



This Project is funded  
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Title of the annual work programme:  
**Listen to the voice of trafficked persons  
and fight organize crime**

IPA III /2022/441/142

## Terms of Reference

### Expert for Review and Revision of Open Gate/La Strada's Strategy and Team Building Implementation

#### 1. About Open Gate / La Strada

Open Gate/La Strada is a national non-governmental organization dedicated to combating trafficking in human beings. Registered in 2000, today Open Gate/La Strada is recognized as a leader in tackling this problem and a relevant partner of the institutions and organizations both on a national and international level. Since its start, Open Gate has comprehensively addressed the problem of trafficking in human beings by actively participating in the development of strategies, policies and programs aimed at reducing the number of trafficked victims and providing better treatment for trafficked persons in North Macedonia. At the same time, the organization operates in the field of public awareness raising, education as prevention from trafficking and direct assistance to victims of trafficking.

#### 2. Background and purpose of the consultancy

Acknowledging that strategy is needed for a successful accomplishment of the mission of any organization, Open Gate / La Strada devises strategic plans every four years. The current Strategic Plan was developed in August 2019, and it covers a period – from 2020 to 2024. The strategy need to be reviewed in order to evaluate the progress and at the same to adjust the strategic directions by creating strategic plan for the next 4 years, with the identified new needs and challenges. At the end, this plan will also serve as a confirmation that the organization is stirring in the desired direction given the vision and the mission of the organization. The organization strategy should:

- Be based on a) a basic review of the organization's previous work with a critical and learning lens (where is the organization particularly effective and successful, where is it not, what can it build on, etc.), and b) an updated context analysis, including anticipated trends and adaptation measures that Open Gate-/La Strada should take to position itself in this environment.
- Chart a compelling vision that is informed by consultation of stakeholders, target groups and governance bodies and which outlines Open Gate/La Strada unique value proposition.
- Articulate clear strategic objectives and spell out the intervention logic, approach and capacities that Open Gate/La Strada should deploy to achieve them.



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- Map the implications of the new strategy on the organization's internal structure and processes and chart a clear operational plan to make the internal changes required for the implementation of the strategy.
- Create a sufficient basis for Open Gate/La Strada to articulate measure and articulate its results.

### 3. Role and deliverables of the consultant

To meet the above-mentioned objectives, Open Gate/La Strada will expect the selected consultant(s)/company to:

- **Conduct a basic review of Open Gate/La Strada recent work and help Open Gate undertake consultations with key stakeholders and update its context analysis.**
  - **Deliverables:** Updated written context analysis reflecting the 1) views of the stakeholders collected through a joint consultative forum and 2) Open Gate/La Strada staff perceptions and attitudes.
- **Facilitate strategy development workshops and support Open Gate/La Strada in drafting the corresponding strategy document.**
  - **Deliverables:** preparation and facilitation of **strategy development workshops** (at least 2 days); drafting support on the strategy as required by Open Gate/La Strada
- **Ensure that the final strategic framework clearly identifies Open Gate/La Strada impact ambitions and provides a stronger basis (key impact ambitions and indicators) for a stronger monitoring and communication of results.**
  - **Deliverables:** **finalization of the strategy based on Open Gate/La Strada feedback**; co-development of the results framework part of the strategy and identification of how M&E will be performed at the strategic level.
- **Help Open Gate identify how it should organize itself to optimally deliver on the strategy.**
  - **Deliverables:** Facilitate the development of an **operational plan/annual work plan** that charts out how the organization will deliver on its strategy (approaches, structure, capacities) and clarifies the organizational division of roles and responsibilities.
- **Foster collaboration, alignment, and enhance the organization's capacity.**
  - **Deliverable:** Organize and facilitate a workshop for **Team Building**

### 4. Timeframe & coordination

This assignment is expected to be carried out over a period of two months days, starting beginning of August 2023.

The consultant(s)/company will work closely with the Open Gate/La Strada staff, which will supervise the consultant's work, progress and deliverables. The progress will be assessed on a regular basis so that any required adaptation can be agreed in a timely manner. Ideally, this assignment would require face-to-face workshops with Open Gate/La Strada team in Skopje or elsewhere.



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## 5. Consultancy Competencies, Experience and Skill Requirements

Individual consultants, team of consultants and companies possessing the qualifications outlined below are invited to apply.

- Demonstrated track record of successfully facilitating participatory strategy development
- Demonstrated experience in facilitating organizational development of non-profit organizations, including in relation to the development/revision of organizational structures
- North Macedonia, Skopje and regional (Western Balkans) context (socio-political context)
- Familiarity with Open Gate/La Strada themes (addressing human trafficking and GBV, migration, human rights, advocacy, social protection CSO development , work with institutions)
- Experience with the development of Monitoring and Evaluation plans
- Programme design & methodological experience in relation with Open Gate/La Strada fields of work will be considered an asset.
- Experience with donor relations will be considered an asset.

## 6. Evaluation of application

Open Gate/La Strada based on Consultant's professional experience in accordance with the criteria indicated in section 5 and financial offer will evaluate the applications.

## 7. Application procedure

The interested candidates are invited to fill out and submit the attached documents: Key experts (Annex IV) and financial offer (Annex V) to [kontakt@lastrada.org.mk](mailto:kontakt@lastrada.org.mk) and [mtodorovska@lastrada.org.mk](mailto:mtodorovska@lastrada.org.mk)

**Subject: Application for Expert for Review and Revision of Open Gate/La Strada's Strategy and Team Building Implementation**

**The deadline for submission is July 25, 2023, 23:59h.**