

Terms of Reference: fundraising strategy development

About PCRC:

Post-Conflict Research Center (PCRC) is a women-led, peacebuilding non-governmental organization in Bosnia and Herzegovina, internationally recognized for its innovative approaches to peace education, transitional justice, violence prevention, and post-conflict reconciliation. PCRC's work seeks to contribute to the following goals:

- To overcome ethnic divisions, foster mutual understanding, promote inter-religious cooperation, and inspire positive social change in BiH through youth-led initiatives and citizen empowerment programs.
- To contribute to BiH's transitional justice process through historical remembrance, historical analysis, and truth-seeking.
- To support civil society and state actors in maintaining a just and peaceful society and to promote local-level democratization initiatives by creating sustainable peace and reconciliation initiatives.

Background of the consultancy

Since the beginning of 2024, PCRC has begun an organizational development process supported by the PeaceNexus Foundation(PN). During joint internal reflections, it was concluded that a priority area for support to be developing a fundraising strategy process and hiring of a consultant or group of consultants to facilitate this process. While PCRC has been successful in its funding endeavours, the organisation wishes to further advance its approach to fundraising as a way to secure the organisations' sustainability and ensure that PCRC has the staffing and internal resources necessary to implement its ambitious strategic vision. Indeed, PCRC faces the following challenges that it wishes to tackle through a strategic fundraising approach:

- PCRC works on sensitive Dealing with the Past topics that are not always most popular with funders
- PCRC has some long-term ambitions, such as the development of a museum, which would require additional flexible programmatic funding
- PCRC wants a fundraising strategy that balance its programmatic and internal needs and foresees a need to secure sustainable staffing growth to deliver on its impact ambitions
- PCRC has secured institutional and core funding but would want to further diversify those sources
- PCRC would like to identify the most promising options to limit its reliance on traditional fundraising
- PCRC's fundraising efforts have largely been led on by the organisation's leadership, which wants to build staff capacities to progressively contribute more to fundraising tasks

Desired outcomes of the assignment

The development of the fundraising strategy should enable PCRC to:



- Check-in on the implementation of its organisational strategy and update accordingly its funding needs and fundraising goals
- Receive expert feedback on the strengths, weaknesses, opportunities and gaps within its current fundraising practice
- Update its existing donor mapping, especially core funders, and find out about new and additional potential sources of funding, particularly for newer strands of work of PCRC (including regarding collective work on genocide prevention)
- Update its fundraising practice and tools where needed, including in terms of go and no-go criteria for proposal development and most promising options for non-traditional fundraising
- Build the fundraising capacities of staff members newer to this strand of work

Roles and deliverables of the consultant

To help PCRC reach the above-mentioned goals, the consultant(s) will be expected to:

1) Facilitate an internal check-in on PCRC's strategy to help PCRC determine its funding needs and top fundraising goals in view of its impact goals

PCRC wants to approach funding questions through the lens of the impact it wants to achieve, and think through what resources and staffing levels are required to that. Therefore, the initial stage of the assignment should include a light check-in on PCRC's progress towards its strategy and a detailed review of the degree to which PCRC's current portfolio and approach to budget design is well suited to reach those goals.

⇒ Deliverables: facilitated discussions with PCRC's leadership about PCRC's progress with its strategy; review of PCRC's existing project and funding portfolio; facilitation of identification of fundraising goals and support in calculating funding needs, including in terms of staffing.

2) Conduct an in-depth review of PCRC's current fundraising approach, strengths and weaknesses¹

PCRC wants the consultant(s) to review the way it currently approaches all phases of the fundraising cycle and provide feedback on what could be improved. Similarly, the consultant(s) should review a sample of past project proposals (including budgets) and provide feedback.

⇒ Deliverables: Analytical review of PCRC's existing fundraising practices and summary of strengths and areas of improvement regarding fundraising and proposal development; clear evaluation and feedback on a sample of past proposals and associated budgets; recommendations regarding tools and practices that might be beneficial in the future

3) Help PCRC develop a simple, targeted and concrete fundraising strategy backed by an updated donor mapping

Following works on points 1) and 2) mentioned above, PCRC will expect the consultant(s) to provide a proposed table of contents for the fundraising strategy that should be tailored to PCRC's needs. Based on feedback on this outline, the consultant(s) will be expected to

¹ Note : deliverables listed under point 1) and 2) may be provided through one integrated inception report.

provide draft a full document and to update PCRC's donor mapping, especially focused on core and philanthropic donors, with additional prospects suitable and relevant to PCRC's fundraising goals and aligned in terms of themes and eligibility.

- ⇒ Deliverables: proposed table of contents/outline for the fundraising strategy; concrete fundraising strategy inclusive of internal fundraising process and role division; updated donor mapping inclusive of new options for PCRC to consider, especially focused on core and philanthropic donors; analytical review of previous core funding applications and provide guidance in developing an improved approach to core funding.

4) Update PCRC fundraising tools where needed and provide targeted mentoring and feedback support

The consultant(s) will develop fundraising tools that emerge as needed throughout the process and those tools will be backed by clear guidance. In the particular, together with the PCRC team, the consultant(s) will work on setting of clear decision making criteria for assessing future funding opportunities, making sure that proposals are aligned with PCRC's strategy, goals and organisational capacity.

- ⇒ Deliverables: user-friendly fundraising tools and corresponding guidance; go-no go criteria. Depending on the funding options that emerge through the process and on the consultant's capacity building experience, the consultant may also be asked to: a) provide feedback on proposals/institutional case for support developed by PCRC b) provide a tailored proposal development training to PCRC staff.

Timeframe

This assignment is projected to take approximately 25-30 days but PCRC is open to hearing different time assessment from candidates. The assignment is anticipated to be completed over a period of 4 -6 months, starting in late October. This assignment would ideally require several face-to-face workshops and meeting with the PCRC's team based in Sarajevo. The consultant(s) will collaborate closely with PCRC staff and PeaceNexus's advisors, who are accompanying the broader organizational development process of the organisation. PCRC 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.

Required profile and skills

Individual consultants and team of consultants possessing the qualifications outlined below are invited to apply.

- ✓ Demonstrated track record of successfully advising small and mid-sized CSOs in the development of effective fundraising strategies
- ✓ Demonstrated track record in development of proposals and in securing programmatic and core funding
- ✓ Demonstrated know-how in donor relations (including with private donors)

- ✓ Familiarity with PCRC's themes and fundraising track record on those themes (reconciliation, transitional justice, peace and transitional justice education)
- ✓ Excellent writing skills
- ✓ Excellent facilitation and capacity-development skills
- ✓ Demonstrated knowledge of the funding and socio-political landscape in the BiH will be an asset
- ✓ Experience with organisational development will be considered an asset

Application process

If you are interested in supporting our fundraising review and meet the criteria, please send us your application via email at pcrc.bih@gmail.com with the subject reading "Fundraising strategy application" no later than **6th October**. Your application package should include:

- Expression of interest indicating your understanding of the assignment and relevant skills and experiences with the fundraising strategy development, including the CVs of all engaged.
- 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 and which consultant will lead on which parts of 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 Sarajevo and back.
- Contact details of two references/previous clients that can comment on your ability to accompany fundraising assignments

Shortlisted candidates will be interviewed in October.

Incomplete proposals shall not be considered for further process. Proposals received after the exact time specified for receipts of offer shall be considered late and shall not be evaluated.