

TERMS OF REFERENCE

Development of the Think and Do Tank Strategy Document

Functional title:	External consultant/expert
Type of contract:	Individual contract or company
Duration of engagement:	20 days

Background

New Social Initiative – NSI is a civil society organization working in Kosovo, but also cooperating with the key stakeholders in the Western Balkan region, to ultimately impact inclusiveness, trust-building, democratization processes, and good governance in Kosovo. While doing so, NSI follows its vision of an inclusive society built on trust and appreciation among its communities, in which citizens from all ethnic groups actively participate in the society and its governance.

NSI strives to create an impact and bring change by empowering our constituency, a non-majority community based throughout Kosovo, for participation in Kosovo social and institutional life and by increasing trust among communities. NSI believes that the change of Kosovo Serbs community position and relation to the majority community is one of the key contributors to the inclusiveness and democratization of Kosovo society.

Overall Objective of the Activity

The purpose of the Reconciliation and Conflict Transformation activity in Kosovo is to address current reconciliation needs between different ethnic groups in Kosovo on the individual, community, and institutional levels. This will be achieved through building personal and collective awareness on the need to transform understanding of others, prioritizing shared values and approaches, as well as transforming co-existence into shared future social cohesion of all people in the country. The Reconciliation and Conflict transformation Activity is implemented from Community Building Mitrovica in partnership with New Social Initiative and Youth Initiative for Human Rights in Kosovo and supported from American People through USAID in Kosovo.

The purpose and mission of the Think and Do Tank will be to provide advocacy-based research on issues that are faced by local communities in the Mitrovica region as well as developments and trends in interethnic relations in an ethnically divided area. Furthermore, it will, based on the research, offer concrete and tangible policy-oriented solutions to problems identified. It will also examine and identify areas (cross-cutting issues) in which various communities can establish deeper and more meaningful channels of cooperation and communication.

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The Think and Do Tank Strategy Document will be developed by an external consultant in order to assist the founding and operationalization of the Think and Do Tank. The document will be developed in consultation and together with the Reconciliation and Conflict Transformation team and possible staff of the Think and Do Tank.

Purpose

NSI and its partners in this Activity according to the research and by working in the field of Reconciliation and Conflict Transformation have witnessed that there is a lack of Think and Do Tanks in Kosovo and specifically on Mitrovica region that would provide recommendations and solutions to the existing gap between the communities. Therefore, NSI, CBM and YIHR with the support from USAID have decided to develop organisational strategy with expert support as a first step before establishing the Think and Do Tank.

The 2021- 2024 organisational strategy should:

- Be based on a) a basic review of the Think Tanks previous work in Kosovo with a critical and learning lens (in which fields other Think Tanks particularly effective and successful, and the lack of that matter, etc.), and b) an updated context analysis, including anticipated trends and adaptation measures that Think and Do Tank should take to position itself in this environment.
- Chart a compelling vision which is informed by consultation of different stakeholders, target groups and governance bodies and which outlines the Think and Do unique value proposition.
- Articulate clear strategic objectives and spell out the intervention logic, approach, and capacities that Think and Do should deploy to achieve them.
- Map the implications of the strategy on the internal structure and processes and chart a clear operational plan to make the actions required for the implementation of the strategy.
- Create a sufficient basis for Think and Do Tank to articulate measure and articulate its results.

Duties and Responsibilities

Under the supervision and close coordination of the Reconciliation and Conflict Transformation activity team, the External Experts' responsibilities will be to develop a document containing aspects as follows:

1. Role and deliverables of the consultant

To meet the above-mentioned objectives, CBM will expect the selected consultant(s) to:

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- Conduct a basic review of Think Tank's work in Kosovo on the topic of Reconciliation and Conflict Transformation and help NSI, CBM and YIHR undertake consultations with key stakeholders and conduct the context analysis.
 - *Deliverables:* Inception report outlining:
 - the consultant's findings from his/her preliminary review of documents
 - the proposed plan (list of interviewees and questions) for the consultations;
 - Report from the consultations (feedback from stakeholders' context analysis findings) and facilitated discussions of the findings.
- Facilitate strategy development workshops and support the NSI in drafting the corresponding strategy document.
 - *Deliverables:* preparation and facilitation of strategy development workshops; drafting support on the strategy as required by the NSI.
- Ensure that the final strategic framework clearly identifies Think and Do Tank impact ambitions and provides a stronger basis (key impact ambitions and indicators) for a stronger monitoring and communication of results.
 - *Deliverables:* finalization of the strategy based on NSI's feedback; co-development of the results framework part of the strategy and identification of how M&E will be performed at the strategic level.
- Help the Think and Do Tank identify how it should organize itself (structure/division of organizational roles) to optimally deliver on the strategy
 - *Deliverables:* Facilitate the development of an operational plan that charts out how the organization will deliver on its strategy (approaches, structure, capacities) and clarifies the organizational division of roles and responsibilities.

Some of the key areas but not limited to are to be included in the strategy:

- The mission, vision, and main goals of the Think and Do Tank Group
- The theory of change
- Think and Do Tank Group work strategy and operational tactics
- Stakeholder and constituency (target group) analysis
- Partnerships and networking
- Development of the Think and Do Tank
- Advocacy-based research skills required by in-house staff and experts
- Modus operandi of the Think and Do Tank
- Target groups of the advocacy-based research and policy documents

The NSI Activity team will provide all the information related to the Activity that is necessary for the development of the Think and Do Tank Strategy Document.

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Competencies

Individual consultants and team of consultants possessing the qualifications outlined below are invited to apply.

- Demonstrated track record of successfully facilitating participatory strategy development
- Demonstrated experience in facilitating organizational development of Think Tank/ non-profit organizations, including in relation to the development/revision of organizational structures
- Mitrovica, Kosovo and regional (Western Balkans) context (socio-political context)
- Familiarity with the themes Peace, reconciliation, conflict transformation, human rights advocacy, youth activism, social entrepreneurship, CSO development, work with institutions
- Experience with the development of Monitoring and Evaluation plans
- program design & methodological experience in relation with Peace and reconciliation fields of work will be considered an asset.
- Experience with donor relations will be considered an asset.

Deadline and submission of expression of interest

If you are interested in supporting our strategy development and meet the criteria, please send us your application via email at office@newsocialinitiative.org with the subject reading “Strategy development procurement” no later than **September 4th, 2021**. Your application package should include:

- Expression of interest indicating your understanding of the assignment and relevant skills and experiences with strategy development, including the CVs of all engaged.
- Proposed methodology and related timeframe. In case you are applying as a team of consultants your methodological offer should also clarify how you will divide the work.
- Financial proposal comprising detailed quotation for the assignment, showing working days and expected fee, as well as the availability
- Contact details of two references/previous clients that can comment on your ability to accompany strategy development

Evaluation and Selection Process

The selected contractor will be responsible for designing and executing all the activities described in this ToR in collaboration with the Activity team. The selection process for the expert will be based on the set of criteria developed by the NSI Evaluation

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Committee to evaluate the proposals. The Evaluation Committee will evaluate the proposals by using the combined scoring method. Technical proposals will be evaluated on 60%; whereas financial proposals will be evaluated on 40%.

Shortlisted candidates will be interviewed in the second week of September (from 07 to 10 September).

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.

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