

Terms of Reference for Consultancy Services Facilitating the strategic planning process and developing the Strategic Plan of SHUKOS for 2026 – 2031

I. Background

Water and Wastewater Works Association of Kosovo (SHUKOS) is a non-for-profit organization established by 7 Kosovo's Regional Water Supply and Sewerage Companies (RWCs). The Association operates according to NGO law (No.04 / L-57) has its own bodies, the Assembly and the Board of Directors, which consists of 7 Chief Executive Officers of 7 RWCs plus one representative of Ministry of Economic Development and one representative of Ministry of Environment and Spatial Planning. SHUKOS is a coordinator between the Water Companies and Governmental Institutions, cooperates with the National and International Associations, Local and International Donors and it is a member of the IAWD / IWA and is also partner association of the Regional Capacity Development Network (RCDN).

The Water and Wastewater Works Association of Kosovo has received financing for a Grant titled „*Enhancing SHUKOS Capacity as Primary CD Service Provider and Advocate PUCs in Water and Sanitation Sector of Kosovo*” in the frame of the project Regional Capacity Development Network (RCDN+). The project “*Regional Capacity Development Network (RCDN) for Water and Sanitation Services*” aims at increasing the effectiveness and efficiency of the Associations of Public Utilities (APUCs) and of Local Governments (LGAs) in the six Western Balkan countries, which contributes to better service provision for and by their members, ultimately allowing to deliver equitable, safely managed drinking water and sanitation services to the population, in line with international standards.

The project is jointly financed by the Swiss State Secretariat for Economic Affairs (SECO) and the German Federal Ministry of Economic Cooperation and development (BMZ), and it is administratively embedded in the GIZ Project “Open Regional Fund for Southeast Europe - Modernisation of Municipal Services (ORF MMS)”, commissioned by BMZ.

Four key sets of activities will contribute to achieve the RCDN project outcomes:

- **Outcome 1:** (Stronger associations). APUCs and LGAs are capable to perform their organisational functions in line with their mandate.
- **Outcome 2:** (Adequate capacity development offer). APUCs and LGAs are capable of responding satisfactorily to the water sector-related capacity development needs and requests of their members.
- **Outcome 3:** (Policy dialogue led by associations). APUCs and LGAs are recognised by competent national agencies, able to establish strategic collaborations, and to facilitate policy dialogue in order to advocate for the interests of their members
- **Outcome 4:** (Regional services). Regional capacity development services address the needs and requests and add value to the capacity development offer of APUCs and LGAs.

As a partner association within the framework of the RCDN+ project, which supports APUCs and LGAs to increase the capacity of the association and improve its organizational functions, SHUKOS has foreseen in its Annual Work Plan the development of a new Strategic Plan for the association for the period 2026 – 2031, since its current Strategic Plan is valid until 2025. The main objective of the Strategic Plan is to provide a roadmap for the organization to achieve its goals and objectives. The Strategic Plan includes updating the current mission and vision and conducting a specific analysis of the future strategic goals and priority focus areas determined by SHUKOS board members, staff, and other relevant stakeholders.

Consequently, SHUKOS is seeking a consultant to facilitate the strategic planning process and develop the Strategic Plan of SHUKOS for 2026 – 2031.

II. Aim of the Assignment

The **general objective** of this assignment is to **select consultant who will facilitate the strategic planning process and develop the Strategic Plan of SHUKOS 2026 – 2031** line with SHUKOS priorities and objectives.

The scope and focus of this consultancy assignment are to provide technical, strategic and facilitation support in the process of development of ***the Strategic Plan of Water and Wastewater Works Association of Kosovo (SHUKOS) for the period 2026 – 2031.***

Preparation, tailored design and facilitation of the consultancy services will be based on the following documents which will be provided to the selected consultant:

- 1) ***Statute of SHUKOS***
- 2) ***Existing Strategic Plan and updated Action plan of SHUKOS 2020-2025***
- 3) ***Actual Business Plan 2021-2026***
- 4) ***Annual Plan of SHUKOS 2024***
- 5) ***Annual report of SHUKOS 2023***
- 6) ***Training Needs Assessment Report 2022-2024***

The respective documents will be provided to the consultant after signature of the contract.

III. Responsibilities and tasks of the Consultant

Under overall ToRs administration of the Project Manager SHUKOS and guidance of the Training Manager of SHUKOS, the Consultant will implement the following tasks.

