

TERMS of REFERENCE
CONSULTANT / TEAM of CONSULTANTS
COMPREHENSIVE LEADERSHIP AND ORGANIZATIONAL PROGRAMME

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| Project: | „Building CSO Capacity for Regional Cooperation within the Black Sea Region” implemented by the Romanian NGDO Platform – FOND and funded by the European Union (January 2019 – December 2021) |
| Assignment: | Design and implementation of the Comprehensive leadership and organizational development programme for CSO leaders in the Black Sea Region |
| Countries covered by the project: | Black Sea countries – Non-EU: Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova, Russia, Turkey, Ukraine & EU: Bulgaria, Greece and Romania |
| Period of contract: | 8 months (February – September 2020) |
| Type of contract: | Consultancy contract (only with legal entities) |
| Open to: | Consultant / Team of Consultants from the following countries: EU member states and the above-mentioned non-EU Black Sea countries |
| Deadline for submitting applications: | 20 th January 2020, 5:00 PM Romanian time (GMT+2) |
| Submit to: | fond.romania@gmail.com |

I. OBJECTIVE OF THE ASSIGNMENT

The current call for applications targets consultants/ team of consultants with relevant CSO experience in the field of leadership and organizational development, with the purpose of designing and implementing a **Comprehensive leadership and organizational development programme** for CSO leaders in the Black Sea Region, having as main outcome to increase the capacity of CSO leaders in the Black Sea Region to engage in regional cooperation and ensure CSO sustainability and resilience.

The Comprehensive leadership and organizational development programme will **target 15 CSOs representatives** (young leaders/ middle management staff showing great dedication to their organization, who can contribute to the further development of the organization and engagement in the regional cooperation processes part of the forum).

The programme will include **2 main phases**:

1. The face-to-face training (3-5 days);
2. Online mentoring post-training (3 months).

The main topics in the context of leadership, which will be addressed during the programme, will be: types of leadership (with focus on empowering leadership), personal and professional development (soft skills), stakeholders' engagement, good governance and sustainable organizational development (with focus on CSO resilience).

II. RATIONALE: BACKGROUND INFORMATION

The current assignment is part of the project "Building CSO Capacity for Regional Cooperation within the Black Sea Region" implemented by the Romanian NGDO Platform – FOND and funded by the European Union for the period January 2019 – December 2021 in the context of the Black Sea NGO Forum.

The main goal of the project is to increase stability and prosperity in the Black Sea Region by strengthening regional cooperation among civil society organisations in the Region in the context of sustainable development and societal resilience. The European funded project seeks to:

- Improve the internal capacity of the Black Sea NGO Forum;
- Provide capacity building opportunities for CSOs from the Black Sea Region and for the BSNGOF Working Groups;
- Provide support for the creation of joint partnerships, projects, networks and initiatives of CSOs in the Black Sea Region;
- Increase the visibility at European and international levels of CSOs from the Black Sea Region.

The Black Sea NGO Forum is an annual regional event launched in 2008 and organized by the Romanian NGDO Platform (FOND), in the framework of the Black Sea Synergy Policy. The goal of the Black Sea NGO Forum is to create an open space for debate, mutual knowledge and understanding, communication and cooperation among civil society representatives, governments, international organizations and donors active in the wider Black Sea region, with a focus on sharing good practices in various domains and success stories of regional cooperation.

Since its first edition, the Forum has been a driver of change in the region, reuniting more than 1200 participants with various backgrounds from 11 countries: Armenia, Azerbaijan, Belarus, Bulgaria, Georgia, Greece, the Republic of Moldova, Turkey, Ukraine, Romania and Russia. Over the years, the Forum has explored together with its participants a diversity of themes of regional interest (democracy & human rights; local development; youth; children rights; environment; citizen participation etc), encouraged multi-stakeholder dialogue, sharing of best practices and creation partnerships, supported fellowships in the region, organised study visits for CSOs and offered awards to CSOs for excellence in promoting regional cooperation. All these activities contributed to building trust and confidence, identifying common challenges and opportunities and addressing them together.

Moreover, the Black Sea NGO Forum evolved into a more and more structured initiative, with each edition strategically building on the objectives of the previous editions. Over the years, the objectives of the annual Forum changed from providing a space for discussion and networking to identifying common needs and challenges, developing bilateral and regional projects and creating regional networks.

In addition, according to the Evaluation Report for the editions 2012-2016, there is a need for more capacity building on organisational development to equip CSO leaders with the necessary skills to ensure the sustainability to their organisations and activities. In this sense, the program will be used as an instrument to

support young leaders/ middle-management staff with leadership potential to strengthen their leadership skills, thus contributing to strengthening the capacity building and sustainability of their organisations.

A list with useful resources is available in the annex below. For more background information, please do not hesitate to contact us at: fond.romania@gmail.com.

III. TASKS TO BE PERFORMED

The assignment of the consultant / team of consultants includes the following mandatory activities:

- Develop the programme and methodology for the face-to-face training on leadership and organizational development based on input received from FOND;
- Conduct the face-to-face training on leadership and organizational development;
- Provide a toolkit with resources on the main issues addressed during the training, which can be disseminated to other CSOs;
- Provide mentoring support and follow-up with the participants post-training (1-2 online sessions for each participants at the training);
- Provide an evaluation report of the training and mentoring period with recommendations to improve the programme for future editions.

