

# Terms of Reference for brand refresh for the Fund for Global Human Rights, January 2025

## Who we are

The [Fund for Global Human Rights](#) invests in the power of human rights activism to expand justice, dignity, and fundamental freedoms.

We equip grassroots activists with the financial and strategic support they need to improve lives, mobilize movements, and build a better future for their communities. Since 2002, the Fund has raised and delivered more than \$165 million for the work of community activists in more than 80 countries. We have played a unique and catalytic role in bridging the gap between larger funders and those working on the front lines in the fight for human rights. The Fund's work has supported bold local leaders with the funding, tools, and contacts they need to tackle some of the world's greatest challenges.

The Fund has a team of 65 people working across 16 countries and, this year, operates with a budget of \$24.5 million. With these resources, we provide flexible financial support, technical assistance, accompaniment support, and emergency grants to activists across Latin America, North Africa and the Mediterranean, South Asia, Southeast Asia, and Sub-Saharan Africa. Key thematic areas of work include expanding labor rights, civic power, climate justice, migrants' rights, legal empowerment, and gender justice.

The Fund embraces—but looks beyond—incremental progress. Our goal is to enable ecosystems of activism in support of deep, systemic change that challenges patriarchy, extractive capitalism, systemic racism, and abuses of power. We prioritize support for movement building, rather than focusing on individual communities, and target our support toward groups and movements that are led by analyses grounded in the lived experience of the people most impacted by rights abuses. We prioritize working in contexts and on issues where small amounts of money can make a difference and where rights groups lack sufficient access to funds and public attention, including grantmaking to activists in some of the world's most challenging and restrictive contexts.

## Communications strategy and context

The Fund aims to have a public-facing brand that can provide the most effective container possible for our organizational strategy and external engagement activities. We summarize our external communications objectives as three strategic pillars:

**Amplify:** We center the stories and demands of the communities and organizations we work with via original content production, movement journalism, and impact-driven campaigns that amplify activist voices and demonstrate our approach in action.

**Influence:** We raise our voice on issues in human rights and philanthropy to drive innovation in the sector and shape the environment we operate in via targeted thought leadership, analysis, and donor advocacy.

**Sustain:** Recognizing that we operate in a volatile and shifting funding environment, our communications reinforce our efforts to continually acquire, engage, and retain individual and institutional donors to support organizational sustainability.

The Fund has a Communications & Marketing Team, which comprises a director; an editorial manager focused on written storytelling and commentary, thought leadership, and external media; a digital manager focused on social media, advertising, content gathering, and creative production; a technical specialist, who manages the website and analytics; and a donor communications manager responsible for email and print marketing materials. The relevant team members work closely with colleagues from the Fund's Strategic Partnerships Team, Individual Giving Team, Leadership Team, and Program Team to operationalize communications objectives. The Communications & Marketing Team holds a set of brand guidelines for both messaging and visual identity, which have been developed iteratively over the past 6 years and were last updated in 2022.

## About the project

Having recently completed a Strategic Review, we have identified some clear opportunities to refresh the Fund's public facing brand. Through the Strategic Review process, we have a refined sense of the organizational purpose, value proposition, differentiators, programmatic directions, and fundraising strategy. We are now seeking to undertake a brand project to distill the key elements of all of these inputs into a framework that can reimagine our brand and unify staff around a vision for the future of the Fund.

We have also recently undertaken a thorough Brand Audit, to assess the strengths and weaknesses of our current brand vis-à-vis peers and best practices. We concluded that our current brand is serving us well in some areas and includes some strong individual tactical brand elements, but that ultimately the brand activation would benefit from a more coherent framework and clear unifying idea at its core. Ultimately, we think the current brand fails to fully capture the optimal level of clarity, boldness, and vision that we need to engage our key audiences.

We believe that greater brand clarity will enable the Fund to raise more money, attract the best staff, support meaningful peer and grantee partner relationships, and position us for greater influence and success. Therefore, key objectives of the project include:

- Refreshing our brand strategy to better reflect our revised strategic vision, purpose, and approach.
- Embedding a data-driven, audience-first approach that positions the organization to better attract new sources of funding from those outside of our core base.
- Future proofing our brand and bringing our organizational approach to brand in line with best practices.
- Developing a more unified core brand idea that helps to build organizational alignment, guide decision-making, and promote a clearer and more coherent set of brand voice characteristics.

