



Mentoring for Organizational Development – MOD Program

CALL FOR APPLICANTS

Deadline: 17 May 2019, 16:00 hrs.

GUIDELINES FOR APPLICANTS

# 1. Background

**Civica Mobilitas** is a Swiss Agency for Development and Cooperation (SDC) project that is implemented by NIRAS from Denmark, the Macedonian Center for International Cooperation (MCIC, North Macedonia) and FCG Swedish Development AB (FCG, Sweden). Since its start in 2009, Civica Mobilitas’ **vision** is a North Macedonia in which civil society plays a positive role in realizing the potential of the country and all its citizens.

Civica Mobilitas supports civil society in promoting social change in (strategic) areas such as:

* ***Good governance***, i.e. creating a social, political and economic environment that strengthens human rights, fundamental freedoms, the rule of law, a proper distribution of power between the legislative, executive and judiciary, promotes citizen involvement and participation, and provides human security and stability.
* ***Decentralisation***, i.e. ensuring civil society’s participation at central level public policy and decision-making pertaining to decentralisation as such (political, administrative, fiscal, economic, environmental) as well as advancing the involvement of grass roots in local public affairs with the objective of aligning public services with citizens’ expectations.
* ***Social inclusion***, i.e. improving the ability, dignity and opportunity of North Macedonia’s citizens, disadvantaged on the basis of their identity, to take part in society.

Civica Mobilitas also supports civil society in promoting awareness, understanding *and* application of the Human Rights Based Approach (HRBA) and in mainstreaming the transversal themes of gender.

Civica Mobilitas targets CSOs that are registered as **associations and foundations** under the Law on Associations and Foundations (2010) as well as CSOs registered under other relevant rules and regulations. Public sector actors may participate in Civica Mobilitas as associates and as participants in events and workshops.

At the core of Civica Mobilitas’ approach is the **“Civica Mobilitas Community”,** consisting of all CSOs that have benefited from Civica Mobilitas grants or other services during all previous phases (2009-2018) and with which Civica Mobilitas has been working together to build a well governed, decentralized and socially-inclusive North Macedonia that is more responsive to the rights and needs of its citizens. The intention of Civica Mobilitas new phase (2019-2022) is to both widen and deepen this Community, including new members (new grantees) and working more intensively with the previous ones.

Civica Mobilitas promotes both the **institutional development (ID)** of civil society in North Macedonia and **organizational strengthening (OS)** of its CSOs. It simultaneously aims at further developing the enabling environment in which Macedonian CSOs operate and at strengthening those CSOs’ internal capacities.

In addition, Civica Mobilitas aims at reducing disparities in terms of civil society development between Skopje and the rest of the country, within all regions (urban versus rural) and between and within different societal sectors.

Civica Mobilitas consists of the following instruments and methods of work:

* **Grants:** Action Grants; Institutional Grants and Small Grants;
* **Learning:** Mentoring; Facilitation;
* **Events:** National and Thematic Forums; Civica Mobilitas Festival and Networking Meeting
* **E-Platform:** e-News, e-Events, e-Resources, e-CSO Directory, e-Surveys

# 2. Mentoring

## 2.1. Description

**MOD - Mentoring for Organizational Development Capacity Building Program** is aimed to form **Civica Mobilitas Mentors** who will provide support to the new generation of Institutional (INS) Grantees (2019-2022) to elaborate and implement **Organizational Development Plans (ODPs).**

**Civica Mobilitas Mentors** will learn how to effectively help the Institutional (CM-INS-04 & CM-INS-05) Grantees Leaders’, elaborating and implementing ODPs, by transferring the necessary knowledge and skills, as well as by building grantees ownership for the planning process and its outcomes.

More specifically, **local Mentors** will support INS Grantees’ Leaders to understand and analyse through participatory processes:

1. their **organizations evolution** in time through its organizational life cycle stages and decide on future improvement actions to assure organization sustainability and successful achievement of its mission;
2. **the way people work together**, to identify the most appropriate way and the necessary actions to build cohesive groups of people working AS ONE to achieve the organization’s mission and the social change it is committed to;
3. their **organization’ culture**, to identify the necessary actions/changes in the organization’s culture to achieve the organization’s mission and the social change they committed to.

## 2.2. MOD program

MOD Program will be conducted in the English language by the International Expert. MOD consists of **three main stages**:

2.2.1. Skills Building stage – Training for Trainers (TfT)

The TfT is an interactive 3-day training that is focused on improving participants’ knowledge and skills in the roles they will play as Mentors: trainers, consultants and facilitators. It will be attended by 10-12 participants that Civica Mobilitas will select on a competitive basis.

2.2.2. Knowledge Building stage

The 10-12 TfT participants will further improve their knowledge of the conceptual frames they will apply when working with mentees, through:

* **Self-studying the materials**, provided by the International Expert on the conceptual frames Organizational Life-Cycle, Working Together AS ONE and Organization Culture;
* **Applying the conceptual frames by analysing their own organizations** based on a process agreed with the International Expert;
* **Elaborating papers** that describe the process of applying the conceptual frames and the results obtained. The papers will be graded by the International Expert based on four criteria: respect of the deadline in providing the paper, level of the knowledge in the use of concepts, logic in the flow of ideas and clarity and concision in expressing ideas;
* **Receiving International Expert and peer-to-peer feedback** on the papers. Feedback sessions will take place online.

