Terms of Reference for a strategy development consultant

About YIHR Croatia

Youth Initiative for Human Rights Croatia is a leading human rights organization in Croatia targeting youth and engaging them in the processes of advocating democratization, increase in human rights standards and post-conflict reconciliation. YIHR works with youth on the regional, national and local level, especially engaging youth from formerly war-affected communities where the consequences of the conflict are present most. As an organization focused on social change, it also strategically targets (future) decision makers as a mechanism for ensuring sustainability of social change.

Background of the assignment

YIHR is engaged in a process of organisational development (supported by PeaceNexus). As part of this process, YIHR has decided to develop an organisational strategy. The organisational strategy should:

- Be based on an up-to-date analysis of YIHR's socio-political context and funding environment
- Draw on feedback and insights from key YIHR stakeholders (participants of YIHR's activities, donors, experts)
- Articulate clear institutional, strategic and programmatic objectives and concrete options to deliver on those
- Be accompanied by a comprehensive operational plan
- Be backed by funding options, especially in relation to YIHR's reconciliation and regional work.

Role and deliverables of the consultant

To meet the above-mentioned objectives, YIHR is seeking accompaniment on two work strands, as outlined below

WORK STRAND 1: Analysis and consultations

YIHR has decided to develop its strategy based on a thorough context analysis and on feedback from key stakeholders. By updating its context analysis, YIHR seeks to a) develop a shared understanding of current socio-political trends and of the needs of YIHR's target groups; b) anticipate how the local and national context will evolve in the upcoming years in relation to YIHR's sphere of work c) determine how best to position YIHR accordingly. Through consultations with selected stakeholders, YIHR will seek to gather feedback about the quality and relevance of its work to date and gauge how YIHR should adapt its work moving forward.

Under this work strand, the consultant(s) will therefore be expected to:

- **Conduct a context analysis** tailored to the strategic questions faced by YIHR and to the specificities of its target groups; discuss the findings with and elicit complements from YIHR's team
  - ⇨ Deliverables: context analysis; facilitated discussion of the context analysis findings

- **Complement YIHR's donor mapping and identify new/additional potential sources of funding** for YIHR's core work, including based on consultations with donors
  - ⇨ Deliverables: the context analysis should include a section on funding sources while the debriefing note/interim report should draw on conversations with (potential) donors.

- **Undertake targeted consultations with key YIHR stakeholders** (thematic experts, current donors and potential funders, participants of YIHR's activities) and gather and analyse their feedback on:
  - ➢ The relevance of YIHR's positioning, activities and methodology
  - ➢ The impact and added value of YIHR's work (track record)
  - ➢ YIHR's future potential
  - ⇨ Deliverables: Proposed plan for the consultations (list of interlocutors and draft questions); raw & anonymised data from the consultations(e.g.interview notes)

- **Outline the implications of the context analysis and consultations for YIHR's strategy development**
  - ⇨ Deliverables: Debriefing note/interim report summarising the outcomes of the analysis and consultations phase, including by outlining a) YIHR's strengths, weaknesses and potential according to stakeholders b) strategic options and questions deriving from the context analysis c) promising funding options deriving from the analysis and consultation phase

WORK STRAND 2: Strategy development

The consultant(s) in charge has to be able to facilitate the process of developing a strategy while using all of the 'in-house' knowledge and resources. Concretely, YIHR will lead on its own strategy development and expects the consultant to:

- **Facilitate strategy development discussions with YIHR's team**
  - ➢ Use the outcomes of work strand 1 to facilitate in-depth strategy development sessions
  - ➢ Help YIHR review its vision, mission, objectives and priorities
  - ⇨ Deliverable: workshop/retreat agendas; facilitated discussions

- **Provide a framework to ensure the drafting of the strategy is both participatory and coherent**
  - ⇨ Deliverable: provide guidance so that the YIHR team drafts its strategy in a comprehensive and consistent manner

- **Provide any required feedback on the draft strategy prepared by YIHR's team**

- **Support YIHR's team in finalizing the strategy,** including based on feedback from YIHR's bodies

- **Facilitate the development of the operational plan accompanying the strategy**
  - ➢ **Assist YIHR in developing an operational plan** mapping out how the strategy will be implemented
  - ➢ **Assist YIHR in thinking through the organisational development implications of the strategy** (e.g. competencies to strengthen; internal practices to adapt/put in place)
  - ⇨ Deliverable: workshop/retreat agendas; facilitated discussions

- **Provide final recommendations** pertinent to the implementation of the strategy
  - ⇨ Deliverable: final debriefing note/report

Timeframe & coordination

- This assignment is expected to require approximately 30 consultancy days (approx. 15 for work strand 1; and 15 for work strand 2) and is anticipated to be carried out over a period of 6 months, starting in January 2021.

- While this assignment has two work strands, it should be carried out in an integrated manner.
- The consultant(s) will work closely with the YIHR 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. For example, re-allocations (including changing the number) of working days towards the different work strands are possible so both contracting parties should remain flexible
- Ideally, this assignment would require face-to-face workshops with YIHR's team in Zagreb. However, this will need to be confirmed in line with any pandemic-related restrictions.

Qualifications

Individual consultants and team of consultants possessing the qualifications outlined below are invited to apply, preferably for the full assignment (work stand 1 and 2). YIHR will also accept applications for partial assignments (work strand 1 or 2): if that is your case, please indicate clearly what part of the work you are applying for.

- Required qualifications
  - Demonstrated track record of successfully facilitating participatory strategy development
  - Demonstrated experience in facilitating organisational development of non-profit organisations
  - Excellent analytical and drafting skills
  - Strong communication and facilitation skills
  - Fluency in BCS (essential for work strand 1)
  - In-depth knowledge of the Croatian and regional (Western Balkans) context (socio-political context and funding environment)
  - Familiarity with YIHR's themes (Transitional justice, reconciliation, human rights advocacy, youth activism, social entrepreneurship)

- Assets
  - experience in working directly with youth
  - experience with donor relations
  - programme design & methodological experience in relation with YIHR's fields of work

Application process

If you are interested in supporting our strategy development and meet the criteria, please send us your application via email at croatia@yihr.org with the subject reading "Procurement of consultants" no later than 9th December. Your application package should include:

- CV
- Expression of interest indicating your understanding of the assignment and relevant skills and experiences with strategy development;
- Proposed methodology and related timeframe. In case you are applying as a team of consultants your methodological offer should also clarify how you will divide the work.
- Financial proposal comprising detailed quotation for the assignment, showing working days and expected fee, availability as well as travel costs from place of residence to Zagreb and back;
- Contact details of two references/previous clients that can comment on your ability to accompany strategy development

Shortlisted candidates will be interviewed in the week of 14 December.