the governance structure, roles, decision-making processes and coordination and communication mechanisms;
- support the organisation in developing the network's Annual Activity Plan, aligned with strategic priorities, the roles of member structures and available resources;
- review the financial situation and main income sources and support the organisation in identifying options for income diversification, including funding, contributions, services and other relevant sources;
- formulate recommendations and concrete steps to improve governance, cooperation within the network and financial sustainability.

3.8. To strengthen a CSO's internal system and diversify its services, the expert will:

- support the organisation in developing and operationalising its system of internal policies and procedures, based on the developed/revised Strategic Plan;
- identify priority policies and procedures, clarify responsibilities and propose simple mechanisms for implementation and monitoring;
- support the organisation in developing and diversifying services based on strategic priorities, beneficiaries' needs and existing capacities;
- formulate recommendations on operationalising new services and integrating them into the organisation's sustainability model.

4. Methodological approach

The consultancy will be delivered through tailored online mentoring for 7 civil society organisations, using a practical, participatory and results-oriented approach.

The methodology will be adapted to each organisation's level of development, structure, resources and specific needs and may include:

- reviewing the organisation's existing documents and practices;
- individual mentoring and consultancy sessions;
- discussions with the organisation's representatives;
- identifying priority issues and needs;
- practical work on the organisation's documents and tools;
- relevant examples and good practices;
- practical exercises and working tools;
- reviewing and providing feedback on documents developed by the organisation;
- formulating recommendations and concrete implementation steps.

The expert will avoid an exclusively theoretical approach and ensure that each mentoring period leads to concrete results and outputs that the beneficiary organisation can use.

5. Deliverables

No.	Deliverable	Estimated time	Relevant notes
3.1	Remuneration policy developed/revised for the beneficiary organisation, accompanied by recommendations for its implementation	2 days	Document tailored to the organisation's structure and needs
3.2	Business model and business plan, accompanied by recommendations and a list of documents required to prepare and submit the application dossier for obtaining social enterprise status.	2.5 days	Application dossier prepared for obtaining social enterprise status, including a structured business model and business plan, verified documentation and recommendations for completing, finalising and submitting the dossier.
3.3.	Operational 2027–2029 Strategic Plan, updated based on organisational and stakeholder analysis, development priorities and the sustainability model. Structured service portfolio, including priority service packages, target groups, value proposition, cost structure and indicative fees. Short marketing and positioning plan, including the organisation's portfolio, service information sheets, key messages, promotional channels and a 6–12-month promotion schedule. Roadmap for the operationalisation and sustainability of services, with priority actions, timelines, responsibilities and measures for monitoring results and client feedback.	5.5 days	• The 2027–2029 Strategic Plan will be developed and updated based on organisational and stakeholder analysis, development priorities and the sustainability model. • The service portfolio will be structured by priority services, target groups, value proposition, costs and indicative fees. • The short marketing plan will include the organisation's positioning, service information sheets, key messages, channels and a 6–12-month promotion schedule. • The roadmap will set out priority actions, timelines, responsibilities and monitoring measures for the operationalisation and sustainability of services.
3.4.	Structured and costed service portfolio, including priority services, categories of clients/beneficiaries, value proposition, cost structure and indicative fees. Sustainability model and service positioning and promotion plan, with recommendations on marketing,	3.5 days	• The service portfolio will be structured and costed, identifying priority services, categories of clients/beneficiaries, value proposition, costs and indicative fees.

No.	Deliverable	Estimated time	Relevant notes
	attracting clients and promotional channels. Action plan for developing and operationalising services, aligned with the organisation's strategic directions and including priorities, concrete steps, timelines and responsibilities.		- The sustainability model and positioning and promotion plan will include recommendations on marketing services, attracting clients and promotional channels. - The action plan will set out steps for developing and operationalising services, aligned with the organisation's strategic directions, priorities, timelines and responsibilities.
3.5.	Strategy for cooperation with LPAs and businesses and an organisational risk response policy/procedure	2.5 days	Document tailored to the organisation's context and needs. The procedure will include prevention, management and response mechanisms.
3.6.	Assessment of the organisation's projects/project proposals and written feedback with recommendations for improvement	1 day	The number of projects will be agreed according to their complexity
3.7.	Package of recommendations and tools for strengthening the network's governance and functioning	6 days	Will include recommendations for reactivating the Board of Directors, improving cooperation between network structures, organisational and operating regulations, an Annual Activity Plan and diversification of income sources to strengthen financial sustainability.
3.8.	Package of recommendations and tools for strengthening the organisation's internal system and developing its services	4 days	Will include priority internal policies and procedures, clarification of responsibilities and implementation and monitoring mechanisms, and recommendations for developing, diversifying and operationalising services, aligned with the organisation's Strategic Plan and sustainability model.
6	Final mentoring report for 7 beneficiary organisations	2 days	Will include activities undertaken, key results and outputs developed, findings, challenges and recommendations for strengthening the organisations' organisational capacity and sustainability.

Total estimated time: 29 consultancy days.

Note: The estimated time required to complete the tasks and achieve the deliverables may be adjusted according to the organisations' needs.

6. Period and mode of service delivery

Consultancy services will be delivered between October and December 2026, online, through communication platforms agreed upon by the expert, the beneficiary organisations and PIN, for a total of 7 civil society organisations. The exact dates and times of mentoring sessions will be agreed with the beneficiary organisations and PIN.

7. Selection process

Candidates must meet the following minimum qualification requirements, which will be assessed on a Pass/Fail basis:

- Relevant higher education in finance, economics, management, law, international relations or a related field.
- At least 7 years of relevant experience in organisational development and organisational capacity assessment.

Criteria	Minimum score	Maximum score
Technical evaluation criteria		
Experience mentoring civil society organisations	1 year or more – 3 points No experience – 0 points	3
Experience supporting CSOs in developing sustainable organisational models, economic activities and/or services	3 years – 5 points No experience – 0 points	5
Language skills: Romanian and Russian; English is an advantage	Romanian and Russian – 3 points; English – 2 points	5
Experience developing/reviewing internal organisational documents	Yes – 3 points No – 0 points	3
Total	14	16

The maximum score is 16 points. Candidates scoring 14 points or more will proceed to the financial evaluation stage.

7. Evaluation procedure

The technical evaluation accounts for 70% and the financial evaluation for 30%.

The financial score will be calculated using the formula: $S = (F_{min} / F) \times 14$, where S = financial evaluation score; F_{min} = lowest eligible financial offer; F = financial offer being evaluated.

8. Application procedure

Interested candidates must submit the following documents:

- Curriculum Vitae (CV): A detailed CV, including at least two references from individuals or organisations familiar with the candidate's work;
- Motivation letter: A brief letter outlining interest in the role, availability and experience in providing similar services;
- Completed technical and financial offer (Annex 1).

Offers must be submitted by 28 October 2026 at 23:59 to tender.moldova@peopleinneed.net, with the subject line: "Mentoring sessions – [Surname, First name]".

Only candidates selected for the next stage will be contacted.

Annex 1 – Technical and financial offer template

Please complete the table below as part of your application dossier. Financial offers submitted by individuals who are not registered as entrepreneurs must be presented in Moldovan lei (MDL), including income tax, health insurance and social insurance contributions.

Annex 1 – Template for the technical and financial offer

Tasks under Section 3	Deliverables under Section 4	Estimated consultancy time	Methodological approach (Briefly describe how you will carry out the task)	Daily or hourly rate, as applicable (MDL)	Subtotal (MDL)
TOTAL					MDL