

ToR for targeted Human Resources support

About KRCT

The Kosovo Rehabilitation Centre for Torture Victims (KRCT) is a non-governmental organization established in 1999 that provides interdisciplinary services in support of civilian war victims, in particular survivors of sexual violence during the war in Kosovo. These provisions of services include medical and psychological therapy for survivors and their family members, awareness on their legal rights, legal advice, economic empowerment programs, and activities aiming towards institutional recognition of their rights.

Further, KRCT is involved with identifying, assessing, treating, referring and monitoring of Gender-Based Violence (GBV) survivors among repatriated 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.

In addition, within its mandate to promote and advance respect for human rights for persons deprived of their liberty, KRCT undertakes regular monitoring visits in places of detention, such: prisons, detention centres, police custodial cells, mental health institutions and also promotes the practices and legislative standards for the protection and enhancing the respect for the rights of persons deprived of their liberty.

The KRCT sees its role in the society as a service provider, litigator and human rights watchdog. Of particular importance was the constant and strong advocacy effort that KRCT has made with government institutions in addressing the needs of survivors of sexual violence during the war in Kosovo, as well as persons deprived of their liberties.

Background of the assignment

KRCT is engaged in a process of organisational development (OD) supported by PeaceNexus since late 2020. Through this process, KRCT has developed a new organisational strategy and a new organigramme. The new organigramme is associated with multiple changes, including the introduction of a Senior Management Team (SMT) and the appointment of middle managers. It is also associated with an updated salary scale. One of the goals behind the new structure is to help KRCT strengthen its human resources management. Moving forward, the Head of Operations will play a focal point role regarding internal procedures while each supervisor will be entrusted with a stronger performance management role.

The updating of KRCT's internal procedures has been identified as an important follow-up action of the OD process and as a key precondition to strengthen human resources management. KRCT's current internal procedures have enabled the organisation to meet its obligations, including vis à vis various donors. However, they are no longer fully updated and do not completely match the current needs of the organisation. For example, they have not yet been updated to reflect the new roles and decision-making levels implied by the new organigramme. They also have been developed internally over the years and saw the progressive additions of various stand-alone policies at times requested by donors.

Therefore, HR policies and procedures are not all at the same level and would benefit from being reviewed as part of one coherent and well-integrated package.

While the SMT (and in particular the Head of Operations) will work closely with the expert to develop and design appropriate HR policies and procedures; the need for external expertise has been identified. The expert will be in particular be expected to advise the SMT on open questions such as optimal content and structure of the policy& procedures. He/She will also be expected to draft documents and ensure a consistent and clear writing style that is at the appropriate level of detail for documents of this type (i.e help KRCT ensure that procedures neither underregulate nor overregulate). Finally, he/she will be expected to help KRCT take a functional approach leading to final procedures that strongly match KRCT's needs and avoid or limit instances of stand-alone policies imposed by specific donors.

KRCT would like to have near-final draft revised procedures by the time it has its all-staff retreat in October 2023. The retreat is expected to serve as an opportunity to explain changes and answer questions from staff. Any final tweak should be made to the procedures after the staff retreat, prior to the submission for validation of the procedures by KRCT's Board.

Roles and deliverables of the consultant

The consultant will accompany KRCT in the updating of its Human Resources policy & procedures. The resulting documents should:

- ✓ Help KRCT further develop its overall HR management.
- ✓ Take into account applicable laws, rules and donor requirements and ensure compliance with those.
- ✓ Be aligned with KRCT's organisational development objectives and with KRCT's updated organisational structure.
- ✓ Be clear, easy to understand and conducive to a harmonised implementation by all KRCT staff.
- ✓ Offer a clear frame regarding the rights and duties of KRCT as an employer and of KRCT employees and be preserve the positive atmosphere inside of the organization and the motivation of employees.

To this end, the consultant is expected to conduct the following tasks and develop the following deliverables:

1. Conduct a review of KRCT's current policies and procedures and propose a table of content for the revised package of documents

- Have preparatory conversations with KRCT's SMT to better understand KRCT's needs.
- Read and analyse KRCT's current policies and procedures as well as relevant documents (e.g., agreement with donors, previous drafts of revised procedures) regarding KRCT's obligations.

- Deliver an inception report articulating a) the findings from the review including gaps to address in terms of compliance with Kosovo labour law b) recommendations regarding the scope and structure¹ of the revised documents (table of contents) c) updated and final workplan.

2. Draft revised documents

- Develop a comprehensive draft of the HR policy and documents based on the feedback on the table of contents (e.g. this may include policies related to recruitment and selection, employee onboarding, performance management, employee development and training, compensation and benefits, employee relations, disciplinary actions, employee termination etc.).
- To ensure that the KRCT's HR policies and procedures comply with relevant labor laws and to identify any legal gaps or potential risks and make recommendations for adjustments or enhancements to ensure legal compliance.

3. Finalise the documents and help KRCT's SMT prepare for their introduction

- Provide a final version of the HR policy based on KRCT feedback, as well as any associated document/template deemed necessary for the implementation of the policy.
- Advise the SMT on ways to measure the effectiveness and efficiency of the newly implemented policies and procedures.
- Help the SMT prepare a workshop to inform employees and managers about the new policies and procedures, and its implementation (depending on the final workplan, the consultant may help directly with the conduct of the workshop or provide training materials to ensure effective implementation and understanding of the internal regulations).

Timeframe and coordination

The assignment is expected to take approximately up to 12 consultancy days. The assignment is foreseen to take place from late July to November 2023. The consultant will work closely with KRCT'S SMT, who is supported in this process by the PN team. Additionally, as KRCT is supported by another donor (CVT) on the set-up of a performance management system, KRCT may ask the HR expert for feedback on the performance management documents, in order to ensure their integration and alignment in the HR policy and documents.

Required qualifications

- Demonstrated extensive experience in human resources management (including with NGOs)
- Demonstrated advisory experience (especially on HR)
- Familiarity with externally-funded projects and main donor requirements

¹ For example, the consultant is expected to help KRCT make a decision on having a fully integrated policy& manual or a policy accompanied by specific annexes/procedures

- Up-to-date Familiarity with labour law of Kosovo
- Excellent (written and oral) communication and drafting skills in English
- Flexibility, responsiveness and ability to work under tight deadlines
- Facilitation and capacity-development skills
- Integrity and discretion

Application process

Applications have to be submitted via e-mail to: info@krct.org or mehmet.musaj@krct.org no later than **05th of July 2023**.

Application package

- CV(s) of the consultant(s),
- Expression of interest presenting the motivation, demonstrating the required qualifications and outlining the foreseen methodology
- Financial proposal for the full assignment with specification of fee per consultancy day and estimation of travel costs to and from Pristina, Kosovo.
- Two references from previous clients on similar/relatable mandates.