2.2.3. Mentoring Stage

**The best 3-5 Mentors** will be selected among the participants who finalized the Skills Building and Knowledge Building stages. Civica Mobilitas will contract these mentors to work with INS Grantees and apply the acquired knowledge and skills under the International Expert’s coaching. Participants working for organizations that will be awarded by Civica Mobilitas with an Institutional Grant cannot be selected in the mentoring stage.

**The selection criteria will include**:

* Demonstrated skills and active participation in the Skills Building component - the TfT;
* Best grades on the papers elaborated during the Knowledge Building component.

The INS Grantees ODPs elaboration process will be a learning by doing process, both for Mentors and for INS Grantees. The process includes:

1. **Face-to-Face planning meeting** with the International Expert, the purpose of which is to agree on the Mentors responsibilities and plan the activities adapted to INS Grantees’ specific profiles (new generation, old generation - having already ODPs or not). Each Mentor will work with 3-5 INS Grantees;
2. **The mentoring process –** will consist mainly of one-on-one mentoring through field visits by Mentors, to help INS Grantees’ Leaders applying the conceptual frames when analysing their own organizations and deciding (when appropriate), together with staff/colleagues/board members, on the necessary actions/changes;
3. **Support** offered by Mentors for INS Grantees Leaders to integrate the planned actions/changes into an ODP;
4. **Receiving peer to peer and International Expert feedback** on the mentoring process, ODPs elaboration, lessons learned and further support they would need to repeat the mentoring process for the next 15 INS Grantees.

# 3. Applicants

3.1. Motivation

## **Why to become a Civica Mobilitas Mentor?**

* **Will attend an interactive experiential learning program**: they will understand and internalize theoretical concepts, adapting and applying them in real life situations;
* **Will become a skilled Mentor**: they will gain self-confidence through experience, guided and coached by Civica Mobilitas International Expert;
* **In the future, they will be able to use their skills**: mentoring is needed by many types of organizations, from civil society, to public and private sectors;
* **Civica Mobilitas will cover the expenses for participating in the Skills and Knowledge Building stages**;
* **If further selected, they will receive financial and professional support** to work with the INS Grantees Leaders to support them elaborate and implement ODPs.

## 3.2 ELIGIBILITY CRITERIA

Under this Call for Applicants the eligibility criteria are the following:

1. **General qualifications:**

* University degree, preferably in social sciences. MA degree is an asset;
* Language proficiency in English and Macedonian, knowledge of the Albanian language, is an advantage;
* Proficiency in Microsoft Office;

1. **Experience and skills:**

* Prior knowledge/experience in one or more of the following fields:

1. interactive training;
2. collaborative consulting for Organizational Development;
3. facilitation of participatory strategic planning processes;

* Prior experience in managing an organization and/or teams;
* The organization he/she is working for, supports the applicant’s participation in the MOD Program.

# 4. APPLICATION Process

## 4.1. Application process

Please provide the following documents as annexes to the **Application form**:

**Annex 1.** CURRICULUM VITAE (EU Experts FORMAT) - Mandatory

**Annex 2.** Signed Letter of Consent from the organization – Mandatory only if the applicant is a full-time employee in an organization; Optional if the applicant is a part-time employee in an organization;

## 4.2. Deadline

The deadline for the submission of applications is **17 May 2019** by 16:00 hours.

## 4.3. Submitting the Application

Applications must be submitted by e-mail: <mod@civicamobilitas.mk>.

# 5. INDICATIVE TIMETABLE

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| --- | --- |
| Opening the Call for Proposals | 7 May 2019 |
| **Deadline for submitting applications** | **17 May 2019 16:00hrs (CET).** |
| Skills Building stage - Training for Trainers | 5-7 June 2019 |
| Knowledge Building stage | June - September 2019 |
| Contracting | September 2019 |
| Mentoring Stage | October 2019 – June 2022 |
| Reporting | Quarterly time-sheets |

Please note that this timetable is indicative. Civica Mobilitas may update this timetable at any time.

# 6. Civica Mobilitas International Expert

**Ana Vasilache** is architect and urban planner by background and has extensive experience in training and facilitation of participatory processes in communities and organizations.

In the last 20 years, Ana has built the capacity of numerous trainers, facilitators and consultants from Romania and CEE/SEE, West and East Africa, Central and South Asia, providing interactive training, high quality educational materials and effective learning methodologies.

She was the Founding President of FPDL - Partners for Local Development Foundation, a Romanian NGO playing for more than 20 years an important regional role in promoting good governance and democratic leadership. Ana received UN HABITAT Scroll of Honor 2000 for her dedication in improving urban governance in Romania and Central and Eastern Europe.

Ana was also the International Expert for the Civica Mobilitas Mentoring component’s previous phase (2014-2018), offering support for the 48 INS Grantees, to elaborate and implement ODPs. 25 INS Grantees finalized the OD Process.

