

## Terms of Reference:

### Expert Consultant to Develop a Sustainable Business Model for WiCE's Growth and Sectoral Impact

**Proposals Submission Date:** 15 August, 2025, at 17:00 Yerevan Time

**Award Anticipated Date:** 20 August, 2025

**Proposal Submission:** Interested experts are invited to send a CV, financial proposal, and examples of previous relevant work by **15 August 2025** to **info@wice.am**

#### 1. Background

Women in Climate and Energy (WiCE) is a nonprofit organization based in Armenia that empowers women and youth to lead the transition to a sustainable, low-carbon future. Founded to promote equity, environmental stewardship, and inclusive development, WiCE brings together professionals and specialists working and studying in renewable energy, energy efficiency, and climate action. Through on-ground projects, capacity building, policy engagement, and community outreach, the organization strengthens leadership, fosters green skills, and advocates for gender- and youth-responsive climate solutions. WiCE is accredited to the UNFCCC and CBD processes and has represented Armenia at COP26, COP27, and COP28. The organization works across sectors and scales—from grassroots engagement to international climate platforms—translating global commitments into local impact. WiCE has implemented more than ten projects with partner organisations. Its flagship initiatives include Armenia's first climate awards recognizing women's leadership and gamified educational programs that engage youth, elders, and vulnerable groups in sustainable energy practices.

To ensure long-term sustainability and reduce dependence on donor funding, WiCE is currently developing a viable business model focused on expanding mission-aligned services and self-generated income. The organization is exploring innovative business models, programs, services, and financing mechanisms that align with its mission and vision, supporting its continued growth and impact in Armenia and across the wider Eastern Partnership region.

This work is supported by the RECONOMY Program under the project "Better income and employability in energy efficient construction and renovation" in Eastern Partnership countries. RECONOMY is an inclusive and green economic development program of the Swedish International Development Cooperation Agency (Sida), implemented by HELVETAS Swiss Intercooperation in the Eastern Partnership (EaP) and the Western Balkans (WBs) with the intention to enable women and youth, in particular disadvantaged and excluded groups, to benefit from economic opportunities by increasing incomes and employment/self-employment opportunities.

## 2. Objective

The primary objective of this assignment is to support WiCE in developing a financially sustainable business model for the organization that will support its operations, initiatives, and strategic growth. A key aim is to reduce dependency on grants and donor support by establishing diversified and self-sustaining revenue streams. The expert will play an active role in both the design and implementation of the model, including contributing to fundraising efforts.

The expert will assess WiCE's current business model (including operational and funding model), work jointly with the team to propose diversified and innovative funding mechanisms and long-term business strategy supported by a concrete two-year action plan. This includes also developing or enhancing or introducing new products and services, and supporting efforts to expand WiCE's community and strategic partnerships, both in Armenia and internationally.

As part of the implementation phase, the expert will help operationalize key elements of the models (e.g., introducing a membership fee structure, establishing a sponsors' club, or offering tailored services to the private sector, including banks and companies etc). A key goal is to diversify funding sources and support fundraising through strategic partnerships that align with WiCE's mission and values, enhancing the organization's financial resilience and impact.

## 3. Scope of Work

The expert will work closely with the WiCE staff and RECONOMY Program responsible unit to deliver the following deliverables:

### **Assessment report and recommendations**

- Assessment of WiCE's current organizational and financial model: legal documents, internal policies, staff and organigram, reviewing existing revenue streams, cost structures, funding, communication practices etc.
- Identification of key strengths, weaknesses, existing resources, and potential opportunities.
- Strategic and operational recommendations for improvement, including proposals for legal and governance reform.

### **Development of Financial Strategy with Action Plan**

- A tailored development and financial strategy that supports WiCE's long-term sustainability and growth. Strategy should include diversified funding mechanisms (e.g. partnerships, service models, memberships), cost optimization measures, and risk mitigation. The development and financial model will encompass:
  - Organizational goals, vision, mission, updated services and programs, organigram, governance model, risk assessment and mitigation.
  - Recommendations for cost optimization without compromising impact. Suggestions for financial controls, monitoring systems, or budgeting tools.
  - A detailed and sustainable funding model to fit WiCE's needs for development in the current context in Armenia. Possible models may include, but not limited to membership-based models (individual/corporate membership fees, tiered access to

services); corporate partnerships and sponsorships (collaborations with energy companies and industry stakeholders); training and capacity-building programs (paid events and trainings); consulting and advisory services (policy recommendations, research-based projects), impact investment and blended finance (results-based funding, gender bonds, social impact bonds), crowdfunding and philanthropic fundraising.

- Elaboration of business models for at least three programs: Energy games, Podcasts and Networking events.
- Mapping of current and potential funding opportunities and partners (donors, private sector, government).
- A two-year action plan outlining clear steps, responsibilities (by position or stakeholder), timelines, and indicative financial projections.
- Capacity building of the team/decision makers and one online or offline training to women-led CSOs or women decision makers.

### **Legal and Governance Modifications**

- Following the assessment, and in parallel where feasible, the consultant will propose and initiate respective modifications to WiCE's legal documents, governance structure, and internal frameworks to enable the adoption of the proposed and/or agreed development and financial model.
- Draft updates of WiCE's legal documents, bylaws, governance structure, or internal regulations, aligned with the new development and financial model.
- Finalizing changes based on comments and suggestions, supporting in official update of the documents according to laws.

