

Open call for Bidders

Terms of Reference

Development of a Strategic plan for DokuFest

Background of the organization

DokuFest is a non-profit organization that manages the largest cultural event in Kosovo and develops innovative educational programs throughout the year. The majority of DokuFest's programs are developed to spur activism and active citizenship through cultural undertakings. Each year, DokuFest introduces new initiatives that grow into sustainable collaborations, with a particular emphasis on those that increase regional cooperation.

DokuFest program strategy is consolidated under the joined management structure and operations management that leads the three pillars of the organization: 1) Project Coordination and Management (DokuLab); 2) Festival Management (DokuFest); and 3) Cinema Management (DokuKino).

Our programs utilize audio-visual methods in the classroom and in the cinema, by using film as means for social development. The other component of the program facilitates the creation of original films by students on social and human rights-oriented topics and creates opportunities for younger generations for empowerment by means of encouraging self-expression.

DokuFest is the largest film festival in Kosovo. Each year the festival fills the cinemas and improvised screening venues around historic center of Prizren with a selection of more than 200 hand-picked films from around the world. Founded in 2002, with the aim of revitalizing cinema and the cultural life in Prizren, DokuFest grew and expanded into the most important documentary and short film festival in Southeast Europe and from 2019 is a BAFTA qualifying festival for short films. Documentary photo exhibitions, debates, master classes and lively music events are all part of the 9 days of the festival.

Mission

Development and promotion of Kosovo's young filmmakers and artists through education, for enhanced public understanding and appreciation of the art form and its significance, while making films more accessible to a wider audience.

Our work

DOKUFEST – Annual International Documentary & Short Film Festival– Maintaining our regional importance, and aiming to increase its reputation and influence on the international stage. It aims to develop and promote Kosovo's young filmmakers and artists, as well as enhancing public understanding and appreciation of the art form and its significance, while making films more accessible to a wider audience. The Festival, apart from its rich and varied film program, is the platform to address and raise awareness on the most pressing issues, such as human rights and environment. It offers unparalleled space for expression for young artists through Music, Artistic Interventions and Performances, as well as inspirational and knowledge sharing features through Masterclasses, Workshops and Panel Discussions. The Festival is one of the unique regional collaborative hubs for documentary film professionals, which also offers documentary film development support through partnership with Balkan Documentary Centre. DokuKids, a unique Children Festival within DokuFest dedicated exclusively to children, is program that inspire creativity and contribute to social development of children through film screenings, workshops and performances.

The Educational Department - DokuLab manages the Youth Film Production Center, develops audiences and empowers teachers in the use of audio-visual tools in the teaching process in conjunction with traditional methods to address complex issues, whilst at the same time encouraging critical thinking and promotion of social development among youth.

DokuKino, a public space intended for screenings of valuable, contemporary and heritage cinema, and development of film culture. Managed by DokuFest, it currently screens free of charge documentaries, art house films, specially curated thematic programs and country-based film weeks organised by different Embassies based in Kosovo.

Our Impact

DokuFest, since its inception in 2002 as a grassroots, small scale, three-day only event, has grown into the largest cultural event in the country and one of the most respectable documentary and short film festival in this part of the world, stretching across 9 days and nights and encompassing films screenings, music events, children's performances, photo exhibitions and a host of other events and initiatives. It managed to achieve this through a rarely seen dedication to a common cause, that of bringing culture and exposing it to its community and with a unique promotion of the city and its potential, all coupled with an unprecedented volunteer engagement, thus creating a flavour and the atmosphere, now commonly recognized as "DokuFest spirit".

DokuFest started as a civic initiative to return the cinema to the city, which was achieved in 2013 with the opening of the first post-war Cinema "DokuKino", making it the second functional cinema in the country. Today, the city of Prizren has 15 functional cinemas, making it one of the cities that has the largest number of cinema's per capita in Europe.

