



**KOSOVA REHABILITATION CENTER FOR TORTURE VICTIMS
TERMS OF REFERENCE (ToR)
FOR THE RECRUITMENT OF EXTERNAL CONSULTANT(S)**

GENERAL INFORMATION

Service /Work Description:	Strategic development and adaptations to the organizational structure
Project/Program Title:	Organisational Development of the KRCT
Post Title:	International and/or Local Consultant or a Team of Consultants
Duty Station:	Prishtina, Kosovo
Duration:	Approximately 35 working days, (up to 20 days for workstrand 1 and 10-15 working days for workstrand 2)
Expected Start Date:	March 2021

ABOUT KRCT

The Kosova Rehabilitation Centre for Torture Victims (KRCT) is a non-governmental organization that was founded in 1999 with the mission to provide treatment and rehabilitation to Kosovar torture survivors. Since its foundation, KRCT has been working with survivors of sexual violence from the war time and addressing their needs to authorities was a key advocacy goal for KRCT. In this regard, the principal achievement happened in 2017 when for the first time the status of survivors of wartime sexual violence was recognized by law as civilian war victims, which was followed by the government decision to fund pension for this social category.

KRCT has actively advocated with responsible authorities for improvement of legal framework for people deprived of their liberty. Thus, KRCT continuously monitors the rights of people deprived of their liberty in places of detentions, as well as in Mental Health and Social Care Institutions. Additionally, KRCT was involved in identifying, assessing, treating, referring and monitoring of Sexual and Gender-Based Violence (SGBV) survivors among repatriated persons and persons of concern to UNHCR (returnees, refugees, internally displaced persons and persons at risk of statelessness). Thus, KRCT continues to pursue its mission by helping survivors obtain justice; advocating with government, parliament and international organizations on the need to respect the prohibition of torture and working in partnership with like-minded organizations around the world to eradicate torture.

BACKGROUND OF THE ASSIGNMENT

KRCT has grown substantially in the past several years and has experienced significant programmatic and team development. Thus, in the past year, after a comprehensive internal consultative process, which included all staff, from the Executive Director to field workers, KRCT has entered into a new stage of organizational development (OD), now supported by PeaceNexus Foundation.

Such a process is underpinned by a participatory assessment of the organization's needs and further development ambitions. Likewise, the current strong funding situation creates a sound basis and space to focus on this process of organizational strengthening. The focus in this regard in the upcoming period will be placed on **strategic development** and **adaptations to the organizational structure**. Hence, KRCT seeks the services of a highly skilled expert or team of experts who will provide accompaniment in addressing these two critical aforementioned issues.

KRCT has established an internal Change Management Team comprised of representatives of various organization's sectors and its leadership to enable a participatory process of organizational and strategic development. This team will lead on the whole process and also serve as a principal counterpart to the consultant(s).

ROLE AND DELIVERABLES OF THE CONSULTANT (s)

Workstrand 1: Development of a long-term strategic trajectory and a 5-year strategy

Through this workstrand, KRCT seeks to develop a long-term organizational and programmatic perspective, as having clarity on such trajectory is expected to allow KRCT to drive meaningful organizational and programmatic investments in a way that ensures sustainability of its contributions to its primary constituents and the society in Kosovo as a whole, while also contributing to the global developments in the area of supporting victims of torture and eradicating torture. Due to this need, KRCT expects the external expert(s) to facilitate a process that will result in a clear long-term organizational trajectory. This is a prerequisite which will inform the development of the organization's next 5-year strategy, which is also a constituent part of this workstrand.

Both the long-term trajectory and the 5-year strategy should be informed by an in-depth understanding of the specifics within the Kosovan context; should reflect the unique mandate of the KRCT and be informed by a facilitated and structured process of internal discussions, consultations with constituents and KRCT's stakeholders.

The strategic framework is expected to provide the organization with clear programmatic direction and be associated with an operationalisation plan that is aligned with the work done under workstrand 2 and which outlines how KRCT will organise itself to deliver on the new strategy.

To deliver on these objectives, the consultant(s) will be expected to:

- conduct a basic review of KRCT's work to date, including the assessment on approaches that had particular success and traction;
- consult with the KRCT's leadership, management, members, team and constituents, as well as external stakeholders to identify niches where KRCT's contributions are likely most needed both currently and in the longer-term perspective;
- draft long-term strategic options with their key programmatic and organizational implications; and facilitate participatory internal discussions to arrive at a conclusion on the most meaningful long-term trajectory in view of KRCT's expertise and demonstrated social needs (particularly among key constituents and those who are served by KRCT);
- on the basis of the identified long-term trajectory, facilitate internal discussions/workshops and consultations with main stakeholders so that the chosen long-term strategic option informs the comprehensive 5-year strategy;
- accompany KRCT in the development of the implementation plan accompanying the strategy, in line with decisions made under workstrand 2.

