**TOR for consultancy on locally led HelpAge Moldova NGO**

**1. Background:**

As part of HelpAge International’s commitment to transition aid through its signatory to the Charter4Change[[1]](#footnote-1), HelpAge International is seeking to empower locally led leadership and ownership of the ageing agenda in Moldova. As part of this process, a registration of the national NGO “HelpAge Moldova” was enabled in 2022 to build an autonomous and locally managed programme of work in the area of ageing and protection of the rights of older people.

In light with the above, HelpAge Moldova is seeking 2 consultants for the following assignments:

(1) explore the business model of HelpAge Moldova based on the context in the area of ageing in the country, needs and resources through consultation with the staff and external stakeholders and based on this elaborate the organizational development strategy and action plan to drive the development of HelpAge Moldova for a medium to long-term period.

(2) develop the internal management structure and systems for identified business model with internal policies and operational procedures for the national NGO, in line with local legislation and all relevant international frameworks on civil society development and functioning.

1. The purpose of developing the organizational development strategy and plan based on a business model, is to outline strategic directions of work of HelpAge Moldova in the context of ageing architecture in the country, re-confirm the vision, mission and intended technical areas of work, potential partnerships that can ensure financial sustainability and bring realistic income for HelpAge Moldova. It will therefore inform HelpAge Moldova management on the basic means of how it will generate sufficient funds, strategize, create, plan, adjust, deliver, and capture its values to become a strong, resilient and financially viable organization for short, mid and long term. The key questions for the consultant/s to ask are: What kind of NGO does Moldova need in the area of ageing, What will the NGO do in 5 to 10 years framework to improve the lives of older people and the like.

1. The purpose of the second consultancy is to suggest the management structure and systems for HelpAge Moldova and develop the necessary policies and operating procedures that will make the national HelpAge Moldova NGO fully compliant with the local legislation and international standards in the area civil society functioning. The consultant will also advise on the policy compliances required by the international donors, including online platforms and operating systems. Likewise, the consultant will support the development necessary HR, Administrative Systems and Operating Procedures, Data Management and Data Protection, IT, M&E and Reporting systems, etc. (preferably digital) with guidance for staff to use them with examples and necessary templates (e.g. contract management form, staff handbook on administrative systems and operating procedures for the office (manualul angajatului, and the like).

**2. Scope of work**

The consultants shall: support the development of the organizational development strategy and plan based on the business model identified through consultation with staff and outline strategic directions of work of HelpAge Moldova:

1. Based on existing Statute of the organization, facilitate discussions with the team of HelpAge Moldova to explore models of NGOs in the country working in the area of ageing, identify gaps in coverage, develop SWOT analysis to understands what is needed in the ageing architecture in the country, re-confirm the priorities, goals and objectives for HelpAge Moldova.
2. Map out potential sources of income to make HelpAge Moldova financially viable for delivering its business model (i.e., institutional funding, consultancy services, collaboration with the corporate sector, public fundraising, and individual philanthropy, etc.)
3. Consult and develop the organizational development and plan for 5 to 10 years. Advise on the annual plan of action, based on the strategic document and identified business model.
4. Identify management structure and systems for the business model selected, the activities, necessary human resources for the selected management structure for HelpAge Moldova including necessary capacity strengthening activities for staff, that may be needed.
5. Conduct desk review of relevant national legislation in the area of NGO functioning and agree on the list of mandatary internal policies and procedures for HelpAge Moldova
6. Develop mandatory policies of HelpAge staff and finalize through their agreement.
7. Map out international policies for functioning of the NGOs in Moldova to make them compliant with international standards, suggest a list and propose drafts for review of HelpAge staff and finalize through their agreement.
8. Develop, through consultation with staff a minim pack of administrative and operating procedures, to be included on the Staff Administrative and Operational Manual and ensure support documentation and sample forms area in place.
9. Interact with HelpAge Moldova stakeholders, upon need, as the Global staff of HelpAge international (based in London), local implementing partners, etc.
10. Any other related tasks

**3. Deliverables**

1. A Business model framework
2. An organizational development strategy and action plan to support its realization
3. Internal policies (in line with both national and international standards)
4. Internal operating procedures and supporting documents

**4. Activities and Timeframe**

The table below summarizes the activities and timeframe:

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| **Activity** | **No of days**  | **Timeframe** |
| Consultant meeting with HelpAge Moldova team for induction | 0.5 day |  |
| Preparation of work methodology  | 1,5 days |  |
| Review of existing HelpAge Moldova documents (Statute) and facilitate discussions with the team to understand their perspectives, develop SWAT analysis and suggest the business model, etc.  | 2 days |  |
| Develop the draft of the business model framework, through consultation with staff and stakeholders  | 3 days |  |
| Consultations with other stakeholders and market assessment of the NGO landscape in the country for suggesting the business model  | 1 days |  |
| Workshop for the elaboration of the organizational development strategy and plan with HelpAge Moldova staff | 2 days |  |
| Development of a draft organizational development strategy and plan though consultation with staff  | 5 days |  |
| Suggest and develop internal policies based on national and international standards of functioning of the NGO  | 5 days |  |
| Develop administrative and operating procedures for NGO  | 7 days |  |
| Validation workshop for the Business Model and organizational development strategy and plan | 1 day |  |
| Validation workshop for all policies work, administrative and operating procedures | 1 days |  |

**5. Submission of expressions of interest**

Expressions of interest should include:

* **A technical proposal** (maximum 3 pages) including: brief explanation about the consultant/s with emphasis on previous experience in this kind of work; profile of the consultant to be involved in undertaking the consultancy, the methodology proposed, key contacts from similar work carried out.
* **A financial proposal**: The financial proposal should provide cost estimates for services rendered including professional fees (daily rates x number of days) and any other costs to carry out the assignment.

Expressions of interest should be sent to officehelpage@gmail.com with the title of the email ”Application for strategy and policies development”. **The deadline for submitting the application is 26 July 2023.** Only shortlisted consultants will be contacted.

1. [https://www.peacedirect.org/wp-content/uploads/2021/05/PD-Decolonising-Aid-Report.pdf](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.peacedirect.org%2Fwp-content%2Fuploads%2F2021%2F05%2FPD-Decolonising-Aid-Report.pdf&data=05%7C01%7Ctatiana.sorocan%40helpage.org%7Cb494e069b6ba4ae4f14808db61dd0a4f%7Cd86c53cae0874f979c97dfabd11d0282%7C0%7C0%7C638211374253132028%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=%2BZgcMp%2BaYVnzZdJTmGoUj4rpgOx4lTFKccLMsp0USxE%3D&reserved=0) [↑](#footnote-ref-1)