



Institute for Development Policy - INDEP

Empowering Civil Society through Technical Assistance to Operating Grants, Kosovo  
Contract number: 2016 / 381-301

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## TERMS OF REFERENCE

Non Key Expert (NKEs) – Empowering CSO- Operating Grants, Kosovo

<b>Title of assignment</b>	Providing targeted assistance on <b>Financial (and budget) management, planning and reporting</b> to beneficiary organisations of the CSF-funded operating grants
<b>Type of contract</b>	Consultancy
<b>Duration of the assignment</b>	45 days maximum (excluding reasonable travel time)
<b>Line management</b>	Key Expert/Team Leader

### 1. Background

INDEP is a think tank and an advocacy centre that provides independent research-based policy solutions. Established in 2011 as an association of policy analysts, researchers and civil society activists, INDEP looks at regional policies, aiming to guide countries of South-East Europe on their path to Euro-Atlantic integration. In Kosovo, where it is based, the institute has a special focus on strengthening democratic governance and plays the role of public policy watchdog. Despite a short time since its establishment, INDEP has acquired the status of one of the most influential civil society actors in policy-making process in Kosovo. INDEP's mission is to strengthen and guide sustainable socio-political and economic development based on the principles of democracy and democratic values.

INDEP has been commissioned by European Union to provide assistance to the beneficiaries of the Civil Society Facility (CSF)-funded operating grants in further developing and strengthening their governance and accountability systems in order to be capable, transparent, accountable and effective Civil Society Organisations (CSOs).

The overall objective of the CSF is to strengthen participatory democracies and the EU integration process in the Western Balkans and Turkey by empowering civil society to actively take part in decision making and by stimulating an enabling legal and financial environment for civil society and pluralistic media.

Through the CSF 2015, the EU Office in Kosovo has, for the first time, concluded operating grants with 6 CSOs in Kosovo, with a view to providing financial support towards the functioning of the organisations and the implementation of their annual work programme – over a period that is equivalent to their accounting year – in order to allow the organisations to fully concentrate on the core mandate of their organisation. These operating grants shall also allow the beneficiary organisations to build up technical and thematic expertise as well as organisational capacities, not having to constantly focus on resource mobilisation. Subject to a thorough review process, the operating grants may be renewed on an annual basis, and

will support core funding for a maximum duration of four years. The amount awarded will decrease over the years.

In order to ensure a sustainable and healthy development and strengthening of the beneficiary organisations, the Technical Assistance accompanies these operating grants, and assists the consolidation of their governance and accountability systems. Civil society's leverage depends much on their credibility and accountability, and the perception that they uphold the values they claim to represent, such as democracy, social justice, equity, transparency, accountability, effectiveness and the rule of law. Such standards of governance include a transparent decision-making process, in which resources are planned and allocated in an effective and accountable way, on the basis of a clearly defined mission.

The Technical Assistance supports the operating grant beneficiaries in their efforts to achieve these standards. It assists the organisations in defining and/or operationalising their mission statements, analysing and strengthening their internal governance structures and quality assurance methods and standards, promoting the highest professional and ethical standards. Needs and priorities of the beneficiary organisations, as well as clear benchmarks and targets for the technical assistance to be provided, should be defined in close cooperation and consultation with the beneficiaries in order to ensure maximum ownership, impact and sustainability.

The assistance provided to the beneficiaries of the CSF-funded operating grants will be coherent and complementary with the activities of the support provided by TACSO and the Resource Centre to CSOs in Kosovo.

## **2. Objective of the assignment**

The main objective of this assignment is to provide each beneficiary organisation of the CSF-funded operating grants with targeted, tailor-made assistance and expert advice based on the priorities identified in the TACSO commissioned Needs Assessment, and situation analysis by the Team Leader/Key Expert, in order to address the specific and agreed areas of development and build their capacities.

The NKE under the leadership/guidance of, and in cooperation with, the Team Leader/INDEP will provide targeted assistance to the beneficiary CSOs in Finance, and budget management, planning and reporting. More specifically, the NKE will support:

- the development, improvement of internal financial systems, policies, procedures;
- the development of capacity and skills to understand, utilise and comply with internal financial systems, policies and procedures including donor and legal requirements;
- with practical training, guidance/advice on Quickbooks, budgets, expenditure, forecasts, bid-analysis, procurement, internal and external audits, etc;
- in understanding the financial management, and its contribution to and linkages with:
  - overall performance of the organisation;
  - strategic and business planning;
  - strengthening transparency and accountability;
  - fundraising and grant management,
  - capacity building of staff, partners and sub-contracts, as appropriate;
  - HR and other organisational policies and systems;
  - growth/development goals.
- The NKE will provide any other assistance as deemed appropriate during the implementation of the project.

The capacity development approach should go beyond the conventional perception of training and be linked to the concept of learning organisations which involves constant changes and experiments by using feedbacks of processes and results, transforming individual and organisational practices and values and adjustment of structures to cope with changes. Therefore, the capacity development measures should be based on knowledge sharing through mentoring, coaching and on-the-job training, and be results oriented and sustainable.

