



MIDDLE MANAGEMENT CAPACITY BUILDING TRAINING

TERMS OF REFERENCE

Introduction

CRTA is Belgrade-based non-profit, non-governmental organization with 10 years of advocacy experience. CRTA's mission is focused on the establishment of a democratic culture in Serbia, with citizens empowered to participate in political processes and active in raising demand for accountable and democratic performance from their representatives and institutions. In this regard, CRTA launches, manages and supports civic activism initiatives targeting the democratic deficit in Serbia. Within its efforts to establish a lasting, citizen-driven demand for democracy, CRTA is focused on public education, empowerment and mobilization of citizens and civil society to engage and raise demand for an open, accountable and inclusive government, through the several thematic approaches:

- independent civic election observation of parliamentary, presidential and local elections in Serbia, and advocacy for improvement of conditions for free, fair and democratic elections;
- parliamentary oversight and advocacy for institutional accountability and openness
- fact-checking, accountability journalism, media monitoring and disclosure of fake news and misinformation in media and digital sphere.

Background to the assignment

Within CRTA's organizational structure, its middle management team is responsible for ensuring a sound management of CRTA's complex program portfolio. Consisted of leaders of CRTA's different program teams, middle management staff members coordinate individual projects and initiatives, including managing of daily teams' operations through division of tasks, roles and responsibilities among team members, ongoing supervision of activities and quality control of deliverables.

Towards supporting the growth both within individual teams and the organization as a whole, CRTA invites an expert consultancy for further strengthening of middle management skills and competencies, including concrete skills such as decision making, facilitation and meeting management, offering feedback, managing relationships through training and coaching.

Purpose of the assignment

The main purpose of the assignment is to strengthen CRTA's middle management staff on managing people and driving CRTA's strategy, including through developing leadership and managerial skills, effective meeting practice and smart decision making, introducing new practices and dealing with resistance, assessing performance and giving feedback.



Main tasks within the assignment

- Have an introductory call or in-person meeting with ca. three members of CARTA's middle management
- Plan up to four training days (for example 2x2 days) and share for feedback, adapt according to feedback of participants
- Delivery of training workshops for middle management team
- Be available for individual questions and concerns between training sessions or after
- Production of brief report on the capacity building activities conducted, with key highlights and recommendations for further improvements to the senior management.

Expected deliverables

- Developed plan and agenda for CARTA's middle management training
- Conducted training sessions for CARTA's middle management staff
- Developed capacity building report with recommendations

Profile and experience required

- Proven track record as management consultant, trainer and coach in the field of organisational development
- Relevant educational background and/or own management experience in non-profits
- Demonstrated ability to deliver training that is based on peer exchange and facilitated conversations
- Future oriented understanding of management and leadership, familiar with online tools
- Experience in and understanding of the Serbian context and with advocacy focused organisations is an asset
- Ability to deliver coaching and training in English and/or in Serbian

Application process

Interested candidates are invited to respond to this TOR by sending their CV, methodology outline with training days/coaching sessions included in the offer, availability and financial proposal for the assignment to bojana.milosevic@crt.rs no later than Wednesday, January 15, 2020.

The financial proposal should include any travel, accommodation or per diems that might be necessary to conduct the assignment. The budget ceiling for the whole assignment is EUR 2750.

Following the review of received applications, provisionally selected candidates will be invited for an interview as the next stage of the selection process.