

# Terms of Reference: DDP Strategy 2024-2027 Development

The Digital Defenders Partnership (DDP) is seeking external consultants to facilitate and support the development of our forthcoming 2024-2027 strategy.

DDP was founded in 2012 by the Freedom Online Coalition (FOC), initially as an emergency grant mechanism in response to digital threats against human rights defenders (HRDs). Our programme of activities has grown significantly in recent years, with the aim of providing a more holistic response to digital threats against HRDs. The annual DDP budget increased from 1.4 million in 2013 to 3.8 million in 2022, and the staff size grew from three EU based people in 2013 to 36 team members in 2022 spread across five regions (Asia, Africa, Latam, EECCA and EU). Hosted as a programme of Hivos, DDP is currently supported by seven governmental donors, all of whom are FOC members.

Our 2020-2023 Strategy concretised three areas of work:

**Incident Emergency Response**, which aims to provide timely, flexible, and holistic emergency response resources which reduce the impact or risk of digital attacks against human rights defenders;

**Sustainable Protection Support**, which aims to strengthen awareness and capacities necessary to build sustainable and effective responses to digital threats among human rights defenders at risk;

**Facilitation and Community Building**, by which we aim to develop and maintain accessible, collaborative, resilient and responsive networks of expertise and support to human rights defenders under digital threat.

Our priority groups for support in accordance with our current strategy are:

- Journalists and other actors who make data available for the public;
- Women's rights defenders;
- Environmental, land, and indigenous peoples' rights defenders;
- LGBTIQ+ rights defenders.

Each area of work consists of several activities including small grants, digital protection accompaniment and support for organisations; strengthening the capacities of digital protection experts; development of learning materials and resources; and actively supporting collaboration in disciplinary fields including technology, digital security, HRD protection and digital rights advocacy.

Gender Equity and Diversity Inclusion (GEDI) is a key vein in DDP's current strategic period (2020-2023) and is underpinned by the DDP GEDI Strategy, which is in turn operationalised by a DDP GEDI Project Officer and an internal working group, and reviewed by the external GEDI focus group. With a feminist

and intersectional approach DDP seeks to make visible the various layers of structural and discursive discrimination based on gender identity and expression, sexual orientation, race identity, ethnicity, geography, language, culture, religion, caste, socioeconomic status, employment, age, dis/ability, and neuro(a)typicality, among other things.

## What we are looking for

DDP has arrived at an important moment in HERstory. Our Strategy 2020-2023 bore witness to significant growth, decentralisation and diversification of our team, which is more embedded than ever in the communities with whom we seek to work. For the next strategy period, 2024-2027, we hope to take a step further towards embodying a decolonial, intersectional feminist approach to holistic digital protection of human rights defenders, in both our internal and external activities. Some of the things we are thinking about is; more autonomy for regional teams on the investments they want to make, participatory grant making, feminist co-leadership and/or transition of programme management to the 'Global South', and a possibly transition out of Hivos.

To this end, we are looking for one or more external consultants who can help us navigate this process: deepening on our core values and identifying the long-term vision that represents them; scoping the next strategy period and the progress it will achieve towards that goal, and clarifying the external and internal modes of work that will enable this.

Specifically, the consultant(s) will, in collaboration with DDP's team:

- Identify the institutional form that will best fit DDP in the following strategy period, as well as in the long-term;
- Refresh DDP's Theory of Change and/or Logic Model, or introduce an alternative model to work with for programmatic planning;
- Identify a model of collaboration, decision-making and working together which suits our values and structure;
- Identify a structure through which DDP can continue to decolonise its internal and external work;
- In light of all of the above, develop DDP's 2024-2027 strategy document.

## Scope, methodology, and profiles

There is naturally some flexibility in relation to the precise scope and methodologies which can be employed in this process, and we expect applicants to detail both (see below). In general terms, we will tend to prioritise methodological proposals which:

- Will be framed, designed, and implemented by a diverse team located in the Global South with experience working in the field of social justice and familiar with intersectional and gender-justice issues ;
- Create a safe space for participatory input from DDP's (potential) beneficiaries, donors, team

members, and partners;

In this connection, successful candidates will be able to demonstrate:

- Strong knowledge of the field of human rights defender protection and its key issues.
- Proven communication, project management and research skills in a variety of socio-cultural contexts.
- A keen focus on intersectional and gender-justice issues.
- Familiarity with alternative models of decision-making, flat hierarchies, consensus, etc.
- Knowledge of key issues and tools in relation to digital security, especially in the context of human rights work.
- Availability to travel to East Africa during Q1 2023.

### Deliverables, milestones, and timeline

Subject to negotiation in light of the proposals made and their particularities, we suggest the following set of deliverables and timeline for the same:

- Present the draft plan for strategy development and give input to participative sessions concerning 2023 planning, by the first week of February.
- Draft strategy document 2024-2027 by 31 June 2023
- Finalised strategy document by 31 August 2023.

The budget available for this strategy development is 25,000 EUR which includes travel-related costs. An external mid-term evaluation report was launched April 2022 of which a summary can be found [here](#)<sup>1</sup> (upon request more DDP documentation can be made available).

### How to apply

Questions or Statements of Interest should be addressed to DDP Programme Manager Frerieke van Bree at [fbree@hivos.org](mailto:fbree@hivos.org) and submitted no later than midnight CET on **11 January 2023**.

Statements of Interest should include:

- A project proposal including scope, methodology, and timeline (2,000 - 3,000 words);
- A (draft) high level itemised budget;
- Curricula Vitae of the Consultants;
- If available, at least one example of a previous strategy development process or other relevant project.

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1 <https://www.digitaldefenders.org/ddps-2020-2023-external-mid-term-evaluation/>