



Canadian  
Race Relations  
Foundation

Fondation  
canadienne des  
relations raciales

## TERMS OF REFERENCE

### CONSULTANCY TO DEVELOP 2020-2023 STRATEGIC PLAN FOR THE CANADIAN RACE RELATIONS FOUNDATION

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#### 1. Background

##### Historical background

The Canadian Race Relations Foundation (CRRF) owes its existence to the Japanese Canadian Redress Agreement concluded between the National Association of Japanese Canadians (NAJC) and the Government of Canada, signed on September 22, 1988.

##### Vision

The CRRF will be recognized for its role as a leading non-partisan resource and facilitator, helping to eliminate the racism and racial discrimination that will be seen as inherent contradictions to a Canada based on the mutuality of rights and responsibilities, participation, belonging and equity.

##### Mission

The mission of CRRF is defined in The Canadian Race Relations Foundation Act S.C. 1991, c. 8, as found in Section 4, Purpose of the Foundation. The purpose of the Canadian Race Relations Foundation is to facilitate throughout Canada the development, sharing and application of knowledge and expertise in order to contribute to the elimination of racism and all forms of racial discrimination in Canadian society.

##### Organizational Structure

The CRRF's strategic direction is vested in a Board of Directors consisting of a Chairperson and up to 11 additional members.

An Executive Director, who serves as Chief Executive Officer and an ex-officio member of the Board, manages the CRRF's daily operations.



## Ad-Hoc Committee

The Board has created the Ad-Hoc Committee to provide strategic leadership, guidance, and direction in the development and creation of the CRRF 2020-2023 Strategic Plan.

### **2. Objectives**

The overall objective of this consultancy is to develop CRRF three fiscal year, 2020/2021, 2021/2022, 2022/2023 Strategic Plan to ensure that the CRRF fulfills its mandate.

### **3. Scope of Work**

The scope of work for the Consultant will include but not be limited to:

- a) Review the CRRF's vision, mission, relevant policies, and activities based on the CRRF mandate and current strategic plan;
- b) Undertake stakeholder mapping and analysis and obtain input from the CRRF Chairperson, Executive Director and CRRF Board members on the initiatives of the CRRF and the issues facing the CRRF and challenge the Foundation on the traditional assumptions;
- c) Setup an inaugural meeting with the CRRF Ad-Hoc Committee to receive the Committee's views and direction on drafting the Strategic Plan.
- d) Undertake a situation analysis and Environmental Scan concerning CRRF activities and operations to date;
- e) Facilitate strategic planning sessions from both an external and internal perspective on mutually agreed dates;
- f) Travel and conduct approximately six (6) in-person, regional and national consultations in the Pacific Region, the Prairies, Ontario, Quebec, the Maritimes, and the North, including rural areas as required;
- g) Conduct telephonic consultations and manage video and telephone conferencing, online survey and webinar for consultations.
- h) Through a consultative process and application of an appropriate tool of analysis, identify focus areas and develop strategic objectives and key result areas for the same;



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- i) Propose a strategy for achieving the strategic objectives and key results;
- j) Develop a Results and Resources Framework for the plan period;
- k) Hold stakeholder meeting(s) to validate the draft Strategic Plan;
- l) Finalize Strategic plan and submit to the Ad-Hoc Committee.

#### **4. External and internal components of the scope of work**

The review set out in the work plan will involve both external and internal components. The external review will focus on identifying the core operational activities and strategic imperatives of the organization for the next strategic planning period. The core goals related to each will be identified as well as the enabling goals, steps, time frames, and measurements of success. Following the above exercise, the vision, mission, and values of the organization will be analyzed to ensure alignment with the adopted core operational activities and strategic imperatives.

Following the external review, the internal review will focus on the required resources to achieve the strategic direction of the organization. The financial goals of the organization will be established and the necessary steps to achieve the financial objectives identified. The review will then focus on the human resources needed to achieve the strategic direction of the organization.

#### **5. Deliverables**

- A three-year strategic plan including a results and resources framework
- Report on the process including stakeholder consultations and workshops
- Report on how the Board can make sure that CRRF is relevant in fulfilling its mission and vision with the current concept

#### **6. Time Span**

This assignment is expected to be carried out for a period of 8 months from the date of assignment.

#### **7. Institutional Arrangements**

The Consultant will report directly to the Executive Director. The CRRF will provide relevant background documents and reports in its possession necessary for the



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assignment. The CRRF shall be responsible for the coordination of meetings and travel arrangements and other activities under the Consultancy.

## **8. Expertise**

### a) Academic Qualifications

At least a master's degree in a relevant field in the area of planning, Human Rights, Race Relations, public policy, development studies and

### b) Experience

- At least five years of professional experience in strategic planning and management
- Prior working experience on Race Relations issues is an added advantage
- Demonstrated experience in working with government partners and other stakeholders in public sector human rights programs especially in the area of Race Relations

### c) Skills and Competencies:

- Ability to work with minimal supervision;
- High level written and oral communications skills, bilingual (English & French) capacity preferred.
- Must be result-oriented, a team player, exhibiting high levels of enthusiasm, tact, diplomacy, and integrity;
- Demonstrate excellent interpersonal and professional skills in interacting with partners and stakeholders;
- Skills in facilitation of stakeholder engagements/workshops;
- Evidence of having undertaken similar assignments;
- Experience in research, policy development, management and programming-related work.

## **9. Fee and Expenses**

The consultant shall provide his/her consultancy fee when applying for this assignment. Travel and other expenses shall be paid in accordance with the CRRF Travel and Hospitality Policy.



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## **10. Application process.**

Interested and qualified candidates should submit their applications which should include the following:

1. Personal History
2. Detailed Curriculum Vitae
3. Proposal for implementing the assignment, Please quote “2020-2023 Strategic Plan – Canadian Race Relations Foundation” on the subject line.

Applications should be emailed to [atavassoli@crrf-fcrr.ca](mailto:atavassoli@crrf-fcrr.ca) to reach us not later than February 17, 2019, at 4.00 PM Toronto Time.