According to its specific aim, the assignment consists of four sets of activities:

- 1) Preparation for the Strategic Workshop
- 2) Conducting the Strategic Workshop
- 3) Drafting the Strategic Plan 2026 – 2031
- 4) Finalising the Strategic Plan 2026 – 2031

The responsibilities and tasks of the consultant are described below.

1) Set of activities referring to Preparation for the Strategic Workshop

As a part of this set of activities, the consultant is obliged to:

1. Participate in the preparatory talks and consultations (orientation & coordination meetings) with SHUKOS
2. Identify the stakeholders list, including internal (Board, members, SHUKOS staff) and external (other relevant stakeholders)
3. Prepare a questionnaire for bilateral meetings with board of SHUKOS, other relevant stakeholders and SHUKOS staff
4. Conduct bilateral meetings with all board member of SHUKOS, other relevant stakeholders and SHUKOS staff based on the questionnaire

Deliverables of this set of activities:

- Finalised list of identified stakeholders
- Finalised questionnaire and conducted bilateral meetings with SHUKOS Board, other relevant stakeholders and SHUKOS staff
- Prepared analysis of both internal and external situations (including a stakeholder map) and identified fields for strategic opportunities, based on inputs collected during the bilateral meetings

2) Set of activities referring to Conducting the Strategic workshop

As a part of this set of activities, the consultant is obliged to:

1. Prepare a set of Qs templates (agenda, detailed design, ppts) for Strategic Workshop jointly with SHUKOS
2. Propose the list of invitees for the Workshop to SHUKOS staff
3. Lead and facilitate the Strategic Workshop with the support of SHUKOS staff where needed

Deliverables of this set of activities:

- Finalised agenda, detailed design, ppts ([Annex 1, 2 and 3](#))
- Conducted Strategic Workshop (including presentation of the current situation (internal and external) and collected inputs based on the prepared SWOT Analysis, identification of the vision and mission of SHUKOS and defined SMART objectives)
- Finalised Strategic Workshop Report ([Template A attached to this ToR](#))

3) Set of activities referring to Drafting the Strategic Plan 2026 – 2031

As a part of this set of activities, the consultant is obliged to:

1. Prepare the draft SHUKOS 2026 – 2031 Strategic plan and corresponding action plan (including budget, HR, tools, KPIs and risk management)
2. Prepare potential templates for annual plan, report and Monitoring table

Deliverables of this set of activities are:

- Draft Strategic Plan of SHUKOS 2026 – 2031 and corresponding action plan in English language
- Finalised templates for annual plan, report and Monitoring table

4) Set of activities referring to Finalizing the Strategic plan 2026-3031

As a part of this set of activities, the consultant is obliged to:

1. Propose the final draft of the Strategic Plan and corresponding action plan at the SHUKOS Board Meeting in December 2024
2. Collect comments from the Board, other relevant stakeholders, SHUKOS staff and VSA experts and RCDN+ advisory team
3. Prepare the final version of the Strategic plan, corresponding action plan for 2026-2031
4. Presentation the Strategic plan, corresponding action plan at the SHUKOS General Assembly 2025

Deliverables of this set of activities are:

- Final Version of Strategic Plan corresponding action plan of SHUKOS 2026 – 2031 in English language. The final version of the Strategic plan will include:
 - Executive summary
 - Background information
 - Comprehensive analysis of both internal and external situations (including a stakeholder map)
 - Vision and mission
 - Strategic objectives
 - Strategic priorities, measures and activities
 - Action plan for implementation of the strategy (budget, HR, tools, KPIs and risk management)
 - Annexes (including templates on annual plan, report and Monitoring table)
- Submit Time sheet for Consultants ([Template B attached to this ToR](#)).

IV. Expert Days

The following planned days for the entire assignment are up to 20 working days.

