

TERMS OF REFERENCE

Mid-term strategy and development of the organisational capacities

1. Executive summary / Background

Regional cooperation is one of the main priorities for the region of Western Balkans as it holds the capacity to positively influence regional stability and bring various practical benefits for its citizens and societies.

In 2015, Western Balkans Fund (WBF) was established by the governments of Albania, Bosnia and Herzegovina, Kosovo*, Montenegro, Macedonia and Serbia (in further text WB6 Contracting Parties) to pursue the goals of regional cooperation by supporting common projects at the “people-to-people” level, and by fostering human interaction and good neighbourliness in the region.

The WBF is a grant-giving organisation mandated to finance small and medium projects that aims to support regional cooperation projects in Western Balkans.

In November 2017, the Western Balkans Fund has implemented its first Call for Proposals. The Call has attracted wide interest of the regional organizations with 350 submitted project proposals and approximately 1,300 organizations participating in a Call either as a project partner or as the lead applicant. The WBF is currently implementing 18 projects rewarded within this Call for Proposals.

1.2. WBF mission and objectives

WBF’s mission is to promote:

- The development of closer cooperation between the WB6 Contracting Parties.
- The integration of the Contracting Parties into the European Union.
- Common presentation of the WBF Contracting Parties to third parties.
- Social cohesion and development of civil societies in the WB6 region.

More information on the Western Balkans Fund and its activities can be found here:

www.westernbalkansfund.org

and, via Facebook Page:

<https://www.facebook.com/WesternBalkansFund/>

*This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

2. Statement of need

In 2018, with support of the Peace Nexus Foundation, the WBF is in continuous process of developing its organization through the implementation of the following organisational priorities:

- I. Development of a mid-term strategy.
- II. Development of organisational capacities.

Please note that the mainstreaming of conflict sensitivity principles and practices represents a cross-cutting issue for all abovementioned priorities.

2.2. Description of assignment

WBF is requesting proposals to provide technical support, to facilitate the processes described, and to advise the WBF team with regards to the following organisational priorities:

The development of mid-term strategy needs to:

- i. Co-develop a context, stakeholder and policy analysis that is specific to the WBF's core mandate.
- ii. Undertake a stakeholder mapping and analysis. Engage key stakeholders (WB6 governments, civil society, strategic partners including potential funding partners), providing them with opportunities to shape the WBF strategy development.
- iii. Further develop the articulation of the WBF's intended impact in the framework of its core mandate.
- iv. Draw on the context, stakeholder and policy analysis, and the outcomes of the consultations to deliver a compelling organisational strategy in line with the core mandate of the Western Balkans Fund.
- v. Integrate an analysis of regional dynamics and risk into strategy development process.

The development of organisational capacities needs to:

- i. Identify key capacity needs for the WBF to deliver on its strategic objectives. Review the institutional capacity, organisational set-up, financial and administrative systems against the WBF mandate and the identified strategic objectives and key areas and make recommendations for addressing identified gaps.
- ii. Identify the key processes of the WBF's operations and assess how capacities are currently allocated to them. Suggest how to allocate capacities in order to strengthen the WBF Team's efficiency and clarify what is needed most to address urgent gaps.
- iii. Assist the WBF to develop operational processes that will enhance teamwork performance through a division of labour by making concrete suggestions on how to improve the Secretariat's functioning.
- iv. Integrate an assessment of conflict sensitivity into the organisational capacity building process, clarifying policies and procedures that could be developed to ensure that WBF is a model of diversity and social cohesion.

3. Project duration and timeframe

The assignment needs to be completed in the period from June to December 2018.

4. Deliverables

The following deliverables are mandatory to fully complete the contract:

- i. Inception report – after exploratory phase: demonstrate understanding of the challenges WBF faces and provide a detailed workplan including objectives, timeline and change indicators.
- ii. Report on the findings of the organisational review, including recommendations on organisational restructuring, roles and responsibilities, internal communication and individual training needs.
- iii. A mid-term strategy in line with WBF’s core mandate, including a context, stakeholder and policy analysis.

Note*: Deliverables should be provided in English.

5. Qualifications

The WBF is looking for a qualified registered consultant or a team of consultants, company or organisation hereby known as the “Applicant” with experience in the context of the Western Balkans and with a proven track record in the areas of strategy development, organisational capacity building and a solid understanding of conflict sensitivity.

Applicants are encouraged to apply for the complete assignment or parts of the assignment and specify which type of expertise/skills would have to be brought in additionally (strategy development, organisational capacity building, conflict sensitivity). Applicants need to be able to demonstrate relevant experience and results, including through references and testimonials, in the areas aforementioned. In addition, they are expected to:

- i. Have a strong track record of accompanying organisational development through participatory and consultative approaches that build the capacities of those involved
- ii. Excellent analytical and drafting skills
- iii. Strong facilitation and communication skills, diplomatic savvy
- iv. Excellent written and spoken English skills, BCS and Albanian language are an asset
- v. Western Balkans context knowledge is essential

6. Application process

Applications need to include the following documents:

1. CVs of the consultants which should include full descriptions of relevant responsibilities carried out, not just a job title, including information on contracting entity/client, project location/country, duration (mm/yy to mm/yy), consultant months provided (if different from duration), main activities, objectives.
2. A letter of intent (not exceeding 2 pages) including the methodology of the implementation and explanation of the relevance of their experience and approach for the assignments mentioned.
3. Financial proposal calculating the costs against activities (including assessment phase with interviews in all six contracting parties and staff foreseen to be included (in Excel).
4. List of references including contact details of potential references (representatives of organisations the consultants have worked with on comparable assignments). Please note that references will be contacted only after successful interviews.

7. Application process

Applications have to be submitted via E-mail: info@westernbalkansfund.org. E-mails should be sent using the official E-mail of Applicant. Subject of E-mail should be: "Application Documents - Western Balkans Fund RfP No. 05302018-2".

The applications must be submitted by June 24.2018.

Only shortlisted candidates will be contacted. The WBF strives to do so by June 29.2018.

NOTE* Western Balkans Fund reserves the right to not evaluate a non-responsive proposal. 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.

8. Maximum budget available

Maximum budget available is EUR 20,000 (not including operational costs):

Work strand 1 (strategy development): EUR 12,000

Work strand 2 (organisational development): EUR 8,000

Subject to the specific needs of the WBF the assignment may be extended beyond the current scope.

9. Interviews

Following the evaluation of applications received, up to the 5 highest-ranked consultants/entities will be interviewed.

The WBF will consult with the consultant regarding the format (e.g. Skype call, meeting, conference call, etc.) and date of the interview at the time of the invitation.