



## SUSTAINABLE, IMPACTFUL AND INCLUSIVE CIVIL SOCIETY

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

People in Need (PIN) Armenia announces a call for the selection of facilitator(s) to support grassroots, well-established CSOs, and think tanks in conducting organizational capacity assessments and developing Development Action Plans within the framework of the “Sustainable, Impactful and Inclusive Civil Society” (SIICS) project.

#### 1. About the project

PIN Armenia is implementing the “Sustainable, Impactful and Inclusive Civil Society” (SIICS) project with support from the European Union, in partnership with Democracy Development Foundation and Boon Cultural-Scientific Foundation.

The 36-month project, running until October 2028, aims to strengthen civil society in Armenia as a resilient, independent, and trusted actor in democratic governance, policy engagement, and community empowerment. The action will directly support at least 36 CSOs across Armenia through capacity development and institutional strengthening interventions, including baseline and end-line organizational capacity assessments conducted during the project lifecycle.

#### 2. Objectives

The assignment aims to support CSOs in assessing and strengthening their organizational capacities through a structured and participatory process that includes:

- Organizational capacity self-assessment using the Organizational Capacity Assessment Tool (OCAT), adapted to organizations at different stages of development
- Development or refinement of Organizational Development Action Plans (DAPs), as applicable, based on assessment results and organizational readiness

- Support the PIN project team in identifying and selecting relevant thematic experts and contribute to ensuring that OCAT findings, identified CSO needs, and DAP priorities inform scenario planning and simulation-based learning activities to support subsequent strategic planning processes
- Measurement of progress through end-line OCAT assessments (expected in August 2028)

### **3. Scope of Work**

The facilitator(s) will work closely with selected CSOs and the PIN project team to implement the assessment process for 36 organizations (21 grassroots CSOs, 10 well-established CSOs, and 5 think tanks).

The facilitator(s) will:

- Participate in a kick-off meeting and prepare agendas and materials for workshops and individual meetings
- Conduct baseline OCAT assessments through approximately 5 group offline workshops (for 21 grassroots CSOs, 4-5 CSOs per group) and 15 individual meetings (for 10 well-established CSOs and 5 think tanks). Each workshop may last 1–2 days, while the individual meetings will be scheduled for one day each
- Facilitate the development or refinement of the Organizational Development Action Plans (DAPs), as applicable, based on identified organizational needs and OCAT assessment results
- Support the PIN project team in identifying capacity development needs and shaping tailored interventions
- Support the PIN project team in identifying and selecting relevant thematic experts and contribute to ensuring that OCAT findings, identified CSO needs, and DAP priorities inform scenario planning and simulation-based learning activities to support subsequent strategic planning processes
- Conduct end-line OCAT assessments (online individual meetings) towards the end of the project (2028)
- Prepare and submit structured reports on assessments, workshops, and CSO development outputs per the template provided by PIN.

### **4. Responsibilities**

#### Preparation:

- Familiarize with the OCAT and its application
- Understand the specific needs and contexts of the selected CSOs through revision of their provided relevant annexes, like Strategic and/or Development Plans, if existing, and conducting either a rapid assessment or a kick-off meeting
- Prepare materials and tools necessary for the facilitation of the workshops

#### Facilitation of OCAT workshops:

- Lead participatory workshops and one-on-one meetings for CSO teams to self-assess their organizational capabilities
- Ensure the assessment follows PIN's OCAT document structure (orientation on this will be provided by PIN) and cover purpose, context, strategy, teamwork, stakeholder interaction, accountability, advocacy, communication, resource mobilization, program implementation, and internal governance
- Mainstream gender sensitivity, inclusivity, and rights-based approaches, and risk mitigation, especially in a volatile context.

#### Development of Organizational Development Action Plans (DAP):

- Guide CSOs, where relevant, in outlining their capacity development priorities, key milestones, timeframes, resources, and responsible persons (document format will be provided by PIN)

#### Scenario Planning and Simulation-Based Learning:

- Support the PIN project team in identifying and selecting relevant thematic experts for scenario planning and simulation activities.

*\*Scenario planning methodologies and simulation exercises will be developed and led by thematic experts engaged under separate project activities.*

#### End Line OCAT Workshops:

- Conduct individual online meetings with CSOs at the end of the project to assess results achieved and shifts in scores, and submit a report based on the template provided by PIN.
- Document evidence demonstrating the results.

