

## Terms of Reference

### Development of Strategic Plan 2022 – 2026 of the Asian Forum for Human Rights and Development

#### 1. Background

The Asian Forum for Human Rights and Development (FORUM-ASIA) works to promote and protect human rights, including the right to development, through collaboration and cooperation among human rights organisations and defenders in Asia and beyond.

FORUM-ASIA is a network of 81 members in 21 countries across Asia. It was founded in 1991 in Manila, the Philippines. Its Secretariat was established in Bangkok, Thailand in 1992. Since then, offices have been opened in Geneva, Jakarta, and Kathmandu. FORUM-ASIA has had consultative status with the United Nations Economic and Social Council (ECOSOC Status) since 2004, and a consultative relationship with the ASEAN Intergovernmental Commission on Human Rights (AICHR) since 2017.

FORUM-ASIA is committed to building a peaceful, just, equitable and sustainable community of peoples and societies in Asia, where all human rights of all individuals, groups and peoples, without discrimination on any grounds, are fully realised in accordance with international human rights standards and norms. It does so by:

- Bringing together activists and stakeholders to tackle human rights issues;
- Protecting human rights defenders in Asia that find themselves in emergency situations;
- Advocating for human rights at the national, regional and international level; and
- Building the capacity of its members and partners.

#### 2. Purpose:

The consultant/ consultancy is tasked with developing FORUM-ASIA's next strategy Strategic Plan 2022 – 2026 through an inclusive and participatory process. The consultant/ consultancy will work under the direct guidance of the Senior Management Team (SMT) of FORUM-ASIA. The Planning, Monitoring and Evaluation (PME) Programme will serve as the primary contact point.

The Strategic Plan 2022 – 2025 will be guided by FORUM-ASIA's mission, vision and core values. The consultant/ consultancy is expected include FORUM-ASIA staff across four offices in Bangkok, Kathmandu, Jakarta and Geneva along with 81 members across 21 countries in Asia and other relevant stakeholders as identified and agreed in the inception stage.

#### 3. Objective and scope of the consultancy:

The specific objectives include:

- 3.1. In consultation with the SMT and PME, prepare an inception report with detailed step by step process, methods, tools and timelines for development and validation of the strategic plan.
- 3.2. Prepare the first draft of strategic plan as per scope in section 4 (below) with process and methodology defined.
- 3.3. Ensure that feedback is incorporated through reviews and validation exercises and final sign off is obtained from Programme teams, the SMT and the Executive Committee.

#### 4. Scope of the consultancy

Following the development and agreeing upon the inception report and the strategic plan structure and process guide, the key components of the strategic plan will be:

- 4.1. A contextual analysis of both secondary and primary data sources after a thorough stakeholder mapping:** Review of existing secondary data that would provide a visual representation of the key problems, issues, barriers and trends that FORUM-ASIA is prioritising to address in the long term. Followed by a participatory research that would provide a narrative on key issues, themes, problems and possible solutions. This is important to triangulate with data derived from secondary sources.
- 4.2. Gender and power analysis in separate sections:** Of the issues, problems and factors identified in the preceding paragraphs, what are the peculiar effects/response from/by different gender groups? How power is manifested in our context and which power forms are related to FORUM-ASIA context and interventions.
- 4.3. Problem statement and solution statement:** Summarising the context into two to three paragraphs as problem statement and providing an equal length of solution statement underpinning how the organisation will go about addressing the problems.
- 4.4. Theory of change diagram and narrative:** A visual representation and narrative that illustrates what the organisation thinks needs to change and how this can happen. It must include evidence-based Pathways of Change (problems and issues addressed through clearly articulated short-term, medium-term and long-term outcomes; key interventions; assumptions and goal) and one to two pages descriptive summary of the key components in the theory of change diagram and rationale for how the organisation is going to work to bring about change.
- 4.5. Intervention strategies:** Detailed descriptions of intervention strategies. A record of the types of interventions (grouping missions/activities based on geographical/ thematic coverage) and the utilisation of organisational values that FORUM-ASIA will apply to bring about change including recurring or one-off interventions.
- 4.6. Monitoring, Evaluation and Learning Plan and Result framework:** Outlines the key evaluation questions, what approach will be taken to answer these and indicators to assess progress – with timeline and resources needed.
- 4.7. Staffing and Implementation plan:** An organogram of the number and types of technical and operational human resources needed to implement the plan with a brief description of each programme- especially the types of organisational and technical skills and FORUM-ASIA's **core values** that are needed in the implementation of the strategic plan.

