



TRIAL
International

Terms of Reference for Strategy Development Consultant TRIAL International Office in Bosnia and Herzegovina

Background of the assignment

TRIAL International - Office in Bosnia and Herzegovina is engaged in a process of organisational development (supported by the PeaceNexus Foundation). As part of this process and in collaboration with TRIAL International Headquarter (HQ), TRIAL International - Office in Bosnia and Herzegovina (TRIAL BiH) has decided to develop a program strategy.

The strategy should:

- Be based on an up-to-date analysis of TRIAL BIH's socio-political context and funding environment
- Draw on feedback and insights from key TRIAL BIH stakeholders (constituency, beneficiaries, partners, donors, experts)
- Articulate a long-term vision, clear internal, strategic and programmatic objectives, and actionable plans to achieve them
- Identify the optimal administrative setup and relationship with TRIAL International in view of strategic and programmatic objectives, based on strong understanding of current challenges and desired situation and grounded in detailed exploration of implications of changes.
- Include a detailed operational plan for program efficiency and office management improvements to ensure sustainability
- Be backed by funding options, especially in relation to its work on transitional justice processes.

Role and deliverables of the consultant

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To meet the aforementioned objectives, TRIAL BIH is seeking accompaniment on two work strands, as outlined below:

WORK STRAND 1: Analysis, consultations, and strategic reflection

TRIAL BIH has opted to develop its strategy using an updated context analysis and on feedback from key stakeholders. TRIAL BIH aims to update its context analysis to a) develop a shared understanding of current socio-political trends and of the needs of TRIAL BIH's target groups; b) anticipate how the local, national and regional context will evolve in the upcoming years in relation to TRIAL BIH's sphere of work; c) determine how best to position TRIAL BIH accordingly.

Through consultations with selected stakeholders, TRIAL BIH will seek feedback about the quality and relevance of its work to date, as well as how TRIAL BIH might adopt its work moving forward. Under this work strand, the consultant(s) will be expected to conduct work tied to both phases of work strand 1: inception phase and strategy development.

I. Inception phase

- a. Conduct a context analysis** suited to TRIAL BIH's strategic questions and target groups; discuss the findings with and elicit complements from TRIAL BIH's team
 - Deliverables: context analysis; facilitated discussion of findings
- b. Enhance TRIAL International's donor mapping and identify new possible** funding sources for TRIAL BiH's core work, through 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) funders.
- c. Undertake targeted consultations with key TRIAL BIH stakeholders** (thematic experts, current donors and potential funders, TRIAL International BIH's key partners and constituency) to obtain and analyse feedback on:
 - The relevance of TRIAL BIH's positioning, operations and methodology
 - The impact and added value of TRIAL BIH's work (track record)
 - TRIAL BIH's future potential
 - Deliverables: Proposed strategy for consultations (list of interlocutors and draft questions); raw & anonymized data from the consultations (e.g. Interview notes)
- d. Outline the implications of context analysis and consultations on TRIAL BIH's strategy development**
 - Deliverables: Debriefing note/interim report summarizing the outcomes of the analysis and consultations phase, including a) TRIAL's strengths, weaknesses and potential as perceived by stakeholders b) strategic options and questions derived from the context analysis, and c) promising funding options derived from the analysis and consultation phase.

II. Strategy development

a. Facilitate strategy development discussions with TRIAL BIH's team

The consultant(s) in charge must be able to facilitate the process of developing a strategy while utilizing 'in-house' knowledge and resources:

- Use the outcomes of preliminary analysis of work strand 2 to facilitate in-depth strategy development session
- Support TRIAL BIH in reviewing its objectives and priorities
- Deliverable: workshop/retreat agendas; facilitated discussions, 1st draft of the strategy

b. Facilitate the development of the operational plan accompanying the strategy

Assist TRIAL BiH in developing an operational plan mapping out how the strategy will be implemented and support TRIAL BIH in thinking through the organisational development implications of the strategy (e.g. competencies to strengthen; internal practices to adapt/put in place, changes to organisational structure)

- Deliverable: workshop/retreat agendas; draft operational plan

c. Support TRIAL BIH's team in finalizing the strategy, considering feedback from

TRIAL BIH's bodies (Headquarter, Board) and findings from work strand 2 exploration and provide final recommendations pertinent to the implementation of the strategy

- Deliverable: final debriefing note/report, final version of TRIAL BIH strategy with operational plan for 2025



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WORK STRAND 2: Administrative setup review

TRIAL BIH and HQ have agreed to use the strategic process to thoroughly analyze current administrative setup and its implications for the program's functioning. Both BIH program and HQ want the strategic process to result in the identification of an optimal administrative setup of the program that meets the BIH program's long-term goals identified within the strategic process and for this reflection to also result in improved collaboration between HQ and BIH program.