### **5. Deliverables:**

- Baseline OCAT assessment report (in English), for all participating CSOs
- Organizational Development Action Plans (DAPs)
- Summary report and recommendations for scenario-based and simulation-driven capacity-building interventions
- End-line OCAT assessment report (in English), including methodology, key findings, and recommendations

#### **Indicative Timeline**

The assignment will follow the indicative timeline below:

- Baseline OCAT and DAPs development – June-September 2026
- Endline OCAT - August 2028

## 6. Qualifications and Experience

- At least 3 years of experience in organizational development, CSO capacity assessment, participatory strategic planning, and capacity development action planning.
- Strong experience in facilitating participatory group processes, with the ability to guide collaborative reflection, manage group dynamics, and support participants in jointly developing analysis, solutions, and decisions beyond traditional trainer-led approaches.
- Experience in facilitating interactive online workshops and activities, with a good understanding of online learning, collaboration, and engagement dynamics.
- Understanding of the challenges faced by grassroots and community-based organizations.
- Understanding of the challenges faced by well-established organizations and think-tanks.
- Excellent written and verbal communication skills in English and Armenian.
- Commitment to tailored and empowering approaches to working with diverse civil society actors, while respecting their individual choices and development paths.

## 7. Application Process

Interested candidates should submit the following documents to [procurement.armenia@peopleinneed.net](mailto:procurement.armenia@peopleinneed.net)

- Letter of Motivation: A letter explaining the applicant's interest in the role and justification for being suitable for the position. The letter should also include the applicant's methodological approach, understanding of organizational development, understanding of grassroots/community-based and well-established CSO contexts, as well as experience in facilitating interactive online workshops and activities.
- Curriculum Vitae (CV): A detailed CV, including contact information of at least two references from individuals or organizations familiar with the applicant's work.
- Estimated Workload: An outline of the applicant's personal vision for the number of days required per activity, based on the applicant's experience. Applicants should include a brief methodological approach outlining how they would facilitate the OCAT process and support participatory organisational reflection across different CSO profiles.
- Financial Proposal: Applicants are expected to submit a flexible financial proposal indicating unit costs (e.g., per CSO, per workshop, or per output), as the final scope of work may vary based on needs identified during the OCAT assessment phase. For legal entities/companies, the proposed budget should be submitted VAT-exempt, while individual consultants should indicate NET amounts.

The financial proposal should include all related costs, a clear indication of whether the rate includes travel, communication, or other related costs (if applicable), and accommodation expenses, where applicable. As participating CSOs are located across different regions of Armenia, the assignment may require travel for offline individual

meetings. Exact locations and workshop schedules will be communicated during the implementation phase.

Payments will be made based on approved deliverables and submission of the required supporting documentation.

- Availability: Specific dates of availability in June 2026- September 2026 and August 2028.
- Supporting Work: Applicants are welcome to attach or provide links to their articles, blog posts, or other published work on relevant topics to support the application.

For applications from legal entities, also include:

- Organization/Company Profile: A profile of the organization or company
- Facilitator Profiles: Profiles of the facilitator(s) who would provide the services, including their CVs, motivation letters, availability, and relevant published work

## 8. Evaluation and Selection Process

The evaluation will be conducted based on a weighted scoring system, where the Technical Evaluation carries 60% weight and the Financial Evaluation carries 40% weight.

<b>Evaluation Criteria</b>	<b>Maximum Score</b>
At least 3 years of experience in CSO capacity development <i>(CV and Motivation letter evidence)</i>	5
Strong understanding of organizational development and CSO contexts <i>(CV and Motivation letter evidence)</i>	5
Suggested Methodological Approach	5
Experience in facilitating interactive online workshops and activities, with a good understanding of online learning, collaboration, and engagement dynamics. <i>(CV and Motivation letter evidence)</i>	5
Understanding of CSO contexts, including grassroots, well-established organizations, and think tanks <i>(Motivation letter)</i>	5
Reference(s) provided and relevant	5
<b>Total</b>	<b>30</b>

## 9. How to apply

Please submit application packages electronically to [procurement.armenia@peopleinneed.net](mailto:procurement.armenia@peopleinneed.net), with “**Facilitator-Sustainable, Impactful and Inclusive Civil Society**” in the subject line.

**Deadline: June 10, 2026, by 23:00**

Only shortlisted candidates will be contacted and invited to the interview.