Our film training program concept 'Future is Here', an informal and experiential educational program for high school students from Kosovo worked with 10 generations of young filmmakers, activists, artists and youth that needed free expression space. Norika Sefa and Leart Rama, the alumni of our Film Production Lab, now professional filmmakers, with their recent films represented Kosovo in festivals such as Rotterdam and Locarno. This concept was applied through regional collaboration that provided young filmmakers from the Western Balkans with the practical resources, technical, creative and strategic skills, and networking opportunities, necessary to enter cinema professionally. This undertaking had a very strong focus and prioritized the process of cultural exchange providing a safe and discrimination-free space for young people to exchange ideas and express their opinions through visual storytelling.

Apart from training programs we coproduce one of the most important films produced in Kosovo until 2015, when we embarked on a collaboration with British filmmaker Daniel Mulloy in production of short film 'Home'. This turned out to be one of the most important films on the topic of migration internationally, that later received the prestigious BAFTA award and a nomination for European Film Awards. DokuFest also supported production of Samir Karahoda's films 'In Between' and 'Displaced' that represented Kosovo at Berlinale, Cannes, Toronto, Sundance and again, another film nominated for European Film Awards.

All of the films produced through our training programs we collected on a digital platform and have been utilizing them in schools all over Kosovo. That leads us to another success story of DokuFest: establishment of the DokuLab program, with the purpose of building synergies of the program that builds capacities of the teachers in using alternative tools in the classroom; develops and promotes Kosovo's young filmmakers and artists through education; and makes films more accessible to wider audiences.

Our solar powered pop-up Travelling Cinema goes to suburban locations and rural villages, and through film screenings we aim to provoke awareness and stimulate stronger public debate about socio-economic situation of the country, democracy and human rights issues, ecology and preservation of the cultural heritage thus stimulating stronger and more coherent social cohesion, through visual art and documentary film.

Purpose of the consultancy

The strategic planning consultant will facilitate a directional analysis of DokuFest and a communication, monitoring and evaluation plan. This includes assessing the Theory of Change employed by DokuFest and examining how they serve to deliver DokuFest's mission. The purpose of this consultancy is to support and lead DokuFest staff, partners and board in a participatory planning process, ensuring a sense of ownership, engaging meaningfully with key partners, funders and other stakeholders. The substantive outcome is a five-year strategic plan for the period 2023-2028.

Scope of work

The plan must address, among other things, development of a strong partnership and resource mobilization initiatives, how to strategically engage fellows and partner organizations and how to approach expansion of the organizations work in the realization of DokuFest mission and vision. The consultant will draw from any best practices within similar strategic plans for other non-governmental organizations with similar modus operandi as DokuFest.

Elements of the plan will include but not limited to:

1. Develop a sound methodology that grounds the strategic plan and facilitates a directional analysis for DokuFest current operations.
2. Conduct a needs assessment of the organization including considerations of situation and identification of constraints and opportunities for growth and development.
3. Guide stakeholder mapping and consultations and understand, obtain and analyze qualitative and quantitative data relevant to stakeholders and partners.
4. Develop a plan that includes a clear strategy or roadmap to reach the organizations goals through programs, advocacy, festival and education with clear deliverables, indicators and tools that address the constraints and create the needed support system and incentives.
5. Development, validation, finalization and costing of the strategic plan 2023-2028, including outcome mapping for monitoring and evaluation, detailed implementation for 2023-2024 and general activities 2025-2028.
6. Recommend methodology and tools for evaluating outcomes and develop monitoring and communication strategy.
7. The consultant will collect, evaluate and lead in the presentation and validation process. Some of these elements may be included in the final document, as an appendix or cited as separate literature.

Specific Tasks

The Consultant will:

