



ToR for leadership development capacity-building support

About KRCT

The Kosovo Rehabilitation Centre for Torture Victims (KRCT) is a non-governmental organization established in 1999 that provides interdisciplinary services to support civilian war victims, in particular survivors of wartime sexual violence in Kosovo. Services include medical and psychological therapy for survivors and their family members, legal rights awareness raising, legal advice and support aimed at the institutional recognition of survivors' rights.

Further, KRCT is involved in identifying, assessing, treating, referring and monitoring survivors of gender-based violence (GBV) among repatriated Kosovars and persons of concern to the 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 against torture with the government, the parliament, and international organizations, and working in partnership with like-minded entities around the world to eradicate torture.

In addition, within its mandate to ensure the rights of persons deprived of their liberty, KRCT undertakes regular monitoring visits to places of detention (including prisons, detention centers, police custodial cells, and mental health institutions) and promotes practices and legislative standards for the protection of persons deprived of their liberty and the respect of their rights.

KRCT sees its role in society as a service provider, litigator and human rights watchdog. Of particular importance is the strong and constant advocacy with government institutions led by KRCT to address the needs of survivors of wartime sexual violence in Kosovo and persons deprived of their liberty.

Background to the assignment

With a team of 30+ staff, KRCT can be considered as a large NGO within the Kosovo context. Until recently, all program and project managers were directly supervised by the Executive Director. In late 2020, KRCT started an organisational development (OD) process, supported by PeaceNexus. Through the OD process, KRCT developed a new organisational strategy and a new organisational structure. The new organigramme started being rolled out in 2022 and entailed:

- The creation of a Senior Management Team – composed of 5 members (Executive Director, Head of Operations, Head of Finance, Head of Rehabilitation, Head of Advocacy and Human rights)
- The formalization of clearer and more middle management roles
- Appointing some existing staff to senior management and middle management positions

In addition to these structural changes, in 2022 and 2023, KRCT has welcomed several new staff including in senior management and middle management positions. It is also worth noting that for all staff promoted or recruited in middle management or senior management positions, the new roles represent a substantial 'jump' in management and leadership responsibility compared to previous roles.

In view of these changes, KRCT has decided to invest in the ongoing development of leadership and management capacities with the ambition to ensure that all senior and middle managers:

- Move away from a project-level management approach towards leading a team or pillar inside KRCT
- Feel well equipped to perform their leadership and management role



- All possess sufficient know-how along 4 overarching competencies: i) strategic thinking and problem solving; ii) Planning, prioritisation and time-management; iii) communication ; iv) people management, including feedback and delegation
- Perform their role in line with KRCT's values and organisational culture
- Gain knowledge and confidence in management areas newer or more challenging to them

As a step to fulfil this ambition, individual conversations were conducted by PeaceNexus with KRCT senior and middle managers. The purpose of these conversations was to gauge how each manager feels in their role, how strong they feel in terms of leadership and management competencies and what they would see as top priorities for their development. These conversations with managers as well as the assessment of the Executive Director, have surfaced a number of collective needs in terms of leadership development (especially regarding delegation and feedback). KRCT is therefore looking for an experienced leadership development consultant to design and conduct a tailored mentoring/capacity development workshop to start addressing these priorities.

Specific goals of the assignment

As a result of the assignment, participants should progress with the core competencies listed above. More specifically, the workshop/sessions should contribute to participants:

- Gaining knowledge/awareness about their leadership and management style and identifying priorities for strengthening
- Strengthening their ability to think strategically and applying that to their management and leadership role inside KRCT
- Improving their delegation and 'coaching' skills as manager
- Improving their feedback-giving skills, particularly as it relates to giving direct feedback and critical feedback.
- Ideally gaining knowledge/insights about effective planning and time-management tools

Envisaged scope, methodology and deliverables

To help KRCT achieve the above-mentioned objectives, the consultant is expected to:

- 1) Design tailored training/coaching sessions for KRCT

This should be done based on preparatory conversations , including with KRCT's Executive Director and PN and should result in the following deliverables: Proposed detailed sessions plan indicating planned learning outcomes and methodology; final agenda based on KRCT and PN feedback

- 2) Facilitate training and coaching sessions

These sessions should be facilitated in a way that maximises learning and skills-building. Theoretical elements, if any, should be well balanced compared to gaining actionable insights and practising some core leadership managerial skills. The sessions should enable participants to practically relate the gained insights to their own objectives and managerial priorities in KRCT.



3) Debrief with KRCT and provide recommendations for follow-up¹

As a result of the sessions with KRCT's managers, the consultant will be expected to share written observations and recommendations to KRCT for follow-up (e.g. outlining what collective and individual follow-up would be useful; providing links/references to relevant tools/resources for participants)

Timeframe and coordination

The tailored workshop should be conducted in February. The assignment is expected to take approximately up to 7-8 consultancy days for the design, conduct of and debriefing from training/coaching sessions. 7-8 participants will attend the sessions. KRCT would favour an approach that foresees sessions being delivered in person but is open to proposals foreseeing remote work. The selected consultant will be briefed by KRCT's ED and by PeaceNexus and will be expected to prepare the workshop closely with KRCT. To help with the preparation, the consultant will receive relevant briefing documents and inputs including: a) outcome of initial conversations between managers and PeaceNexus b) complementary insights of the Executive Director.

Profile requirements

Required

- Experience working in a managerial role in an NGO or advising NGO leaders
- Demonstrated expertise with leadership development, including in relations to delegation and feedback provision
- Demonstrated experience and track record with capacity development and mentoring
- Experience with design and facilitation of tailored trainings and workshops
- Excellent interpersonal and listening skills
- Excellent feedback-giving skills

Assets

- Fluency in Albanian
- Familiarity with Kosovo context and/or with KRCT's areas of work
- Track record of leadership and capacity development with new managers
- coaching background/certification

Application process

The application package consists of the following:

- CV (not exceeding 4 pages)
- Proposed methodology, inclusive of workshop/sessions outline
- Financial offer indicative of daily consulting fee and of any travel, accommodation or per diem costs necessary to conduct the assignment)
- References of 2 past clients relevant to this mandate

Applications should be sent to info@krct.org until 15th December. Shortlisted applicants will be invited for an interview with KRCT and PeaceNexus.

¹ Depending on the outcome of the sessions held with the group, an extension of the mandate could be envisaged, for example for follow-up group or individual coaching sessions.