



PROJECT: “ACTEU FOR MOLDOVA – ACTIVE COMMUNITIES FOR EUROPEAN INTEGRATION”

TERMS OF REFERENCE (TOR) FOR FACILITATOR(S) FOR CAPACITY SELF-ASSESSMENT, STRATEGIC AND DEVELOPMENT ACTION PLANNING FOR CIVIL SOCIETY ORGANIZATIONS

People in Need (PIN) Moldova is announcing a call for the selection of facilitator(s) to assist CSOs with organizational capacity assessments, as well as the elaboration of Development Action Plans and Strategy Documents within the framework of the **“ACTEU FOR MOLDOVA – Activating Communities for EU Integration,”** multi-year project funded by the European Union.

1. Background

People in Need (PIN) started out in 1992 as a grassroots initiative by a group of Czech war correspondents who wanted to complement their reporting on conflicts and crises around the world with providing aid to those in need. Our co-founder and current director Simon Panek was a student activist during the Velvet Revolution, and the surge of creative energy, civic mobilization, and social responsibility during that time was the driving force behind who we are today. That’s why we are drawn to like-minded civic actors who are committed to building their communities and changing the world around them for the better. As one of the largest *non-profit organisations in Central and Eastern Europe*, in addition to humanitarian aid and development cooperation, PIN works in the fields of human rights, education and social inclusion, both abroad and in the Czech Republic. Operating in over thirty countries, PIN carries out projects which support hundreds of thousands of people suffering from crisis, conflict, exclusion, poverty, persecution and harassment.

We recognize the diversity of civil society and do not envision everyone following the same path of becoming NGOs similar to us today. On the other hand, we do believe that we have much to learn from and offer to each other.

2. About the project

Starting with February 2026, People in Need (PIN) Moldova, in consortium with LEADER and EcoVisio, is jointly 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 Moldova’s EU integration process. Specifically, the project aims to ensure that civil society actors can effectively collaborate with public authorities to improve equal access to quality public services—particularly for the



most marginalized and vulnerable populations—while promoting inclusive consultations on EU accession processes and fostering social cohesion.

Within this framework, **Output 1** focuses on strengthening civil society organizations (CSOs) to ensure they possess the organizational management capacities, technical skills, and resources required to lead sustainable local development and community mobilization initiatives.

3. Objectives of the assignment

The facilitator(s) will work closely with Civil Society Organizations (CSOs) to engage CSOs in a participatory process to self-assess their organizational capabilities using the Participatory Organizational Capacity Assessment Tool (OCAT) developed and tested by PIN in various contexts. The assessment will be conducted through facilitated workshops designed to help CSO teams evaluate their purpose, context, strategy, teamwork, stakeholder interaction, accountability, advocacy, communication, resource mobilization, program implementation, and internal governance.

Based on the OCAT assessment, the facilitator(s) will further guide the development of the Strategic Development Action Plan (SDAP).

One or more facilitators will be engaged to ensure timely and effective implementation, with each facilitator supporting a share of the **ten selected CSOs**.

The facilitator(s) shall:

1. Guide CSOs through the **OCAT workshops**, ensuring a comprehensive assessment of organizational capacities;
2. Support the development of **Strategic Development Action Plans (SDAPs)**;
3. Summarize the capacity-development needs after the SDAP development and design and deliver tailored trainings, in line with the identified needs, which might include topics as project writing, financial management, strategic communication, fundraising/crowdfunding, inter-sectoral cooperation, and sustainable development aligned with EU-integration priorities.