1. Carry out a desk review of documents relevant to an understanding of the mandate, legal framework and context of the work DokuFest undertakes.
2. Assess existing Theory of Change and support DokuFest team in establishing new Organizational Theory of Change for 2023-2028, including the goals identified to achieve organizational mission through programs, advocacy and festival. This exercise should include facilitating a process through which the organization can reassess and confirm its mission and determine specific goals it will center its efforts in the subsequent five years period.
3. Conduct needs assessment of DokuFest, which shall include a review of the existing structure, financial strategy and sustainability and engagement with a view for potential future expansion to be components of the final strategy.
4. Develop a comprehensive methodology and work plan for a participatory process with a view of achieving support from members and partners, which includes holding consultations and facilitating interviews with relevant stakeholders including, but not limited to, donor and development partners, private sector and civil society NGO's.
5. Together with the executive team, lead a program of wider consultations to receive feedback on the draft strategic plan.
6. Finalize strategic plan, including log frame and detailed implementation plan for 2023-2024 and provide general activities for 2025-2028. The plan should include the organizational goals, expected results for each, the priority programs and strategies to achieve them and performance metrics, timelines and resource allocations required to accomplish them, as well as monitoring and evaluation plan and a communication plan. The strategic plan will identify synergies between key programs, advocacy and festival activities to advance organizational goals.
7. Include a plan to align with actions with existing relevant sectors, strategies informed by best practice internationally.

Deliverable outputs

Based in the above, the Consultant shall prepare and complete five-year strategic plan. This shall entail, among other things the following:

1. A five-year strategy with clear deliverables, key milestones and direct guidance on implementation to strengthen DokuFest mission and vision, including an organizational monitoring and evaluation plan.
2. External environment assessment and internal environment assessment of the stakeholders/SWOT analysis.
3. Establish specific objectives for the communication strategy and implement tools for evaluation of the communication strategy.
4. Present the draft strategic plan to stakeholders to validate.

Commitment to Work Quality

The consultant shall use an evidence-based approach and ensure the highest standards of work and timely deliverables at every stage of his/her assignment. The consultant shall ensure clarity of objectives and process during the consultations, counter check all facts and figures cited, ensure that the content and format of the draft strategic plan meets a high standard for such documents, including proper editing, clarity and use of design and graphics. The consultant shall, at the onset of the planning process work with DokuFest to identify all stakeholders having a direct and indirect interest in the strategic plan. Listing people, groups and institutions that influence the work of DokuFest. All the stakeholders must be able to make inputs into the strategic plan to promote ownership of the plan.

Method

The consultant shall obtain disaggregated data, review relevant literature, interviews and undertake field visits in selected areas.

Qualifications, Competencies and Experience

DokuFest is seeking the service of a professional or a consultancy firm to develop a five-year strategic plan. The firm/individual must possess the following:

1. Relevant international work experience in strategic planning and development.
2. Excellent and proven analytical skills.
3. Excellent organizational and communication skills, ability to prioritize and work with minimum supervision.
4. Possess knowledge in the general social, economic and political environment where DokuFest operates.
5. Understand the participatory approaches to management and operations.

Duration

The consultancy shall be for a period no longer than 5 months, beginning on June 1st,2022.

Details:

Method of Payment: 15,000 Euro via bank transfer. The consultancy costs for travel and meetings should not exceed 500 Euro. The consultant shall receive 20% of the final cost after delivery and acceptance of the work plan, 40% of the final cost after the delivery and acceptance of a satisfactory report based on the terms of reference and 40% of the final cost after meeting all deliverable outputs.

Penalty: Non delivery of any task shall lead to withholding of the final payment of 40% until receipt and approval of all deliverables agreed to by both parties in writing.

Application materials

Interested parties should submit a concise proposal for how the work will be carried out. Interested applicants are encouraged to submit their bids alongside detailed proposals, indicating their work schedule from the commencement to the end of the consultancy. To apply, please send all application materials as one single PDF file labeled Strategic Planning first name last name.

Included should be:

- Technical approach and suggested timeline (maximum 5 pages)
- Case studies of previous experience of strategic development planning (maximum 2 pages)
- Budget for work to be undertaken (Excel worksheet broken down into personnel, fees, travel, etc.)
- Any restrictions on consultant availability to begin work on June 1st 2023

Application timeline

Proposals should be submitted to: apliko@dokufest.com with the subject line ***“DokuFest Strategic Planning Consultancy”***.

Application deadline: April 15, 2022

Short listed applicants may be invited to attend video conference interview and an in person interview.

Any questions should be sent to apliko@dokufest.com with ***“DokuFest Strategic Planning Consultancy Question”*** in the subject line.