Under this work strand, the consultant is expected to undertake administrative setup reflection and to feed the resulting information and conclusions from it into the overall strategy development.

a. Examine current administrative setup and facilitate a creation of a shared vision of desired situation

The consultant should assess the current administrative setup of TRIAL BIH program and its implications for program efficiency and facilitate sessions which would result in a shared vision for future operation of BIH program and the identification of key parameters for exploring solutions to achieve that vision.

- Deliverable: inception report outlining key hypotheses/assumptions from a desk review and briefing discussion, and in view of that scope of what should be explored on fin-admin setup side, draft plan for assessment and reaching the shared vision and parameters for solution exploration

b. Identify potential improvements and conduct preliminary analysis of implications of each solution for TRIAL BIH

Based on agreed-upon parameters and vision of desired situation, analyze fin-admin possibilities for TRIAL BIH setup and recommend solutions/adaptations including a clear assessment of pros and cons of each solution and practical implications for TRIAL BIH's future operation.

- Deliverable: overview document outlining at least 2 distinct solutions

c. Draft roadmap for implementation of solution and support integration with strategy and operational plan

Following the strategic workshop and identification of top 2 options, conduct a more in-depth analysis of both solutions, including technical checks and verifications, and an overview of a) implications for long-term functioning, opportunities and limitations for BIH program, b) implications for applying/implementing solution. Once decision has been made, assist TRIAL BIH and a consultant from work strand 1 (unless one consultant covers both strands) in integrating a roadmap for implementing the solution into the operational plan 2025 and provide technical advice with steps as needed.

- Deliverable: document outlining comparative analysis of top 2 solutions and their implications for a) and b) as listed above; contributions to operational plan drafting, roadmap for implementation, implementation advice for the BIH team.

Time & coordination

This assignment is projected to take between 30 -35 consultation days (up to 20 for work strand 1; and app. 15 for work strand 2) and is anticipated to be completed over a period of 6 -8 months, starting in September.

While this assignment comprises two work strands, they should be completed in an integrated manner. This assignment would require several face-to-face workshops with the TRIAL International BIH's team based in Sarajevo.

The consultant(s) will collaborate closely with TRIAL International BIH staff and PeaceNexus's advisors, who are accompanying the broader organizational development process of TRIAL International BIH. TRIAL International BIH will supervise the consultant's work, progress, and deliverables, while PeaceNexus will support the process by providing feedback on deliverables and engage in the process throughout. Progress will be assessed on a regular basis so that any required adaptation can be agreed upon 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.

Qualifications

Individual consultants and a team of consultants with the qualifications outlined below are encouraged to apply, preferably for the full assignment (work stand 1 and 2). TRIAL BIH will also accept applications for partial assignments (work strand 1 or 2): if this is the case, please specify which part of the work you are applying for.

Required qualifications:

- Demonstrated track record of successfully facilitating participatory strategy development
- Demonstrated experience in stakeholder engagement and facilitation of organizational development of non-profit organizations
- Excellent analytical and drafting skills
- Strong communication and facilitation skills
- Fluency in English
- Fluency in BCS (essential for work strand 2)
- Demonstrated experience with reviewing administrative setups (essential for work strand 2)
- In-depth understanding of Western Balkans and BIH context
- Familiarity with TRIAL BIH's themes (transitional justice, dealing with the past, access to justice)
- Demonstrated availability and flexibility for the mandate
- In-depth knowledge of legislation on international organizations and nonprofits in BIH (essential for works strand 2)

Assets:

- Experience with donor relations
- Program design & methodological experience in relation with TRIAL BIH's field of work

Application process

If you are interested in assisting our strategy development and meet the criteria, please send us your application via email at bh@trialinternational.org with the subject reading "Strategy development application – consultant name" no later than September 8th, 2024. Include the following in your application:

- 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.



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- Financial proposal comprising detailed quotation for the assignment, showing working days and expected fee, availability as well as expected travel costs from place of residence to Sarajevo
- Contact details of two references/previous clients that can comment on your ability to accompany strategy development

Only complete applications will be reviewed, and only short-listed candidates will be contacted to be interviewed in the second half of September 2024.

ABOUT THE ORGANIZATION

TRIAL International is a non-governmental organization fighting against impunity for international crimes and supporting victims in their search for justice. The organization provides legal aid, files cases, develops local capacities and advocates the human rights agenda. Since 2007, TRIAL International has been implementing the program in Bosnia and Herzegovina, through a local branch office. The TRIAL International Office in BiH has the same goals as the rest of the organization and legally functions as local branch whose seat is in Sarajevo

For more information, visit TRIAL International website at: www.trial.ba and www.trialinternational.org, and FB page.