4. Specific Tasks

The facilitator(s) shall:

Preparation:

- Familiarize with the OCAT and its application by participating in an **introductory session** on the OCAT methodology and SDAP process, delivered by the PIN Civil Society Advisor, to ensure a clear understanding of the tools, approach, and expected outcomes.
- Undertake a review and analysis of the background and profiles of the selected CSOs to inform the facilitation approach;
- Participate in an online kick-off meeting organized by the Project Manager, aimed at introducing CSOs to the OCAT tool and the indicative timeline;

- Prepare materials and tools necessary for the facilitation of workshops

Facilitation of OCAT workshops, conducted in the field at the premises/locations of the selected CSOs:

- Facilitate OCAT-based capacity assessment sessions through one-day participatory workshop per CSO enabling teams to self-assess their organizational capacities;
- Ensure alignment with PIN's OCAT framework, covering key dimensions such as organizational purpose, context, strategy, teamwork, stakeholder engagement, methods to influence the public sphere, communication, resource mobilization, project implementation, and internal governance aspects;
- Mainstream cross-cutting aspects, including gender equality and reflection on risks and resilience, relevant in fragile democracies.

Development of Organizational Strategy Development Action Plans:

- Facilitate participatory one-day session per CSO to support them in developing or refining their SDAP;
- Guide the CSO during the development of SDAP in defining capacity development priorities, key milestones, timelines, required resources, and roles and responsibilities, in line with templates provided by PIN.

Analysis and reporting

- Prepare and submit a consolidated OCAT Assessment and SDAP Report presenting key findings per each CSO.
- Prepare and submit **final report**, outlining the main challenges, findings, methodology applied, package of recommendations for follow up and recommendations for future capacity development support.

Note: The locations will be determined based on the geographic distribution of the 10 selected CSOs. Transportation will be arranged by PIN.

5. Deliverables:

Deliverables	Estimated consultancy time to complete the task and achieve the deliverable	Deadline for submission of the deliverables	Relevant notes
1. <u>Preparation component</u>			

Completion of OCAT and SDAP methodology onboarding	4 hours	May 2026	Facilitator will demonstrate active participation in the introductory session and readiness to apply the tools and approach in practice.
CSO profiles reviewed and relevant insights to inform the facilitation approach identified.	1 hour per CSO	Prior to workshops	To inform facilitation approach and level of effort for conducting OCAT and SDAP sessions
Participation in the project kick-off meeting	2 hours	May 2026	Facilitator will ensure introduction of CSOs to the OCAT tool and alignment on the indicative timeline.
Preparation for the facilitation of the SDAP workshops	3 hours	May 2026	Facilitator will prepare materials and tools necessary for the workshops
2. <u>Facilitation of OCAT workshops conducted in the field at the premises/locations of the selected CSOs</u>			
OCAT-based capacity assessment completed for all selected CSOs through participatory workshops.	1 day per CSO	As agreed with the CSO (June 2026)	A set of participatory workshops conducted with selected CSOs, enabling teams to complete their OCAT-based organizational self-assessments, with fully documented results covering all key organizational dimensions and integrating

			cross-cutting aspects such as gender equality, risks, and resilience.
3. <u>Development of Organizational Strategy Development Action Plans component</u>			
Facilitation of the participatory session in developing or refining CSO's SDAP;	1 day per each CSO	As agreed with the CSO (June – July 2026)	Online/offline sessions conducted with selected CSOs to develop or refine their SDAPs, outlining capacity development priorities, milestones, timelines, resources, and roles and responsibilities in line with PIN templates.
4. <u>Analysis and reporting component</u>			
Consolidated OCAT Assessment Report presenting key findings per each CSO.	0,5 day per each CSO	After completion of the OCAT and SDAP workshops	The report will include analysis of strengths and capacity gaps, and actionable recommendations on priority capacity development needs and suitable formats for tailored support interventions for each CSO
Final Assignment Report	1 day	After completion of all assigned tasks	The report will be submitted to PIN in English, detailing the methodology applied, key findings and challenges, and providing a comprehensive package of recommendations

			for follow-up actions and future capacity development support.
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Note: The estimated consultancy time required to complete the assignment and achieve the deliverables may be adjusted depending on the number of facilitators engaged, allocation of CSOs, and the depth of support required throughout the implementation process.

