



TERMS OF REFERENCE

CONTRACTOR – COMMUNICATION AUDIT AND STRATEGY

Remote

UAF A&P is a Rapid Response Fund that resources the resilience of women and non-binary human rights defenders in Asia and the Pacific and to further support this, we strive to strengthen and sustain feminist networks to ensure safety and care in these regions.

As a regional feminist fund newly established in the region, UAF Asia and Pacific has been reinventing grant-making and resource mobilisation to support frontline work undertaken by women- and non-binary human rights defenders across these two vast regions. When UAF A&P started grant-making in January 2018, we began by providing grants initially to women and non-binary human rights defenders in the Philippines and Indonesia, while our sister fund UAF WHR in Oakland processed the rest of Asia and the Pacific. The complete hand-over of grant processes for the two regions began in April 2018. Since then, we have received over 220 grant applications and approved and disbursed approximately USD\$230,000 in grants.

We are a young fund that is working on a set of core feminist principles of care to inform and advise our various functions. We intend to use the first three years of our setting up years as a learning phase, to experiment with innovative ideas and approaches to make grant making more accessible. We have been trying to ensure that our efforts match with our core feminist values. Apart from our rapid response grant-making, we are also trying to evolve a programme called Enabling Defenders that helps them beyond the purview of what our monetary grants can provide — cobble together an ecosystem that can help sustain their activism more organically and locally. Our resource mobilisation team is working towards rethinking the definition of resources to include ways other than monetary support into the purview — this helps to harness skills, professional time and services as well as other non-monetary support into the definition of resources.

We work across diverse cultural, ethnic, geographic, indigenous and linguistic groups, therefore we need our communication to be inclusive and easy for women and non-binary activists to follow, understand and engage with. Engaging with activists with disability is part of our core mandate for inclusiveness. We hope to be able to put strong processes and infrastructure in place to encourage more activists with various forms of disabilities to access our funds and engage better with our work.



Since we are only 18-months old, our processes are still evolving; and a key area that we need to improve on is communications so that it capably supports our grant making, knowledge generation and resource mobilisation efforts.

About the project

UAF A&P seeks a contractor or a team of contractors to help us with the following outlined tasks:

- Develop a robust communication strategy with specific focus on our external engagement and internal communication goals, mindful of our guiding principles pertaining to security and confidentiality of our grantees.
- Finalise a 2-year action plan in collaboration with the UAF A&P team.
- Create a log frame for the redevelopment of our website, which will function as the core repository of our work for external audiences.
- Redraft content for the website, based on discussions with respective teams
- Identify and devise online strategies to increase our social media constituencies and audiences, mindful of our guiding principles on security and confidentiality of our grantees and staff; and
- Conduct a communication workshop for our staff during an identified staff retreat to help us meet documentation and storytelling requirements of our alternate, feminist MEAL framework.

Key deliverables

UAF A&P ideally seeks a team of contractors led by a contractor who can liaise with the Communications and Learning Facilitator and the Lead, Strategic Partnerships and Resource Mobilisation to accomplish the deliverables. However, UAF A&P reserves the right to break the deliverables into smaller turnkey projects, in case the proposals received do not meet our criteria of selection.

Communications

- Conduct a SWOT analysis of all our communication efforts, channels and messaging to date to examine its relevance in establishing our unique position as a niche women's fund working across two distinct regions and our priorities. Of specific relevance is an assessment of our accessibility (or lack thereof) to women and non-binary human rights defenders with various forms of disabilities.



- Work collaboratively with the CLF and UAF A&P Co Lead to evolve a multi-country, multi-language communication strategy that addresses the needs of our internal (grantees and team members) and our external audiences
- Develop a 2-year action plan that helps deliver the goals identified in the strategy.
- Conduct a workshop to present findings of the SWOT and the recommendations at a team retreat and help build capacities of team members to better communicate within the team as well as to other audiences.

Website

- Create a logframe for a functional, easy to manage and navigate website
- Work collaboratively with UAF A&P teams to assess and redraft content
- Build a website which is a repository of information; a gateway for women and non-binary activists to access grants; an online platform that amplifies their work and that of the organisations and networks they belong to; and an online payment hub for people to contribute towards resourcing their resilience.
- Create a master guide that helps key staff in UAF A&P to update and manage content as needed

Social media engagement

- Create and curate a plan to build our social media presence and online engagement.
- Provide tools and processes to measure social media engagement and reach.

Skills and essential qualifications required

UAF A&P seeks a contractor or a team of contractors with the following skill sets and/or qualifications:

- Proven track record of conducting communication audits and developing strategies and action plans for non-profits, previous successful track record of working for organisations working in the women's rights space would be an added advantage.



- Experience in creating communication strategies that take our niche work and guiding principles, particularly around security and confidentiality of our grantees and partners.
- Experience in assessing disability friendliness and accessibility issues as a part of the overall audit.
- Experience in designing and building capacities of non-profit teams to initiate and sustain communication initiatives, especially online.
- Proven project management skills and ability to deliver desired outputs on time and within budgets.
- Prior experience of working remotely with teams that have team members working remotely as well as from shared offices.
- In-house capacities or demonstrable ability to manage a sub-contracted team of website developers to deliver a website optimised to the needs and wants of UAF A&P.

How to apply and timelines

UAF A&P seeks a proposal outline detailing how the contractor or team would undertake this exercise with a clearly defined set of deliverables and proposed timelines. An estimated budget that covers proposed contractor/team's consultant rates, and other likely costs need to be included with the proposal. Interested candidates/team may send in their proposal outline, budget and the resume of the lead contractor along with a cover letter clearly citing their interest in this assignment, latest by **9 September** to info@uafanp.org. Shortlisted contractor/teams will be informed by **13 September**, and interviews scheduled in the following weeks.

We strongly encourage interested candidates to create and/or use a [Protonmail account](#) to send us their proposal dockets to ensure compliance with our strict security protocols.