V. Consultants' Profile

- The RCDN+ / SHUKOS's consultant is highly experienced, with hands-on knowledge of Association of Water Utilities functioning and management, including processes, procedures, organisational aspects, the current status and needs for human capacity development (HCD), and challenges, trends and opportunities for improvements, particularly in the various specific areas related to Water Supply and Wastewater.
- The Consultant should possess the following competencies:
 - **Sector competence:** Experience in functioning of APUCs, with particular experience in or related to:
 - Extensive experience in strategic planning, preferably in a consulting or leadership role
 - Experience in strategic management within a similar industry
 - Strong analytical abilities to assess complex situations, analyze data, and identify strategic opportunities and risks
 - Participatory approaches in conducting assessments and facilitating strategic planning processes
 - Preparation of strategic plans for professional associations
 - Water and Sanitation Services Sector in Kosovo and the function of SHUKOS in this sector.
 - **Qualifications / Selection Criteria:**
 - Minimum Master's degree in social science, administration, management or relevant area
 - Minimum 10 years of experience in design and implementation of development projects
 - Minimum 5 years of experience with capacity development (focus on organisational development)
 - Highly motivated and committed to the values of transparency and integrity
 - Excellent knowledge and understanding of socio-economic and political context of the country
 - Excellent written and spoken skills in Albanian and English
 - Excellent research, analytical and reporting skills
 - Excellent communication and presentation skills, both oral and written
 - Experience in water and sanitation services sector
 - Experience in networking at national and regional (SEE) level
 - **Language skills:** Fluency in Albania and ability to draft the Strategic Plan on English.
- Priority will have people or consulting companies that were previously engaged by SHUKOS to develop strategic documents.

VI. Proposal / Application Process

In order to be considered for this assignment, the Consultant must send his/her proposal in electronic form not later than 13 August 2024, at e-mail address info@shukos.org with copy (cc) to the Project Manager of SHUKOS Mrs. Erdonita Humolli: erdonita.humolli@shukos.org with subject: **Application for Consultant for facilitating the strategic planning process and developing the Strategic Plan of SHUKOS for 2026 – 2031.**

The proposal has to be submitted in English. All pages of the proposal should be consecutively numbered. The proposal should contain the following sections:

- Work plan on how to realise the assignment (explanation of working steps to carry of the above-mentioned sets of activities),
- Provision of candidate's CV and including a list of similar jobs/assignments,
- Consultant's fee for working days (gross amount)

Note: Travel and other relevant cost of consultant will NOT be covered by SHUKOS and should be calculated as part of the fee.

VII. Evaluation Criteria and Scoring

The proposals will be evaluated based on the following criteria:

- 40% Consultants' Profile: Consultants' expertise and experience for fulfilling the tasks under this ToR
- 30% Proposal: Work plan on how to realise the assignment
- 30% Financial Offer

VIII. Reference Person

The reference person for this assignment is the SHUKOS's Project Manager, Erdonita Humolli

Email address: erdonita.humolli@shukos.org

IX. Modification of Terms

SHUKOS reserves the right to modify the terms of the ToR at any time at its sole discretion.

X. Acceptance and Rejection of Proposals

SHUKOS may not necessarily accept the lowest priced proposal or any proposal. At its sole discretion, SHUKOS reserve/s the right to reject any or all proposals received and to accept any proposal which it considers advantageous, whether or not it is the lowest priced proposal. SHUKOS is not under any obligation to award a contract and reserves the right to terminate the request for proposal process at any time, and to withdraw from discussions with all or any of the consultants who have responded. SHUKOS reserve/s the right to accept the proposed offer in total or in part, to reject any or all offers, to waive any minor informalities, irregularities, or technicalities, and to accept the offer deemed most favourable to the association and the RCDN.

XI. Ownership

All materials, documents and information prepared, developed or adjusted by the consultant and used for the purposes of preparation, and facilitation of the strategic workshop as well as reporting, remain the property of the SHUKOS and RCDN. The consultant agrees that no part of the Strategic Plan of SHUKOS preparation, documents and information may be reproduced or distributed in any form, or by any means, or stored in a database or retrieval system, for any other purposes and objectives than those related to this ToR, without the prior permission of the SHUKOS.

XII. Terms and Payment

The Consultant will be hired under separate Individual Contracts, signed by the SHUKOS and will be paid upon submission and approval of the deliverables listed above. The consultant shall provide the IC timesheets (by using the RCDN timesheet [Template B attached to the ToR](#)) together with the deliverables in order to proceed with the payment.

The payment will be based on the actual number of working days, including travel and accommodation cost, if any (according to the submitted timesheet) invested for the development of each deliverable, but not exceeding the approved number of days proposed by the consultant.

Templates and annexes:

Template A: *Strategic Workshop report including:*

Annex 1: Template Concept for bilateral meetings

Annex 2: Final detailed agenda for the workshop

Annex 3: Workshop Report

Template B: Time sheet for Consultant