IV. DELIVERABLES

- The programme and methodology for the training on leadership and organizational development;
- The report of the face-to-face training on leadership and organizational development;
- The toolkit with resources on the main issues addressed during the training, which can be disseminated to other CSOs;
- An overview of the participants supported during the mentoring phase, including their assignments and progress;
- The evaluation report of the training and mentoring period with recommendations to improve the programme for future editions.

The activities and all materials will be delivered in English.

V. TIMELINE

| Activity | Deadline |
|--|------------------------------|
| Selection of the consultant/ team of consultants | December 2019 – January 2020 |
| Selection of the participants to the programme | January – March 2020 |
| Implementation – Phase 1: Face-to-face training | April – June 2020 |
| Implementation – Phase 2: Online mentoring | July – September 2020 |
| Final evaluation report & recommendations for future leadership programmes | End September 2020 |

VI. ROLES & RESPONSIBILITIES

Consultant/ Team of Consultants:

- Perform the tasks part of this consultancy with professionalism and in timely manner, according to a calendar agreed with FOND, based on the deadlines established in this ToR;
- Provide the deliverables established in this ToR.

The Romanian NGDO Platform – FOND (Black Sea NGO Forum - Project team):

- Support the consultant/ team of consultants with necessary background documents and information about the Black Sea NGO Forum (including contacts of participants);
- Provide feedback on the deliverables resulted from this assignment.

VII. CONTRACT

The consultant/team of consultants must be represented by a legal entity for the signing of the service contract concerning the above mentioned assignment.

VIII. SKILLS AND COMPETENCIES

Required:

- At least 3-5 years of experience in consultancy on organizational development and leadership;
- Proficiency in English, knowledge of Russian is an added value;
- Experience of working in multicultural contexts;
- Excellent interpersonal skills;
- Excellent facilitation and training skills;
- Proven ability to adapt the methodology to challenges and opportunities emerging during the consultancy;
- Proven ability to multitask and work under tight deadlines.

Would be considered an advantage:

- Knowledge of the context and dynamics specific to the Black Sea Region and/ or experience in working with civil society organisations in the Black Sea Region.

IX. APPLICATION PROCESS

The application procedure consists of two stages:

1) Initial selection

Interested candidates must send the following application documents by e-mail: fond.romania@gmail.com, until the 20th of January 2020, 5:00 PM Romanian time (GMT+2):

- **CV;**
- **Motivation letter** (include your perspective on empowering leadership);

- **Two relevant samples of relevant courses/ trainings developed by the applicant(s)** (one preferably on a subject related to the subject of the assignment. Please note that the samples will not be made public, their use will be solely for the selection process);
- **Activity plan of the assignment** (including a calendar of activities);
- **Financial offer.**

Candidates accepted for the interview stage will be announced on the **24th of January 2020**.

2) Interview

The interviews will take place between **27th and 31st January 2020**, with the possibility of organising the interviews via Skype.

At the stage of the interview, the selected candidates must demonstrate their motivation and commitment for carrying out the assignment, as well as present the activity plan of the assignment (including the calendar of activities).

Should you need any other information related to the current assignment, do not hesitate to contact us at: fond.romania@gmail.com.

ANNEX 1

USEFUL RESOURCES:

Available online:

Black Sea NGO Forum website: www.blackseango.org

Strategic Framework for Civil Society Cooperation in the Black Sea Region: <http://www.blackseango.org/wp-content/uploads/2017/05/Strategic-Framework-for-Civil-Society-in-the-Black-Sea-Region.pdf>

Report on the Impact of the Forum after the first 4 editions (2008-2011): <http://www.blackseango.org/wp-content/uploads/2016/09/The-Impact-of-the-Black-Sea-NGO-Forum-2008-2011.pdf>

The Black Sea NGO Forum A Decade On: Evaluation, Impact and Perspectives (2012-2016):
<http://www.blackseango.org/wp-content/uploads/2017/11/The-Black-Sea-NGO-Forum-a-decade-on-Evaluation-Impact-and-Perspectives-2017.pdf>

Report on Enabling Environment for Civil Society Development in the Black Sea Region: Towards a Regional Strategy for Cooperation: http://www.blackseango.org/wp-content/uploads/2015/11/Report-Enabling-Environment-for-CSOs-in-the-Black-Sea-Region_final.pdf

Report on Enabling Environment for Civil Society Development in the Black Sea Region. Second Edition:
<http://www.blackseango.org/wp-content/uploads/2017/04/Report-on-Enabling-Environment-for-Civil-Society-in-the-Black-Sea-Region.-Second-Edition.pdf>

Black Sea NGO Forum annual reports: <http://www.blackseango.org/resources/bsf-reports/black-sea-ngo-forum-reports/>

This activity is part of the project „Building CSO Capacity for Regional Cooperation within the Black Sea Region” is implemented by the Romanian NGDO Platform – FOND and funded by the European Union for the next three years, for the period January 2019 – December 2021.