6. Selection Process

Mandatory Qualification Criteria

Candidates must possess the following mandatory minimum qualifications, which will be evaluated based on the **Pass/Fail** criteria. If a bidder does not meet any of the Mandatory Qualification Criteria, they will be excluded from the tender process immediately:

- At least 3 years of experience working with CSOs in organizational development, CSO capacity assessment, participatory strategic planning and capacity development action planning.
- At least 3 years of experience in participatory group work facilitation (for ex. leading interactive offline/ online workshops, and other relevant activities).
- Language skills (Romanian & Russian excellent level required; English is an asset).

Criteria	Scoring points	Max Points
Technical Evaluation based on the CV		
At least 3 years of experience working with CSOs in organizational development, CSO capacity assessment, participatory strategic planning and capacity development action planning.	3 years – 5 pts; +1 pt per additional year (max 10 pts)	10 pts
At least 3 years of experience in participatory group work facilitation (for ex. leading interactive offline/online workshops, and other relevant activities).	3 years – 5 pts; +1 pt per additional year (max 10 pts)	10 pts
Language skills (Romanian & Russian required; English is an asset).	RO & RU – 3 pts ; EN – 2 pts	5 pts

Technical Evaluation based on interview		
Criteria	Score	Maximum competence level
Understanding of the specifics of online environment, learning and collaboration), including the ability to manage group dynamics effectively.	strong –10 points, satisfactory –5 points, limited – 2 points, no – 0 point	10 pts
Understanding of resilience, adaptability, team well-being, gender equality, and risk mitigation in organizational contexts.	strong –10 points, satisfactory –5 points, limited – 2 points, no – 0 point	10 pts
Strong supporter of tailored, empowering ways to work with diverse civil society actors, respecting their own choices and development path.	strong –10 points, satisfactory –5 points, limited – 2 points, no – 0 point	10 pts
Demonstrated ability to communicate clearly and structure explanations effectively, use accessible language tailored to CSOs, and practice active listening	strong –10 points, satisfactory –5 points, limited – 2 points, no – 0 point	10 pts
TOTAL points:		65 pts

Only candidates obtaining a minimum of 33 points would be considered for the Financial Evaluation.

7. Application Process

Evaluation will be 70% technical / 30% financial. The financial score will be calculated as:

$$S = (F_{min} / F) \times 30$$

Where: S = score for financial evaluation. F_{min} = lowest financial offer. F= financial offer under consideration



6. Application Process

Interested physical candidates should submit the following documents:

- o Curriculum Vitae (CV): A detailed CV, including at least two references from individuals or organizations familiar with your work.
- o Letter of Motivation: A brief letter explaining your interest in the role and why you are suitable for the position.
- o Certificates attesting the knowledge and skills (copies)
- o Completed Technical and Financial Offer (*Annex 1*)

For applications from legal entities, please also include:

- o Organizational Profile (CV)
- o Letter of Motivation: A brief letter explaining your interest in the role, availability, and similar services provided.
- o Facilitator Profiles: Profiles of the facilitator(s) who would provide the services, including their CVs
- o Certificates attesting the knowledge and skills of the facilitators (copies)
- o Completed Technical and Financial Offer (*Annex 1*)

Applications should be sent by **7 May 2026, 23:59** to tender.moldova@peopleinneed.net with the subject line: **"OCAT – [Name, Surname]"**. Only shortlisted applicants will be contacted.

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Annex 1 – Template for Technical and Financial Offer

Please fill in the table below as part of your application. It will be used to assess both the technical quality of your approach and the cost-efficiency of your offer. The total price must be expressed in MDL (Moldovan Lei), gross, including all applicable taxes and deductions.

Annex 1 – Template for Technical and Financial Offer					
Tasks as described under Section 4.	Deliverables as described under Section 5.	Estimated consultancy time	Methodological Approach (Briefly describe how you will complete the task)	Rate per day or hour where is requested (MDL)	Subtotal (MDL)
TOTAL:					

***Financial offer for individual person which is not registered as an entrepreneur will be submitted in Moldovan Lei, including income tax, health insurance and social security contribution.**

***Financial offer for legal entity will be submitted in Moldovan Lei without including VAT (VAT 0).**