### **3. Tasks**

Under the leadership/guidance and cooperation with the Team Leader/Key Expert, NKE will support beneficiary CSOs in financial management and planning, including drafting Financial Policy Document, as appropriate, for individual CSOs which shall include a structured system and all necessary 'how-tos' about financial projection and planning, budgeting, expenditures and accounting, financial reporting and auditing. This will ensure that the beneficiary CSO accounting books are prepared properly, that management obtains accurate and timely financial reports that funds are used in line with requirements and that there are established procedures of controls. The specific outputs of the policy are the design of standard forms (depending on the needs and types of organization), charts of accounts, cost centres and structures, finance manuals etc. The content of the Financial Policy Document will vary from one CSO to another, depending on their current situation, but there are some possible themes such as development of a financial system (namely, system design, chart of accounts, cost center and structures, financial procedures, work planning, etc.). Other possible issues could include those related to financial planning, budgeting, challenges of multiple donor programming, accounting methods, etc. Particular focus will also be given to financial reporting, including budget monitoring reporting, forecasts, action planning and internal auditing. The NKE will provide support with lesson accounting (particularly on balance sheets, depreciations and financial statements), and support related to asset management (risk management, cash controls, procurements, etc.). The NKE will be reviewing applicable legislation in Kosovo, and will draft financial policies jointly with the representatives of beneficiary CSOs. And will provide hands-on support to individual beneficiary CSOs in order to ensure that their Financial Policy suffices the needs and the operational context of each beneficiary.

The process of drafting the Financial Policy Document is a multidimensional process. By providing the framework drawn from the legal environment as well as the Specific Situation Analysis, the NKE will provide the initial corpus of ideas based on which the representatives of the beneficiary CSOs will discuss and brainstorm. The process, from then on, is envisaged to belong to the beneficiaries, with our NKE providing hands-on support and intervening when needed. During this time, our NKE will provide on-job and unconventional training turning this into a learning process. The support by the NKE will also focus on how to ideate budgets, how to properly structure them and how to create a synergy between projects in order to better utilise financial resources.

The Gender mainstreaming NKE will assist with understanding the importance of gender aspects of budgeting, and will aim to ensure that gender-responsive approach to budgeting is accepted as a core value of each and every CSO, whilst being deeply enrooted in the very spirit of the Financial Policy. Other support involves providing on-site, hands-on structural support on projecting and executing expenditures, intensive training on accounting as well as support regarding internal and external auditing of expenditures.

The Team Leader/Key Expert and the NKE will ensure that work on financial management and planning takes places when most needed and suitable for the beneficiary CSOs and that this work links/feeds into other areas of support.

#### **3.1 Lessons learned and reporting**

The NKE will provide input into the drafting of a Lessons Learned Report, highlighting key findings and recommendations. In addition, the NKE will contribute to monthly and final reports written in English language.

### **4. Profile of the NKE**

The profile of the NKEs should include, but do not have to be limited, to the following:

- Budgeting and financial audit;
- Human resource management;
- Strategic planning;
- Gender equality and gender mainstreaming
- ICT and communication;

- Advocacy;
- Legal review;
- Fund raising and resource mobilisation;
- Risk management;
- Organisational development.

#### Qualifications

- A Bachelor's degree in the relevant fields to the proposed assignment (law, political science, international relations, social science or economics), or at least 5 years of relevant professional experience above the minimum 5 years of professional experience fixed below (in case the expert would not have the Bachelor's degree);
- At least 5 years of experience in the area relevant to the proposed assignment (civil society development; organisational/capacity development; finance management; legal analysis; HR management; strategic planning; gender; advocacy; communication; media; fundraising; donor relations; risk management) in addition to the years of professional experience which form a substitute for the diploma, in case the expert would not have the diploma required matching the nature of the assignment;
- At least 5 years of experience in senior management positions;
- Experience working in Kosovo or countries of the Western Balkans;
- Excellent communication and analytical skills;
- Excellent English language skills and be proficient in report drafting;
- Excellent team working abilities;
- Local languages skills would be an advantage.

NKEs should be independent and free from conflicts of interest in the responsibilities they take on.

### 5. Timeframe and location of the assignment

Timeframe of the assignment is December 2017 – January 2019. Location is Kosovo. The indicative start date of the assignment is December 26<sup>th</sup>, 2017. The assignment will not exceed 45 days (excluding travel time).

### 6. Confidentiality and authorship

INDEP will have exclusive ownership of all information generated as part of this assignment. The NKE may pass the information on to other parties in specific instances if INDEP agrees to this in advance in writing. The NKE will treat as confidential all information provided by INDEP, project beneficiaries and/or other parties as part of this assignment.

### 7. Management of NKE

The NKE will work under the supervision of the Team Leader/Key Expert and will work closely with the project team.

### 8. Application procedure

Interested candidate/s should submit:

- Expression of Interest outlining motivation, relevant experience, suitability and availability for the assignment (max 1 page)
- Outline of proposed methodology to be used for the assignment including possible suggestions in addition to the requirements listed in the ToR (max 1 page).
- CV in the EU format
- Two references from similar assignments;
- Expected remuneration, in the form of gross fee in Euro per day. Please note that travelling time to/from Kosovo will not be accounted for as working days.

The application should be sent to **office@indep.info** with the subject heading: **Application for NKE – Assistance to CSF-funded CSOs**. The closing date for applications is **17:00 CET on Monday, December 18<sup>th</sup>, 2017**. Only short-listed candidates will be contacted.