



Kosovo Women's Network

Serving, Protecting and Promoting the Rights of Women and Girls

Terms of Reference

Sustainability and Service Provision Strategy

Background

The Kosovo Women's Network (KWN) is a network of 189 diverse women's rights organisations located throughout Kosovo. Initiated in 1996, founded formally in 2000, and officially registered in 2003, KWN has the mission to support, protect and promote the rights and interests of women and girls throughout Kosovo, regardless of their political and religious beliefs, age, level of education, sexual orientation and abilities. KWN has a vision of a Kosovo in which women and men are equal and have equal opportunities for education, employment, political participation, health care and a life without violence. KWN's Strategy, established and regularly updated every four years by its membership in consultation with key stakeholders includes six program areas:

1. Strengthening the Feminist Movement in Kosovo
2. Women in Politics and Decision-making
3. Women's Right to Healthcare
4. A Life Free from Gender-based Violence
5. Empowering Women Economically
6. Quality, Equal Education

KWN implements its Strategy in close cooperation with its member organisations and partners. KWN will be reviewing and updating its current [Strategy for 2019-2022](#) in 2022, establishing a new strategy for the next four years. KWN's current Strategy for 2019-2022 includes "Objective 1.4. Improve the funding climate for women's rights organizations," and towards this KWN has drafted a Fundraising Strategy to guide its work. The KWN Strategy also outlines KWN's commitments:

This includes further diversifying KWN's resourcing to support its long-term sustainability. KWN will research and establish a Philanthropy Strategy that will identify innovative, alternative, local forms of fundraising, in addition to international funds, which may support KWN and its members in the long-term. KWN will take steps towards implementing the Philanthropy Strategy as part of KWN's Fundraising Strategy. (p. 23)

KWN is committed to becoming resilient and self-sustainable in the long-term. For several years, KWN has worked to diversify its sources of income. At present, in addition to international funding, current revenue sources include:

- Membership fees
- Donations from individual supporters
- Provision of services (e.g., gender expertise via periodic service contracts)
- Fundraising events

Nevertheless, these sources combined account for an estimated 1-2% of KWN's total resources annually and are insufficient for sustaining KWN's work as per its planned Strategy.

External evaluations and reviews of KWN's work, as well as an internally self-orchestrated Organizational and Advocacy Capacity Assessment also have identified the need for KWN to further develop its strategy for sustainable resourcing and for service provision.

KWN acknowledges that reliance on foreign funding is insecure. KWN also has witnessed an increase in the administrative burden affiliated with managing international funds in recent years. Concerningly, in some instances, funders' requirements and approaches have the potential to influence on KWN's ability to be fully autonomous and independent in its decision-making (e.g., regarding matters of staffing and internal organisation). KWN seeks to increase the percentage of its revenues that are self-generated, towards its long-term sustainability, resilience, and full autonomy.

In this context, KWN seeks a qualified Expert or Expert Team to support the development of KWN's Service Provision Strategy and the strengthening of its accompanying Sustainability and Fundraising Strategy.

Responsibilities

The main responsibilities shall include:

- Review and provide feedback and recommendations for improving KWN's draft Sustainability and Fundraising Strategy;
- Discuss with members of the KWN Management Team their aims and goals related to income generation and service provision to better understand the existing efforts, ideas, opportunities, and potential challenges; KWN will provide some specific context and particular ideas for further investigation during the start-up meeting;
- Based on information gleaned from discussions, facilitate the development of a Service Provision Strategy for income generation, together with designated members of the KWN Management Team, in particular focusing on provision of services and/or collaboration with service providers to generate income through donations;
- Identify and summarise in a draft Service Provision Strategy for KWN:
 - Summarising briefly the relevant legal framework related to non-profits providing services for income and outlining the legal feasibility of different potential options for generating income through service provision;
 - Summarising current market demands and ensuring that proposed new services are in line with market demands;
 - Identifying potential users that could pay for services;
 - Identify and propose standard fee structures for Kosovo, local, and foreign potential users of services; and
 - Identify potential government and/or private sector actors who may be interested in purchasing KWN's services.
- Investigate and identify legally viable options for KWN to generate interest from its own income (not donor funds) through socially responsible investments accessible from Kosovo and/or most favourable bank long-term savings accounts;
- Identify highly recommended, qualified actors that could support KWN and its partners in setting up a socially responsible business, including securing registration and other permits and/or, preferably, recommend which permits KWN would need and how to secure them, including these specific steps as part of the Service Provision Strategy;

- Identify potential investors and resources for start-ups and socially responsible enterprises, in particular those that focus on women-led businesses; provide an action plan for next steps and a list of contacts for potential support to start-ups.
- Consider fully and follow KWN's principles in designing and providing recommendations, including:
 - Ensuring that KWN's goods and services reflect the needs and priorities of KWN's constituents and communities;
 - Ensuring that any income generation activities would contribute directly or indirectly to furthering the rights and wellbeing of diverse women, in line with KWN's mission and vision;
 - Ensuring a "do no harm" approach, including related to environmental considerations and sustainability;
 - Ensuring respect for workers' labour rights in accordance with Kosovo law, and considering options beyond Kosovo's current law related to Work-Life Balance;
- Draft a Service Provision Strategy for income generation; and revise the plan based on feedback from KWN.

Experience and Expertise

The Expert or Expert Team, including a company and/or consortium of experts, shall demonstrate the following minimum capacities, experience and expertise:

- Legal expertise and specific knowledge pertaining to Kosovo laws and policies on Service Provision, non-profits, socially responsible businesses, and non-governmental organisations is highly desirable;
- At least three years' experience providing similar services to other non-profit, non-governmental organisations; Kosovo-specific expertise welcome;
- Ability to "think outside the box" and propose creative, viable solutions to challenges; and
- Strong English writing skills.

Anticipated Level of Effort and Timeframe

Task	Days	Anticipated Timeframe
Start-up meeting and discussions with KWN Management Team	0.5	~16 May
Review of KWN's existing Fundraising Strategy, contracts, and relevant Kosovo laws	1	16-18 May
Organise and moderate workshop at KWN office with designated KWN team members to inform Service Provision Strategy for income generating activities	1.5	23-24 May
Prepare input on KWN Fundraising Strategy and draft KWN Service Provision Strategy, as well as a concrete action plan on next steps; provide a list of contacts for identified support	4	25-30 May
Revise strategy/plan based on feedback from KWN	1	31 May
Total	8	

Financial Proposals

Financial proposals should be made based on the anticipated total number of days required and the daily rate with all other potential costs included in the daily rate. Financial proposals shall be made in gross with all legally required expenses related to taxes and pensions considered. Proposals must be VAT-exempt.

Applications

Interested individuals, companies and/or consortiums should send their applications including the following documents to procurement@womensnetwork.org by 9 May 2022:

- Narrative Proposal, including: (i) brief proposal for the approach to be used; (ii) explanation of the relevant experience of the Expert or Expert Team and its individual competencies(s) as per the Responsibilities and Experience outlined herein; and (iii) contact information for three references for which similar services have been provided in the past;
- Financial Proposal; and
- CV(s) of the proposed expert(s).

KWN will respond to questions received until 5 May 2022, 17:00, and post anonymised responses transparently to its website under the [Vacancies](#) section.