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RESILIENT CIVIL SOCIETY IN THE EASTERN PARTNERSHIP REGION

TERMS OF REFERENCE (TOR) FOR TAILORED MENTORSHIP AND ON-THE-JOB CONSULTATIONS FOR CIVIL SOCIETY ORGANIZATIONS

This assignment is part of the “Resilient Civil Society in the Eastern Partnership Region” project, funded by the European Union and co-funded by the Ministry of Foreign Affairs of the Czech Republic (Czech MFA) under the Transition Cooperation program, and implemented by People in Need. The project aims to strengthen the role of Civil Society Organizations (CSOs) as resilient, inclusive, and trusted governance actors advancing the democratization process in the Eastern Partnership region. It also aims to empower newly emerged grassroots CSOs to become more effective protectors of civic space and drivers of democratization, reform, and recovery processes in the Eastern Partnership region.

1. OBJECTIVES

Throughout the project’s implementation, target CSOs completed the facilitated participatory process of self-assessing their organizational capabilities using the Participatory Organizational Capacity Assessment Tool (OCAT) developed and tested by PIN in various contexts, developed a Strategy Document, and an Organizational Development Action Plan (DAP).

Project-target CSOs also passed through a series of capacity-building training sessions on:

- ✓ Team Building: Time Management, Conflict Resolution, Negotiation Skills
- ✓ Proposal Writing
- ✓ M&E Systems Development
- ✓ Strategic Communication & Constituency Engagement
- ✓ Financial Management & Auditing Principles for CSOs
- ✓ Advocacy & Policy Dialogue
- ✓ Well-being & Resilience Strategies for CSOs

As part of the capacity building support and in addition to capacity building training sessions, each CSO has identified **two priority areas** where they seek targeted mentorship to build the capacity, confidence, and sustainability by providing guidance, knowledge, and practical skills that enable them to effectively plan, manage, and fund their community-based initiatives.

This ToR outlines the scope and responsibilities of short-term mentors who will **provide tailored support over 3 days (24 hours) for each particular topic** to strengthen nine project-targeted civil CSOs' organizational and programmatic effectiveness within the specified dates and format.

The table below summarizes the project-target CSOs along with their selected mentorship topics, identified needs, preferred dates, and preferred format:

N	CSO	TOPIC 1	Needs Identified	Preferred dates	Preferr ed format	TOPIC 2	Needs Identified	Preferred dates	Preferred format
1	CSO 1	Proposal Development	Acquire skills in problem formulation, proposal writing, and budgeting. Improve the ability to present high-quality and competitive applications in line with various donor programs.	September - December, 2025	hybrid	Resilience planning	Ensure the resilience of the organization, considering the organization's resources, areas of activity, and geographical location. Pay special attention to the distribution of financial resources and the creation of social enterprises.	September - December , 2025	hybrid
2	CSO 2	Advocacy and Policy Planning	Study of the basics of policy analysis, stakeholder engagement strategies. Design of public campaigns and involvement in the decision-making process.	August - September, 2025	online & hybrid	Well-being and team resilience	Learn how to ensure the emotional and psychological well-being of team members. Burnout management. How to improve the team environment.	August - September , 2025	online & hybrid

			Utilizing advocacy tools to analyse the legal and political environment.						
3	CSO 3	Proposal Development	Enhance skills in proposal writing through practical guidance and the development of programmatic thinking.	November December, 2025	online	Monitoring & Evaluation	To get acquainted with the tools that will enable CSO to develop an effective methodology for M&E.	November - December , 2025	online
4	CSO 4	Advocacy and Policy Planning	<p>Reviewing and reacting to policies that influence diverse community issues, especially environmental ones.</p> <p>Ways to include environmental issues in the political agenda.</p> <p>Mechanisms for effective cooperation with civil society</p> <p>Policy analysis tools.</p> <p>Study of successful advocacy campaigns.</p>	starting from the second half of September 2025	online	Fundraising	<p>Fundraising strategy development;</p> <p>Funding application/proposal preparation;</p> <p>Practical training in project application development in programs, funded by international donorsgetting practical</p> <p>Income diversification models</p>	from the second half of August, 2025	online
5	CSO 5	Proposal Development	Improve knowledge on the topic of grant project development, focusing on applied practice and the growth of systematic, programmatic approaches.	October - December, 2025	online	Well-being and team resilience	Increase the team's efficiency, ability to operate effectively in difficult/crisis situations, considering the recent financial instability and global changes affecting	October - December , 2025	online

