



Humanitarian Law Center

## **Terms of Reference for a fundraising and outreach consultant**

### **Background**

The Humanitarian Law Center (HLC) was established in 1992, at the outset of the wars in the former Yugoslavia. During the wars, the HLC focused its work on documenting and reporting war-related human rights violations. This wealth of documentation provided the backbone of the organisation's work ever since. In 2004 the HLC introduced the concept of dealing with the past and transitional justice strategies in the region and refocusing the use of documentation to support an array of judicial and non-judicial processes of dealing with the past. Another shift is approaching, with the HLC developing into an open and widely accessible documentation center on the wars in the former Yugoslavia, which will preserve and open its Archive and enable the implementation of new activities.

In early 2017 the HLC has been selected for organisational development support from PeaceNexus Foundation, with the aim to further develop the programme units' outreach and fundraising. This assignment is based on a participatory needs assessment, conducted and agreed upon with the HLC's senior management and staff involved in fundraising and outreach activities.

### **Scope and Role**

The HLC needs expert support in articulating a vision of the organisation in the future, how to shape a fundraising strategy that enables sustainability in a significantly changed fundraising and programmatic landscape, and how to be more effective in communicating how its work contributes to the region's ability to deal with its violent past.

The role of the consultant(s) will be to facilitate and support the HLC in clarifying and articulating the societal change we want to bring about and help us developing a fundraising and outreach strategy that is systematically moving us towards our vision of the organisation in future. The working method should include the workshops and a remote support when needed.

### **Objectives of the assignment and deliverables**

The overall objective of the consultancy is to articulate the vision of the future HLC and shape its fundraising and outreach to become a tool that enables and sustains such a change. The specific objectives are:

Specific objective 1: An articulation of the HLC's future: vision, mission, objectives, programmes, audiences, resources, partnerships.

Specific objective 2: Developing a strategy that builds on a vision of a future HLC, takes into account the HLC's specific working environment, identifies its strengths and weaknesses, maps the opportunities and threats, as well as suitable approaches, possible partners, needed skills and necessary capacities for a successful and sustainable fundraising.



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Specific objective 3: Developing an outreach strategy that builds on a vision of a future HLC, sets approaches and tools for communicating both its work and the dealing with the past topics, in an inspiring and motivating way, reaching out to a broader society and all relevant target groups.

The consultant(s) is expected to deliver:

- Initiating and facilitating of conversations on:
  - o the HLC's work and profile (history, achievements, plans, challenges, limitations);
  - o HLC's current fundraising approach and how it would need to change;
  - o HLC's current approach to outreach and how it would need to change;
  - o The implications of these changes for HLC as an organisation.
  
- An inception report consisting of the following:
  - o an analysis of the key issues raised during these conversations;
  - o a proposal on how HLC could position itself, and articulate its organisational purpose;
  - o a proposal on how it could develop its fundraising and outreach strategies accordingly;

The written deliverables consist of:

- A proposal for a brief articulation of HLC's organisational purpose (1-2 pages).
- A fundraising strategy tailored to HLC's needs and the sensitivities of its mandate, including recommendations on how to equip HLC's staff to implement it.
- An outreach strategy tailored to HLC's needs and the sensitivities of its mandate, including recommendations on how to equip HLC's staff to implement it.

### **Duration and timeframe**

The HLC estimates that up to 30 consultancy days will be required to provide this type of support.

### **Qualifications**

- Expertise and experience in fundraising strategy development;
- Expertise in external communication (outreach) on human rights topics;
- Good understanding of and experience with Theory of Change development;
- Knowledge of dealing with the past/transitional justice field, and/or of the Western Balkans and Serbian context would be an asset.
- Experience in working with similar entities would be an asset (for example with documentation centres, remembrance initiatives, human rights organisations).

Note: The consultancy will be open to one consultant encompassing all the expertise and experience required under this ToR, or for teams of consultants combining the different required skills. If you are partnering with another consultant, please indicate clearly how you would divide the work.



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### **Application process**

Applications should be submitted to [development@hlc-rdc.org](mailto:development@hlc-rdc.org). Consultant(s) are invited to submit a CV, along with the following documents:

- Expression of interest indicating your understanding of the mission and relevant skills for this assignment, including two examples of results achieved within similar frameworks/consultancy contracts. Please include your proposed methodology and related timeframe.
- A financial offer.
- Contact details of two representatives of former clients ready to act as a reference.

The consultant(s) are also required to confirm his/her ability to occasionally travel to Belgrade (Serbia).

### **Timeline**

- Deadline for application: September 24<sup>th</sup> 2017 at 23:59 CET.
- Only short-listed candidates will be contacted.