The strategic plan would need to be validated formally within the secretariat, with members and other direct stakeholders to be agreed with the SMT and Management Team.

## 5. Process and Methodology

The consultant/ consultancy should design fit-for-purpose model for FORUM-ASIA which should include:

- A literature review of internal documents including different project proposals, logframes, project reports, publications and evaluations to derive a descriptive narration of key problems, issues, barriers and trends that the programme is addressing including key strengths and lessons learned.
- A literature review of key external documents published by I/NGOs, members, UN agencies and other sources.
- Stakeholders mapping and primary research with first layer of stakeholders (including but not limited to staff, members, beneficiaries, civil society and public experts) through qualitative methods and instruments such as Key Informant Interviews (KIIs), Focussed Group Discussions (FGDs) and consultative workshops (where required) to triangulate with findings from secondary data and also identify themes and potential solutions/strategies.
- Compilation of Theory of Change diagram with clear pathways of change, narrative and other associated sections as mentioned above in sections 4.

- Validation of programme and organisational strategies through formal exercises/consultations/workshops and incorporation of feedbacks received.

**6. The consultant will be asked to lead on the following activities:**

- Review and adaptation of existing programme strategic guide, recent evaluation reports and theory of change templates and finalising an overall strategy template in the inception report of the consultancy.
- Adaptation and application of modern day strategy development tools and methodologies such as stakeholder analysis, power and gender analysis, environmental and climate change screening and mapping tools etc.
- Ensuring a participatory and inclusive process with involvement of all stakeholders.
- Ensuring privacy and non-disclosure of sensitive data and information.

**7. Deliverables:**

It is anticipated that the deliverables will be as follows:

- Inception report with process guide and strategic plan template and clear timelines.
- Finalisation and agreeing list of stakeholders and primary research tools.
- Organisational strategic plan with accompanying sections as listed down in section 4.
- Validation exercise reports and track record of feedback incorporation.

**8. Duration:**

The consultancy will be for a period of 5-7 months with a start date in February 2021.

**9. Essential Criteria: skills and experience required:**

The consultant/consultancy should have the following individual/ collective skills and qualifications:

- A consultant or a team of consultants with advanced degree in the field of human rights, international relations/ affairs, or related field.
- At least 5 years of relevant working experience in the areas of human rights, justice, peace and sustainable development in Asia. Minimum 10 years of demonstrated experience of using a ToC framework approach of developing strategies preferably for NGOs working on human rights.
- Demonstrated experience of designing and implementing participatory research methodologies.
- Sound knowledge and understanding of using Results Based Management principles in monitoring, evaluation and learning.
- Ability to consolidate and triangulate data and derive meaningful information from multiple sources.
- Flexible, organized, and ability to perform in high stress environments.
- Excellent writing and editing skills (Written and oral fluency in English is a requirement).

**10. Desirable skills and experience; Preferable**

- A consulting firm registered and based in Thailand
- A diverse team representing a range of Asian, Gender, Racial and linguistic identities.
- Firms and/or individuals with teams based or having access to sub-regions such as East Asia, South-East Asia, Central Asia and South Asia.

**11. Budget**

Negotiable

**12. Submission Requirements:**

All of the documents given below must be shared in one email

- Technical Proposal (Not more than 8 pages) outlining the proposed design and methodology and the justification for the selected methodology
- Financial Budget (2 page) providing a breakdown of time spent on each task, roles and responsibilities per team member.
- Consultant/ consultancy profile and CV(s)
- List of strategies developed with name of organisations (if possible, if not, nature of industry), duration of assignment and year of completion.
- 3 Certificates of completion from previous clients preferably in areas of strategic development for human rights organisations.

### 13. How to apply

Interested parties should send the documents mentioned in section 12 to [applications@forum-asia.org](mailto:applications@forum-asia.org) with subject title “Consultancy: Strategic Plan Development” on or before 20 January 2021.

Only the shortlisted consultant/ consultancy will be contacted for further process.

### USEFUL CONSIDERATIONS

For the whole process of the strategic development, a participatory approach towards data collection, analysis and reporting should be employed through:

**Inclusive** approach to ensure maximum participation of all segments of target population to address all gender and sexual identifies and orientations, youth, poor and marginalised segments of Asian societies. The strategy development process will include a careful consideration to the current socio-economic status of various marginalized segments of society, including poor, Persons with Disabilities (PWDs) and vulnerable groups.

**Collaboration** with FORUM-ASIA concerned programmes and the management at the design, and implementation and validation stages of the strategies.

**Data protection and privacy** through seeking formal and written consent of all stakeholders especially during primary data collection and citations during secondary data review.