### **Fundraising and on-going assistance**

- Lead and support fundraising efforts for WiCE's programs and operations. Identify, engage, and negotiate with potential sponsors, donors, private sector partners, and impact investors.
- Take initiative in establishing collaboration opportunities, including preparation and presentation of tailored sponsorship packages, donor briefs, and partnership proposals.
- Coordinate the full cycle of fundraising.
- Upon securing funding or sponsorship develop and implement a reporting and accountability mechanism tailored to each partner's requirements. Ensure timely updates, deliverables, and relationship management to sustain long-term partnerships.

The assignment includes consultation meetings with WiCE staff and relevant stakeholders. This will also include meetings with ongoing expert support and capacity-building initiatives, such as the Capacity Building Program led by the Center for International Private Enterprise (CIPE) under the RECONOMY Program, of which WiCE is a beneficiary.

#### 4. Deliverables and timelines

The assignment duration is August 2025 - June 2026. The form of the assignment will be predominantly remotely with possible opportunities for in-person interactions. Table 1 summarizes the deliverables and anticipated timelines. Estimates on the execution should be filled in.

Table 1. Deliverables and timelines

#	Relevant activity	Deliverable	Due date	Suggested due date
1	<b>Brief assessment of WiCE's organizational and financial model</b>	1.1 Assessment report and recommendations	September 8, 2025	
2	<b>Development and Financial Strategy with Action Plan</b>	2.1 Development and financial Strategy	September 22, 2025	
		2.2 Two-year action plan	October 13, 2025	
3	<b>Legal and Governance Modifications</b>	3.1 Modified legal and other related documents	October 31, 2025	
		3.2 Official revisions made and accepted	November 15, 2025	
4	<b>Fundraising and on-going implementation assistance</b>	4.1 Initial implementation of financial model (e.g. membership structure, partner outreach, service piloting); short monthly progress summary reports	December 15, 2025	
		4.2 Fundraising and partnership strategy; at least two funding proposals or sponsorship packages submitted	Ongoing through June, 2026	

## 5. Required Qualifications & Expertise

- Advanced degree in business administration, economics, nonprofit management, or related field.
- Proven experience in developing and implementing sustainable business models for non-profit or mission-driven organizations.
- Knowledge of ESG (Environmental, Social, Governance), and CSR (Corporate Social Responsibility)
- Strong background in fundraising, partnership development, and financial planning
- Familiarity with NGO or network structures, preferably in energy, gender, or sustainability sectors
- Experience working with gender-focused, sustainability, or clean energy organizations is a strong asset.
- Strong communication, strategic thinking and stakeholder engagement skills
- Fluency in English

## 6. Application Process

Interested experts should submit following documents to [info@wice.am](mailto:info@wice.am) :

- CV highlighting relevant experience.
- Financial proposal aligned with the tasks as presented in Table 2. For all deliverables, except 4.2 subdeliverable, estimated amounts must be presented in Armenian drams. For sub-deliverable 4.2, a success fee percentage should be proposed instead.
- Examples of previous similar work as presented in Table 3.

Table 2. Deliverable and payments

#	Relevant activity	Deliverable	Due date	Estimated amount or success fee percentage
1	<b>Brief assessment of WiCE's organizational and financial model</b>	1.1 Assessment report and recommendations	September 8, 2022	
2	<b>Development and Financial Strategy with Action Plan</b>	2.1 Development and financial Strategy	September 22, 2025	
		2.2 Two-year action plan	October 6, 2025	

3	<b>Legal and Governance Modifications</b>	3.1 Modified legal and other related documents	October 31, 2025	
		3.2 Official revisions made and accepted	November 15, 2025	
4	<b>Fundraising and on-going implementation assistance</b>	4.1 Initial implementation of financial model (e.g. membership structure, partner outreach, service piloting); short monthly progress summary reports	December 15, 2025	
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Table 3. Past performance

Title of Assignment	Description of the support services provided	Client Name	Dates of Execution

## 7. Evaluation Criteria

The contract will be awarded to the consultant whose offer represents the best value, based on a combination of relevant qualifications, proposed delivery timeframe, and cost. To be considered, proposals must comply with the instructions, meet the eligibility requirements, and satisfy or exceed the minimum technical standards outlined in the scope of work.

Evaluation will be based on the following criteria:

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Table 4. Evaluation criteria and allocated points

Evaluation Criteria	Points
Relevant experience and qualifications	40
Proposed delivery schedule and availability	20
Past performance	10
Price proposal	30
Total	100

Prices must be reasonable and aligned with market standards. Bidders are encouraged to offer discounted rates from their standard commercial fees. WiCE reserves the right to conduct discussions with selected candidates to clarify proposals and identify the best value, contact references if provided to verify previous performance and reliability. The lowest priced qualified bid will receive the maximum score allocated to the financial component. Scores for other bids will be calculated using the following formula:

$$S_f = (F_m / F) \times P_f$$

Where:

- **Sf** = Financial score of the bid under evaluation
- **Fm** = Price of the lowest priced qualified bid
- **F** = Price of the bid under consideration
- **Pf** = Maximum score allocated for financial evaluation (e.g., 30%)

The proposal with the shortest delivery time (days) offered for deliverables will receive the maximum score as indicated in the above table. The other bids will be scored inversely proportional to their offered delivery time and computed as follows:

$$D_f = \text{Maximum possible score} \times D_m/D$$

Where:

- **Df** = delivery Score of the bid evaluated
- **Dm** = shortest delivery time among those qualified
- **D** = Delivery time of the bid under consideration

In the event that a Bidder has proposed different delivery times by item, WiCE will use a weighted average delivery time for the calculations above. This weighted delivery time will be based on the proposed cost of each item.