

TERMS OF REFERENCES

Senior Organizational Development Adviser

Program Title:	Integrated Water Resources Management in Kosovo (IWRM-K)
Post Title:	Senior Organizational Development Adviser (full-time)
Duty Station:	Skat, Program Facilitation Unit (PFU), Pristina, Republic of Kosovo
Duration of contract:	1 year initial contract with possibility of extension for up to 4 years¹
Indicative start date:	01 August 2020

BACKGROUND/CONTEXT:

Following a one-year design process (inception phase), on May 1, 2020 Skat Consulting Ltd. (Switzerland) in consortium with the Environment Agency Austria (EAA) has launched the implementation phase 1 of the Integrated Water Resources Management in Kosovo (IWRM-K) Program funded by the Swiss Agency for Development and Cooperation (SDC). Approximately EUR 8 million are allocated by the SDC for a period of four years to support the following key objectives of the Program:

- a) Formulation of river basin management plans for three river basins along a unified national methodology followed by piloting of prioritized set of measures;
- b) Improvement of legislation, institutional setup and organizational capacity for better water resources management (including the country-wide monitoring system); and
- c) Democratization of water resources management through environmental awareness raising and enhanced stakeholder participation.

The Program aims to build long-lasting water resources management capacities in line with Kosovo's socio-economic and political priorities, as well as the needs of future sustainable development. It will work toward fundamentally improving the capacity and strengthen the role of the Ministry of Infrastructure and Environment, and especially the River Basin District Authority as an institution with central role over river basin management planning and development. This will be carried out in parallel to efforts to clarify roles and strengthen functional relationships with a wide range of institutional and non-institutional stakeholders charged with responsibilities over the main components of the country's IWRM System (Planning, Monitoring, Implementation, Permitting and Inspection, Communications and Stakeholder Participation and Data Exchange and Management).

Considering the lessons learnt from past initiatives that aimed to build technical capacities, the Program's strategic approach relies on a close interlinkage of **(technical) capacity development** and **institutional development**. Important part of the broader institutional strengthening² is the **organizational development** of key Program beneficiaries³. This involves processes that will facilitate their internal organizational maturation (e.g., human resources management, team work, leadership, motivation, relations among colleagues, and better internal procedures).

¹ The maximum possible contract duration is four years. However, the decision on contract extension will depend on several factors (e.g., acceptance and response to support by beneficiaries, actually required work-load, as well as overall staff's performance).

² Institutional Development or Institutional Strengthening is a broader term and the corresponding processes and activities are led by an existing Component Leader. Organizational Development contributes to the overall Institutional Development, but considering its specific requirements, it would be led by the Senior Organizational Development Adviser.

³ Several bodies within Ministry of Infrastructure and Environment (River Basin District Authority, Kosovo Environment Protection Agency, Hydro-Meteorological Institute, Water Division, Environment/Water Inspectorate).

Practically institutional capacity development activities are incorporated throughout the entire Program design aiming to ensure sustainability of technical capacity development achievements thanks to improved internal processes. And the organizational development activities are emphasized by the Program to ensure that beneficiary organizations are able to 'absorb' the enhanced duties and responsibilities and deliver the expected results in an effective and efficient fashion.

This interlinked institutional (incl. organizational) and technical capacity development need to be achieved through a step-wise approach (see Appendix A). For each step, support will be provided to build technical capacities along with the institutional set-up/capacities necessary to ensure that all other investments are sustainable. Measuring the institutional/organizational development success is planned to be carried out through use of benchmarks/milestones which need to be achieved by beneficiaries before the subsequent packaged of technical capacity assistance are released. The organizational development activities among Program's key beneficiaries are planned to be led by a set of process groups and the overall steering group⁴ comprising representatives of the key beneficiaries as proposed by an earlier Program-backed Concept Paper.

To facilitate the implementation of such Program, Skat Consulting Ltd. intends to hire a Senior Organizational Development Adviser who will join the Pristina-based Program Facilitation Unit (PFU). The PFU currently comprises a Team Leader, three Senior Advisers in charge of different aspects of water resources management and institutional development, a Finance & Administration Manager, and an Office Manager & Language Assistant: additional junior experts will join the PFU at later stages of the Program. In carrying out her/his main duties, the Senior Organizational Development Adviser will be backstopped upon identified needs by international institutional/organizational development experts mobilized within the broader Program implementation team.