## Scope of work

The brand refresh project will consider the full scope of brand-related elements:

- Core brand strategy, personality, and tone of voice.
- High-level brand elements (e.g., brand name, logo, and strapline).
- Primary organizational messaging (e.g., how we describe our overarching story, vision, mission, and approach).
- Visual identity (e.g., brand colors, fonts, iconography, design, and layout standards for both print and web).
- Content standards (e.g., quotes, images, and videos from staff and grantees that we use to illustrate our work).

Our expectation is that this work will be delivered in four phases:

- Discover: research and preparation (although we expect this to be minimal having already completed a brand audit).
- Define: decision-making around the new brand strategy and high-level changes to be made.
- Design: the production of the new brand assets.
- Deliver: the launch of the new brand.

Our expectation is that the consultants will work in a blended project team with members of our Communications & Marketing Team to deliver each phase. However, we are open to exploring alternative project delivery methodologies.

## Expected scope of change

We are conscious that the overall levels of change delivered in a brand strategy process can vary considerably. At one end of the spectrum, we understand a “brand evolution” to be typified by subtle tweaks to language and color palette that may happen gradually; at the other end is a full on “rebrand,” where the identity is transformed to look almost like an entirely new organization. Our expectation for this project is somewhere in the middle of these: **we aim to deliver a “brand refresh,” where some noticeable strategic changes are embedded within a clear continuity of previous brand choices.** However, we remain open to either more or less transformational options through continued research and discovery.

## Deliverables for this project

We are looking for an agency that can work on every aspect of the brand refresh process with us. Our expectation is that the deliverables for this project will include:

Discovery phase:

- A workplan with a full project timeline and approach
- Workshops and other forms of consultation with staff and board working groups
- Audience research as deemed appropriate

Definition phase:

- Workshops as needed
- A presentation and written brief defining key brand decisions

Design phase:

- Visual identity concepts
- Messaging concepts

Deliver phase:

- New brand guidelines (messaging, visual, and content)
- New designed templates
- Training sessions
- Activation plan

## **Timeline and budget**

We are looking to contract for this project as soon as possible and would ask that consultants set out a suitable project timeline as part of their proposal given their expertise in carrying out these types of projects. We expect to commit between \$30,000 and \$50,000 to this project.

## **Qualifications and experience**

We are open to proposals from consultants based in the UK, United States, or anywhere else within +/- 5 hours of the GMT time zone.

We are looking for proposals that cover all phases and deliverables listed above, meaning that the successful consultant must be able to demonstrate both the strategic and graphic design expertise required. We are open to partnerships from more than one agency; in that instance, we would require that there is a single point of contact/project coordination.

Essential experience required:

- Prior experience leading a brand refresh project of an equivalent scope and scale for a nonprofit, philanthropic funder, or purpose-driven organization
- Strong understanding of the human rights and social justice nonprofit space in the UK and United States
- Strong experience designing fundraising and public engagement messaging for complex organizations
- Proven in-house or outsourced graphic design capacity
- Experience convening diverse staff/board groups and designing participatory processes that take in voices at a range of organizational positions
- Values that align with those of the Fund including respect, agility, integrity, sustainability, and inclusivity
- Fluency in written and spoken English
- Understanding and experience with varied audience research methodologies

Desirable:

- Experience working with grantmaking organizations
- Understanding of best practices in international content gathering for human rights and international development organizations

- Competency in additional languages such as French and/or Spanish
- Experience working in the Global South

### **Expressions of Interest:**

If you are interested in partnering with us on this project, please email Eva Chapman at [echapman@globalhumanrights.org](mailto:echapman@globalhumanrights.org) with a short email introducing your company and 1–2 sentences on an equivalent project you have worked on.

We will then provide you with more detailed information and materials to complete your expression of interest, including booking a short call to answer your questions if appropriate.

The deadline for expressions of interest will be **January 24, 2025**, so we encourage you to send your initial email for further info as soon as possible.

**Thank you very much for your interest and we look forward to hearing from you.**