TOR for a strategy development consultant

About the Center for Peacebuilding

The Center for Peacebuilding (CIM - Centar za izgradnju mira) is a small grassroots organisation founded in 2004 in the town of Sanski Most with the mission of rebuilding trust and fostering reconciliation among the people of Bosnia & Herzegovina. One of CIM's primary goals is to empower Bosnian youth to become agents of change and reconciliation in their own country by equipping them with skills in nonviolent communication, dialogue facilitation and conflict transformation. By offering a neutral space for young people to connect, engage in meaningful dialogue, and experience peaceful coexistence, the initiative seeks to inspire a shared vision for the future. CIM works primarily in Sanski Most and its surroundings, through programs at the PeaceFarm and the Daily Youth Center in Sanski Most. Through its 'Peace Farm' and its activities such as Peace Camps young peacebuilders from across the country are reached, while the Youth Center mainly serves the local community. CIM also has an international network of international peacebuilders and volunteers which contribute to their activities and allow for an exchange of different peacebuilding experiences and expertise.

Background of the assignment

CIM has obtained targeted support from the PeaceNexus Foundation (PN) to develop its new strategy, the second one in the organisation's trajectory CIM's current strategy (developed in 2021), expiring in 2027, has become outdated given many developments in the past 4 years. In this context, the strategy process should help CIM answer two broad, interconnected, strategic questions: 1) What should be CIM's core focus and goals? 2) How can CIM secure the conditions that would allow it to grow sustainably?

Having brainstormed with PN about what it expects from the strategy and the process of developing it, CIM determined that the strategy should:

- Set focused impact-oriented goals that can serve as a basis for programme development and fundraising
- Help CIM articulate to external audiences why and how its different activities connect to peacebuilding
- detail the "how": how strategic goals will be achieved, key milestones, and what CIM will start, stop and continue doing
- map key steps CIM should take to enable moderate growth: funding, partnerships, capacities, income-generating services and the further development of the Peace Farm
- be informed by well-designed consultations, both internally and externally
- balance community needs and organisational limitations, including by clarifying criteria helping to decide whether or not to pursue an activity or ad hoc request

CIM also expects for the process to land on 2 versions of the strategy document: an internal document (preferably in Bosnian) and a less detailed public version (in English).

Role and deliverables of the consultant

The consultant is expected to accompany and facilitate the process in a way that is tailored to CIM's specificities and to the workload of a small team, rather than applying a standard process.

PHASE 1: Analysis and consultations with external stakeholders

CIM has decided to base its strategy on feedback from specific external stakeholders who are important to its work. Through these consultations, CIM seeks to understand how it is perceived, what is working well and what could be improved, what different stakeholders would ideally want to see from CIM, and what this means for its strategic choices, including on income generation and the Peace Farm.

Under this work strand, the consultant will be expected to:

1) **Get familiar with CIM and propose a consultation plan**

- Conduct a desk review of CIM's key documents (current strategy, project proposals and reports, other documents that articulate CIM's impact and work)
- Have conversations with CIM and with PN to better initial thinking on the strategy process and gain a deeper understanding of CIM's work

Deliverable(s): consultation plan, including list of interlocutors, proposed format for each group (interview, focus group, questionnaire) and draft questions for each audience

2) **Conduct consultations with CIM's stakeholders and target groups**

- Undertake targeted consultations with key CIM stakeholders (participants of CIM's activities, current donors and potential funders, peers with income generating activities, a cross-section of community members) and gather and analyse their feedback on:
    - The relevance of CIMs positioning, activities and methodology
    - The impact and added value of CIM's work (track record)
    - CIM's future potential

- Write up the outcome of consultations and outline the implications of the consultations for CIM's strategy development, including a) how CIM is perceived by different stakeholders, its strengths, weaknesses and potential; b) key findings per stakeholder group; c) strategic options and questions emerging from the consultations; and, where possible, d) insights on income generation, the Peace Farm and promising partnership and funding options