DUTIES AND RESPONSIBILITIES:

Under the direct supervision of the Team Leader, in close cooperation with the Component Leader for Institutional and Capacity Development (ICD) and the respective international experts, the Senior Organizational Development Adviser will take lead role in organizing Program activities related to organizational development. S/he will be the key person facilitating organizational development processes at the level of Program's key beneficiaries in line with the overall institutional and capacity development (ICD) concept. In addition s/he will assist other Program management processes, working closely and complementing the current knowledge and skills of PFU staff. More specifically, s/he will be responsible for the following key tasks:

1. Take lead role in specifying/detailing the organizational development activities under the overall technical and institutional development concept and breaking them down into implementable steps/actions (e.g., including definition of organizational development benchmarks/milestones, conditionalities and incentives for beneficiaries);
2. Support the establishment of the organizational development/process groups (e.g., by suggesting adjusted composition, interaction/correspondence with stakeholders, presentation in different meeting as required);
3. Facilitate the functioning of these groups in close coordination with the other groups supported by the PFU and regular cooperation with the technical Senior Advisers of the PFU;
4. Take a lead role in the continued monitoring and assessment of partner organizations/beneficiaries in relation to current and required (future) organizational development levels and overall capacity for introduction of IWRM;

⁴ These groups are foreseen to take lead role in the organizational development aspects at the level of Program's key beneficiaries. They will be established in addition to a set of technical working groups dealing with different technical aspects of IWRM. While the work of the technical working groups will be facilitated by the other Senior Advisers in the team, the work of the organizational development groups will need to be facilitated by the Senior Institutional Development Adviser.

5. Draft TORs, support hiring of external experts, trainers and/or coaches on a wide range of organizational development issues, and facilitate, monitor and report about their work;
6. Support learning/training needs assessment targeting key Program stakeholders in relation to the organizational development (e.g., on such issues as general management aspects, team work, leadership, motivation, human resources management, internal procedures);
7. Assist the work of the international institutional/organizational development experts (e.g., support to their missions to Kosovo, providing input to expert reports);
8. Facilitate/co-facilitate training and other workshops on issues related to organizational development, and other Program-related issues as required;
9. Liaise with other programmes/project/initiatives pursuing similar objectives to ensure complementarity of activities and prevent duplication of work;
10. Assist in formulating TORs and hiring junior professionals that will be offered to key beneficiaries to strengthen internal capacity for the needs of better IWRM;
11. Assist different Program implementation priorities as required (e.g., support to procurement and recruitment procedures, providing input to Donor reports, event management).

QUALIFICATION REQUIREMENTS:

- Minimum university degree (preferably in organizational science, management, law, social sciences, or similar). Advanced degree (M.Sc./MA) will be considered an asset;
- At least 10 years of experience as a professional/consultant on issues related to organizational/institutional development, good governance, management, HR development; institutional capacity building or similar;
- At least 3 years of specific relevant experience in organizational development/institutional strengthening, good governance, organizational effectiveness, design and change management methodologies;
- Proficiency in spoken and written Albanian and English; knowledge of Serbian is an advantage;
- Excellent moderation/facilitation skills;
- A proactive, energetic, and highly motivated personality.

APPLICATION PROCEDURE:

Interested candidates need to submit their application to kosovo@skat.ch by **27 May 2020**. The application needs to comprise the following documents/information:

- *Cover letter* (summarizing qualifications and relevance for the position based on previous experience)
- *Most updated professional CV*;
- *Contacts of at least three persons* for reference checking purposes;

Skat Consulting Ltd. is committed to achieving diversity within the Pristina-based PFU, and encourages all qualified applicants, irrespective of gender, nationality, culture, religious and ethnic backgrounds to apply. All applications will be treated in confidence.

Appendix A. Step-wise approach towards realizing common vision in institutional and capacity development (ICD)