Workstrand 2: Adaptations to KRCT's structure

In view of and informed by the identification of the organization's long-term trajectory, KRCT is looking to adapt its structure to enable further organizational strengthening and development to contribute to internal integration and allow for further advancements of organizational effectiveness. Hence, parallel to the development of the next 5-year strategy, KRCT is looking to develop a new structure that can:

- address the currently experienced challenges;
- allow the organization to become more integrated and to fully tapped into internal capacities;
- facilitate efficient decision-making;
- enable KRCT to deliver on the updated strategic direction developed under workstrand 1 and provide a basis for future growth.

To achieve these objectives, the consultant(s) will be expected to:

- undertake the review of current internal systems and practices against KRCT needs and activities, and informed by the identified long-term trajectory;
- help KRCT identify the structure that enables them to effectively deliver on their strategic priorities and implement their actions with the highest possible level of care and quality;
- provide concrete and actionable organisational development and restructuring recommendations, including the development and introduction of management tools and supporting processes;



- After supporting the development and adoption of the new structuring option, the consultant(s) will also be expected to accompany KRCT on its implementation (roll-out) and assist with the related processes (such as revisions of staff ToRs).

While the workstrands are separated for focus and clarity, please note that they are highly interrelated and should inform one another. Thus, the consultant or team of consultants are expected to coordinate and work in sync to ensure alignment and account for mutual interdependency.

Deliverables:

- (WS 1 & 2): inception report, including workplan, timelines and working methodology, as well as clear presentation of expectations from the KRCT's team (reflecting the consultant's understanding of his/her tasks after a first round of inquiries);
- (WS 1): paper on long-term organizational and programmatic options as basis for internal discussion, and further development of the endorsed option under KRCT's guidance;
- (WS 1): draft 5-year strategy;
- (WS 1): final 5-year strategy and recommendations for operationalization in the first year;
- (WS 2): paper on restructuring options (structure models), and further development of the endorsed option under KRCT's guidance;
- (WS 2): recommendations, guidance and tools to assist in the roll-out of the new strategy.

TIMEFRAME AND COORDINATION

The assignment is expected to include approximately 35 working days, (up to 20 days for workstrand 1 and 10-15 working days for workstrand 2). Due to the complexity of the assignment and the interrelatedness of the workstrands, KRCT will review the timeframe and duration after the submission of inception reports and again at the moment of submission of draft key deliverables (draft strategy and paper on restructuring options). This assignment will need to include both face-to-face work (workshops, retreats, interviews) with KRCT staff and relevant stakeholders (as soon as circumstances allow) as well as remote support (feedback, monitoring). The assignment is expected to be carried out over a period of 10 months, starting in March 2021.

QUALIFICATIONS

Independent national and international consultants with proven track record of relevant experience with similar assignments are invited to apply. We also encourage teams of consultants combining the different required skills to apply. Individuals can also apply for partial assignments, but should at a minimum apply for an entire workstrand. If that is your case, please indicate clearly which workstrand you are applying for, or if in case of a co-application of different consultants, how you are going to divide the work.

We require that applicants have:

- a proven track record of successfully facilitating participatory strategy development processes;
- experience in facilitating organizational change processes in nonprofit organizations;



- strong facilitation and communication skills in English (in both, oral and written);
- outstanding analytical, presentation, interpersonal, communication, and drafting skills;
- ability to translate strategic objectives and innovative ideas into practical operational recommendations; and
- in depth knowledge of Kosovan and Western Balkans context.

For workstrand 1 (strategy), we will consider it a valuable asset if the consultant(s) have experience or knowledge in areas of transitional justice, support to victims, humanitarian work and/or post-conflict development.

APPLICATION PROCESS

Applications have to be submitted via e-mail to: info@krct.org no later than 26th of February 2021.

Application needs to include:

- CV;
- Cover letter, indicating relevant skills for this assignment, including recent experience with strategy development and/or internal organizational development processes.
- Proposed methodology and timeframe;
- Financial proposal comprising detailed quotation for the assignment, showing working days and expected fee, availability as well as travel costs from place of residence and back; and
- Two references/previous clients who are able to comment on your ability to deliver on the strategy and/or organizational development.

Incomplete proposals shall not be considered for further process. Proposals received after the exact time specified for receipts of offer shall be considered late and shall not be evaluated.