



Terms of Reference

Disability Rights Fund Seeks a Strategic Planning Consultant

The Disability Rights Fund and its sister organization, the Disability Rights Advocacy Fund, are seeking proposals from experienced consultants to design and facilitate a participatory strategic planning process and lead staff to create a 5-year strategic plan for the organizations. In this process, the consultant will be engaging with the staff, Board of Directors, donors, organizations of persons with disabilities, and other stakeholders from the communities with which we work across the world.

Responses to these Terms of Reference are due on 16 December 2022, COB EST time.

About the Disability Rights Fund

The Disability Rights Fund (DRF) and its sister organization, the Disability Rights Advocacy Fund (DRAF), were created in 2008 in response to the adoption of the UN Convention on the Rights of Persons with Disabilities (CRPD), particularly to the Convention's call obliging States and other stakeholders to closely consult with and actively involve persons with disabilities and their representative organizations in all matters concerning them. To this end, DRF/DRAF supports organizations of persons with disabilities (OPDs) to address inequality and achieve rights and inclusion in the Global South. Since their creation, DRF/DRAF have made \$40M+ in grants to 408 OPDs across 39 countries.

DRF functions as an independent nonprofit organization (IRS 501(c)3), and DRAF (IRS 501(c)4) supports lobbying projects, strategic partnerships, and other special projects. DRF/DRAF combined operate with a staff of 26 and a handful of contractors to meet specific needs. DRF/DRAF's main offices are in Boston, USA and Geneva, Switzerland, but staff are located around the world and work remotely.

What We Do

DRF/DRAF serve to resource, strengthen, and connect OPDs with financial and technical resources through collaborations between donors, the global disability rights community, and other relevant partners, including international organizations. Through grantmaking, advocacy, and technical assistance, we support OPDs to advance the recognition of rights as set forth in the CRPD and to engage in human rights, inclusive development, climate action, and peace and security at local, national, and global levels, for the equal and full participation and inclusion of persons with disabilities in society.

Participation is embedded in everything we do. Persons with disabilities are part of our governance, grants decision-making, and staffing. Our grantmaking decisions are made by a Grantmaking Committee composed of donor representatives and global disability and human rights leaders, and our board and staff are composed of a majority of persons with disabilities.

At DRF/DRAF, we **embrace diversity** and use an **intersectional and movement-building approach** to drive our work. We believe that successful movements are diverse, inclusive of leadership by persons at the movement's margins, and are strengthened by cross movement solidarity and collaboration.

Gender equality is central to all aspects of our work. We aim to learn more about the issues facing women and girls with disabilities from more marginalized communities and those with non-majority identities (such as ethnic minorities, migrants, or LGBTQI+ persons), so that we can best support all people.

Previous Strategic Planning

DRF/DRAF's [Bridge Strategic Plan](#), originally developed to guide the organization through the pandemic period from July 2020 through December 2021, was extended through 2022 and will cross over into 2023. The extensions reflect recognition of ongoing complications related to COVID-19 and executive leadership transition and serve to grant time for the new Executive Director to coordinate development of the next multi-year Strategic Plan.

The organization's last [strategic plan 2017-2020](#) and its focus areas enabled us to bring tighter alignment with allies working on human rights; challenging inequality, promoting gender equity, and demanding climate justice, thereby solidifying the foundations of our work.

Forthcoming Strategic Planning Process

This is an exciting moment at DRF/DRAF. In the past 15 years, the organization's growth has proven the success of our participatory approaches; now we are eager to take our model to the next level to better serve our goals of inclusion and social

justice. In August 2022, Catalina Devandas, former United Nations Special Rapporteur on the rights of persons with disabilities and Costa Rican Ambassador to the UN in Geneva, became DRF/DRAF's new Executive Director. With a mandate to carry out a new strategic planning process, the Executive Director has been undertaking a transition and review process to better understand the achievements of the organization and envisage its continued growth. As such, the organizations are now poised to critically revise their work and explore opportunities to promote transformative change, while defining their focus and goals for the next 5 years.

At DRF/DRAF we see the strategic planning process as a great opportunity to think outside the box and re-energize our team after the pandemic and leadership transition. We expect the process will renew and elevate commitment across the organization's family (grantees, team, board, donors and allies) for greater and more sustainable impact in peoples' lives around the world.

Scope of Work

As an organization rooted in human rights, non-discrimination, and social justice that applies an intersectional approach, DRF/DRAF's new strategic planning process must be embedded in principles of equality and non-discrimination on all grounds. This process should serve as an opportunity to critically review our practices, refresh our objectives, and strengthen mechanisms to hold the organization accountable to its values and principles.

The consultant(s) will work in close collaboration with lead staff and Board members to design, develop and facilitate a participatory and inclusive process for strategic planning, ultimately resulting in a written strategic plan for the next 5 years. The plan should be developed over a maximum of 8 months. It should include goals and objectives that build on current and prior work and are consistent with the current and potential capacity of the organization.