							non-governmental organizations.		
6	CSO 6	Advocacy and Policy Planning	<p>Analysis of the policies and available resources to initiate the advocacy actions;</p> <p>Practical analysis of advocacy campaigns.</p>	September - October, 2025	hybrid	Community Work	<p>Get first-hand knowledge on stable approaches and procedures in community work,</p> <p>Examine the specifics of the community work and explore strategies for expansion, aiming to eventually extend the CSO's outreach beyond the community to the entire region.</p>	September - October, 2025	hybrid
7	CSO 7	Internal Governance	Develop skills to address internal management challenges in order to enhance team effectiveness.	September - December, 2025	hybrid	Staff Effectiveness Development	Develop the ability to effectively identify and utilize staff potential.	September - December, 2025	hybrid
8	CSO 8	Practice of applying for the Call for Proposals launched by the international donors	Explore key grant opportunities from international donors, learn the application procedures, understand how to prepare a project proposal, and explore ways to access similar funding programs and platforms.	Last week of August 2025	hybrid	Online Crowdfunding	<p>Learn about the process of registering, creating a profile, and applying for the international fundraising platforms.</p> <p>Discover the main steps in starting a fundraising (online crowdfunding) campaign.</p>	September 2025	hybrid
9	CSO 9	Well-being and team resilience	<p>How to combat staff burnout</p> <p>What internal mechanisms</p>	September - December, 2025	hybrid	Monitoring & Evaluation	Besides evaluation sheets, what mechanisms can we use?	September - December, 2025	hybrid

			can be developed to ensure team well-being?				Learn how to implement monitoring and evaluation if the CSO doesn't have a specialist in that field on the team.		
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Note: Mentorship sessions may be merged where CSOs have identified similar topics, and mentors may apply to cover multiple topics based on their expertise.

Both individuals and legal entities can apply for this call.

2. RESPONSIBILITIES

The mentor(s) will be responsible for:

- Revise brief profiles of each CSO and their identified priority topics/needs
- Prepare tailored mentoring modules/sessions for each organization (individually or in clusters, depending on needs).
- Deliver 3 days (24 hours) of structured mentorship and coaching on agreed-upon topics.
 - **Note:** Mentorship hours (24 hours over 3 days) can be adjusted and split in a way that best fits both the mentor's and CSO's availability to maximize impact.
- Provide tools, templates, or checklists to reinforce learning.
- Offer actionable recommendations to each CSO based on observed needs.
- Support CSO representatives in identifying relevant information, literature resources, and follow-up (if needed).
- Prepare and submit detailed reports on the activity's outcomes, reflections, and recommendations for follow-up support.

3. REQUIRED QUALIFICATIONS

- At least 3 years of experience in civil society strengthening
- Demonstrated knowledge in the area specified
- Strong facilitation, mentorship, and coaching skills
- Understanding of grassroots and community-based organizational challenges

4. ORGANIZATIONAL ASPECT

Access to CSO profiles, coordination, and scheduling support will be provided by PIN.

The expert(s)/group of experts will work directly with the project-target CSO teams under the supervision of the PIN Project Manager.

5. APPLICATION PROCESS

Interested mentors are invited to submit an application that includes the following:

1. **Updated CV** highlighting relevant experience in mentoring, capacity-building, and technical areas aligned with the topics of interest.
2. **Cover letter** (max 1 page) specifying:
 - The topic(s) they are applying to mentor on
 - Their motivation and relevant qualifications
3. **Overview of proposed mentorship approach**, including:
 - Key activities or methods they would use to deliver mentorship
 - A tentative timeline across the 3-day period (24 hours)
 - How their support would be tailored to grassroots CSO needs
4. **At least one reference** from a past mentoring, training, or facilitation engagement
5. **Financial Proposal** indicating the total expected remuneration for the 3-day mentorship engagement (24 hours). This should include:
 - Daily or total fee
 - Any applicable taxes
 - Clear indication of whether the rate includes travel, communication, or other related costs (if applicable)

Note: Applicants may apply to provide mentorship on multiple topics, based on their professional expertise. Where CSOs have identified similar topics, mentorship sessions may be combined to promote group learning and efficient delivery. However, **such sessions will be limited to a maximum of two CSOs per group to ensure quality and focused interaction.**

If applying as a legal entity, then the organization or company profile as well as the profiles of the proposed trainer(s)/expert(s), including their CVs, availability, and published work, should be included.

6. EVALUATION AND MENTOR(S) SELECTION PROCESS

Evaluation Criteria

Relevant experience (minimum 3 years in CSO strengthening) *(CV and Motivation letter evidence)*

Demonstrated knowledge in topic(s) of interest *(CV and Motivation letter evidence)*

Facilitation, coaching, and mentorship skills *(CV evidence)*

Mentorship approach (methodology, customization, timeline)

Understanding of grassroots CSO challenges *(Motivation letter and Mentorship approach evidence)*

Reference(s) provided and relevant

Financial Proposal (cost-effectiveness and clarity)

7. HOW TO APPLY

Application packages are to be submitted electronically to procurement.armenia@peopleinneed.net, with ***“Resilient Civil Society in the Eastern Partnership Region”*** in the subject line.

Deadline: **July 10, 2025 by 18:00**