Deliverable(s): consultations conducted as per the agreed plan; notes and anonymised data from the consultations, consultations report summarising the outcomes of the analysis and consultations phase

PHASE 2: Strategy development

Building on the consultations, the consultant will be expected to facilitate the strategy development process while drawing on the knowledge and experience of CIM's team. The consultant will be expected to:

1) **Facilitate a first strategy development workshop** to make sense of the outcomes of the consultation and discuss CIM's strategic focus and goals for the next period, including its mission, vision and level of ambition for each area of work

Deliverable(s): workshop agenda and methodology (agreed with CIM); facilitated workshop; zero draft of the strategy articulating at least draft strategic goals; list of remaining open questions and proposed process to address them

2) **Accompany CIM in addressing remaining questions and getting to a full draft of the strategy**

The consultant will be expected to:

- Help CIM identify and undertake any additional consultations needed to finalise the strategy (e.g. with CIM's Assembly on draft goals, or with peacebuilding experts and academics on methodological questions)
- Facilitate a second strategy development workshop
- Draft both versions of the strategy resulting from the entire process, an internal version supporting, with more details where helpful, and briefer external version

Deliverable(s): workshop agenda and methodology, facilitated workshop, full draft of strategy with proposed division for internal vs public version (inclusive of at least one round of feedback, feedback on consultation plan for any remaining feedback conversations to be carried out by CIM; final recommendations deemed pertinent by the consultant.

Timeframe & coordination

The assignment is expected to be carried out between January 2027 and June 2027, according to the following indicative timeline:

- Selection: December 2026
- Onboarding, consultations and consultations report: January – end of February 2027
- first strategy workshop and first draft: March 2027
- review of the draft, second workshop and finalisation: April – June 2027
- start of implementation and final recommendations: July – September 2027

The consultant will work closely with CIM's team, who will supervise the consultant's work, progress and deliverables. PN will take part in the onboarding of the consultant and reviewing key deliverables. Progress will be assessed on a regular basis so that any required adaptation can be agreed in a timely manner. The process should be tailored to the size and workload of CIM's team and should enable all team members to contribute.

Workshops are expected to take place face-to-face in or near Sanski Most (at CIM's premises or another suitable location). Consultations will mainly take place in Sanski Most and its surroundings; some, e.g. with partners and funders, may take place online.

Qualifications

Consultants possessing the qualifications outlined below are invited to apply

Required:

- Demonstrated track record of accompanying tailored and participatory strategy processes with small non-profit organisations
- Demonstrated track record of leading consultations sensitively, including with young people and community stakeholders
- Excellent analytical and drafting skills
- Strong communication and facilitation skills
- Fluency in BCS and English
- In-depth knowledge of socio-political and operational context of civil society organisations in Bosnia and Herzegovina
- Familiarity with the type of work and topics covered by CIM (peacebuilding, peace education, youth work, community work)

Assets

- Experience in working directly with youth
- Familiarity with environmental peacebuilding
- Knowledge of the funding landscape for peacebuilding in Bosnia and Herzegovina and the Western Balkans, and experience in developing strategy documents that support both programmatic clarity and fundraising
- Experience working with small, community-based organisations
- Know-how and contacts in the field of income generation by non-profit organisations (e.g. social enterprise, legal and administrative requirements in Bosnia and Herzegovina)
- No prior direct connection to CIM, to ensure a truly external approach and feedback

Application process

Applicants should submit the following documents to unvocim@yahoo.com CV; expression of interest indicating understanding of the assignment and relevant skills and experience with strategy development as well as proposed methodology; financial offer (inclusive of fees and travel costs).

In case you are applying as a team of consultants, your methodological offer should also clarify how you will divide the work.

Please include contact details of two references/previous clients who can comment on your suitability for the assignment.

Applications may be sent in English or Bosnian.

Deadline: 3rd December

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