The consultant(s) will be expected to undertake international travel, including to attend and facilitate the staff retreat taking place in Thailand in early February 2023, when the strategic planning process is expected to be launched.

In conjunction with staff and Board, the consultant will:

- Develop a participatory and inclusive planning process, including key elements and consultations, key stakeholders, deliverables, and timetables for the inception, formulation and validation phases;
- Guide and facilitate the process, including participatory input.
- Document, summarize, and frame input;

- Create an exciting, energizing and actionable Strategic Plan that includes shared mission and values; measurable and realistic goals; and objectives, strategies, tactics, measures, and outcomes across the organizational structure;
- Consider and address relevant accessibility requirements when designing and developing documents and consultations.

Proposed Tasks and Deliverables

While the process still needs to be defined, it is anticipated the consultant's activities and deliverables will include:

- A planning process document and clear timetable of deliverables including the phases of inception (desk review, virtual and in-person consultations), formulation and validation;
- Clear and proactive communication and engagement with staff on needs and timelines;
- Organization and facilitation of staff, Board, donors, organizations of persons with disabilities and other stakeholder consultations;
- Refinement of key findings and validation with lead staff to finalize a 5-year strategic plan to be launched in 2024, including possible metrics and methods for tracking progress of the implementation of the plan;
- A clear, energizing, and immediately ready-to-use strategic plan document. It is expected that a full version will be prepared for internal organizational use and a summarized version for public sharing will also be created. The full, internal version should include key components such as a key shared goals and values to guide the next 5 years of DRF/DRAF, as well as key programmatic and advocacy priorities, related finance and development resourcing needs, and governance priorities.

Practicalities and Other information

The consultant will work under the supervision of the Executive Director and work closely with the Senior Team.

The consultant(s) shall:

- Provide their technical expertise to produce the expected outputs/deliverables in a polished and timely manner:
- Report on and submit the above deliverables under this assignment to the Executive Director (ED) and the Rights Advocacy Director acting as the focal points for the work:

- Maintain regular communication with the ED and the staff during the consultancy period;
- Center the importance of participation and inclusive approaches when involving grantees in the input and validation stages of the strategic planning process;
- Abide by DRF/DRAF policies and values.

Role of DRF focal person/team

- The Executive Director will provide overall quality assurance for this consultancy on behalf of DRF and will review deliverables for payment release.
- The Executive Director and the Rights Advocacy Director will act as the focal persons to interact with the consultant(s) to facilitate the assignment, the field missions, the review of each output and ensure the timely generation of the comments from stakeholders on each deliverable.

Duration of the assignment and duty station

The assignment is expected to start in January 2023 and the project deliverables are expected by early September 2023. After completion of deliverables there may be opportunity to extend the agreement to facilitate the roll out of the plan.

This is a remote-based assignment with mandatory travel in February 2023 for DRF's staff retreat in Thailand, and potential travel to Fiji and New York. The exact number, destination and duration of trips remain to be determined. However, we expect the consultant(s) to maximize the use of virtual technology to support the project goals as DRF/DRAF operates primarily in a virtual context.

Budget and payments

The budget for the assignment is 100,000 USD, not including travel costs.

The consultant will be paid on a lump sum basis (all-inclusive of expenses related to the above assignment) under the following installments:

N.	Deliverable	Payment schedule
1	Inception report	15%
2	Formulation	35%
3	Final report	50%

Minimum qualifications and how to submit a Proposal

DRF/DRAF is seeking proposals from experienced consultant teams who specialize in strategic planning for non-profit organizations. **Responses to these Terms of Reference are due on 16 December 2022 and should include:**

- A description of qualifications and capacity to do this project, including:
 - Experience and expertise in strategic planning and organizational development;
 - Experience working with nonprofit and philanthropic sectors;
 - Knowledge and understanding of human rights, in particular the rights of persons with disabilities;
 - Experience in facilitating accessible and inclusive consultations and developing accessible materials; and
 - Experience convening groups for input;
 - Experience working with human rights organizations or organizations of persons with disabilities is desirable
- A description of how the consultant intends to accomplish this assignment, including any ideas for enhancing or improving the organization's efforts to undertake this process;
- A draft timeline from initial planning until delivery of a completed written plan;
- A draft estimate and full budget of what the project will cost; and
- Appendices:
 - A sample list of strategic planning processes completed by the consultant(s), a one paragraph description of the work performed, and the time required for completion;
 - Resumes or brief biographical summaries of all personnel who will work on this project.

We strongly encourage persons with disabilities to apply for this opportunity.

The deadline for submission is COB EST Time on 16 December 2022.

Please email proposals to jobs@disabilityrightsfund.org. Any questions regarding this RFP should be directed to jobs@disabilityrightsfund.org.