



**Terms of Reference for External Consultant
International Services Strategy 2030
American Red Cross International Services Division
June 2026**

Consultancy	<i>The American Red Cross International Services Division seeks a consultant to lead its “ISD Strategy 2030” process, a 3-year strategic plan to be approved by organizational leadership on May 31, 2027.</i>
Expected Methodologies	<i>Overall process and project management will include: - chartering and managing relevant workstreams - conducting key informant interviews - leading focus groups - analyzing sector trends, current environment</i>
Consultant Requirements	<i>Demonstrated expertise: - Strategic planning in the nonprofit and humanitarian sector - Advanced project management skills - Demonstrated competency in internal and external stakeholder management</i>
Expected Duration	<i>July 15, 2026 – July 31, 2027</i>
Deadline for Receiving Applications	<i>June 28, 2026 at 23:59 PM ET</i>

1. Background

The international Red Cross and Red Crescent network is the largest humanitarian network in the world with a presence and activities in almost every country. This network, collectively referred to as the Movement, is comprised of about 190 Red Cross and Red Crescent National Societies, the International Federation of the Red Cross (IFRC), and the International Committee of the Red Cross (ICRC). The American Red Cross, like other Red Cross and Red Crescent societies globally, not only respond to emergencies—such as earthquakes, droughts, and health epidemics—but also help neighborhoods prepare for future disasters, reconnect families separated by conflict, migration and other crises, and ensure that children receive the vaccines they need to stay healthy. The American Red Cross strives to be a trusted partner within the global Red Cross and Red Crescent Movement, collectively transforming locally led management of humanitarian crises around the world along with the International Federation of the Red Cross (IFRC) and the International Committee of the Red Cross (ICRC).

The American Red Cross delivers its humanitarian mission *to prevent and alleviate human suffering in the face of emergencies* both domestically and internationally, in accordance with the Movement fundamental principles of Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity, and Universality. The American Red Cross International Services Division (ISD) is the business unit of the American Red Cross that



interfaces with the Movement and provides financial assistance and technical expertise to partners around the world.

Currently, ISD focuses its support in a few key areas: 1) support to and capacity building within the Movement, including collectively through the IFRC Secretariat and its Reference Centers, and bilaterally with other national societies; 2) financial contributions and expertise in response to international disasters; 3) disaster risk reduction projects, in partnership with national societies, in about 15 countries in Asia Pacific and Latin America; and 4) collective action through the Measles & Rubella Partnership.

The American Red Cross International Services Division (ISD) will conclude the final year of its current three-year strategy on June 30, 2027. The current strategy was developed and launched prior to substantial changes in the international humanitarian sector that impacted planned activities and approaches to fundraising, national society development, and programmatic focus.

While ISD has made adjustments to plans in the last year of its current strategy, it is turning its attention and focus to its next three-year strategy, which will span July 1, 2027 through June 30, 2030. The new strategy will take into consideration the external environment and sector as a whole, as well as Red Cross Movement-specific factors such as the International Federation of the Red Cross (IFRC) strategy, the American Red Cross Humanitarian Services Strategy 2030, strategic priorities of major donors, and the unique value proposition the American Red Cross brings to the international humanitarian landscape.

The process to create ISD Strategy 2030 will assess priorities, prioritize intended impact for partners and beneficiaries, and define how resources will be leveraged to maximize impact. Once finalized, ISD Strategy 2030 will provide a roadmap, aligned with American Red Cross Humanitarian Services and the IFRC, for deepening the measurable impact of the ISD mission.

2. ISD Strategy 2030 Objectives

The objectives of the upcoming strategy include:

- 1) Articulate the vision, priorities, and scope of offerings the American Red Cross provides to the Red Cross Red Crescent Movement, including the IFRC and Partner National Societies
- 2) Provide parameters based upon intended impact, unique value proposition of the American Red Cross, and resources
- 3) Establish a roadmap for international programming delivered through the American Red Cross
- 4) Ensure alignment with overall American Red Cross Humanitarian Services and Movement strategies

3. Scope of Work

The selected external strategy consultant will be responsible for designing and supporting an inclusive process to develop ISD Strategy 2030, in collaboration with the Senior Director, Quality, Data, & Operations, and key members of the ISD team.

The selected strategy consultant will lead the overall strategy creation. Specifically, the consultant will gather information, including interviews with key stakeholders, make recommendations based on evidence, and either create or facilitate the creation of the following:

- 1) A mapping of the international humanitarian landscape
- 2) Ranked list of internal priorities
- 3) Refreshed ISD vision
- 4) Core competencies and the value proposition of ISD
- 5) Scenarios based on priorities and resource availability and forecasts
- 6) Proposed changes to the ISD Theory of Change (ToC)
- 7) Measurable indicators to ensure success of ISD Strategy 2030

Final documents, including ISD Strategy 2030, a one-page summary, PowerPoint, and other formats as relevant to audience (video, written report, Excel) should be produced in English, with translation of key documents into Spanish supported by American Red Cross translation resources.

4. Approach

ISD Strategy 2030 is intended to be inclusive and transparent. The strategy consultant should use methodologies appropriate to achieving objectives, supporting change management, and meeting deliverables, with an expectation of both qualitative and quantitative approaches. Examples of recommended approaches include:

- 1) Desk review of current ISD strategy, American Red Cross strategy documentation, IFRC Strategy and Way of Working, current KPIs and impact measures, Partner Engagement Strategy documentation, Strategic Partnership Plans with select National Societies, current budgets and forecasts, key donor files and strategies, including current MACP awards.
- 2) Interviews with key stakeholders, for example with American Red Cross ISD staff and volunteers, Partner National Societies, Host National Societies, IFRC key stakeholders, Senior American Red Cross leadership, and external partners.
- 3) Surveys of key stakeholders
- 4) Validation working sessions

5. Expected Activities and Deliverables

Key Expected Activities and Deliverables	Estimated Timeframe
Contract Kick-off	July 15, 2026
Submission of project plan	July 31, 2026
Strategy Kick-off meeting	August 01, 2026



Mapping of current environment, opportunities, vision, and constraints	August – September 2026
Charter workstreams and establish tracking of interdependencies	August 2026
Consultations and data collection	August – November 2026
Iterative strategy development	November – April 2027
Design and facilitate working session / workshop in California in February	February 2027
Present strategy to Senior Leadership (pre-decisional)	April – May 2027
Submit final strategy for approval, including indicators to measure success	May 31, 2027
Create summary documents and talking points, archive and organize all strategy documents and artifacts	June 1, 2027 – July 31, 2027

6. Duration

This consultancy is expected to last from July 15, 2026 through July 31, 2027.

7. Management and Oversight

The consultant/team will report to Janet Oriatti, Sr. Director, Quality, Data, & Operations. The American Red Cross will provide relevant background documents, coordinate access to stakeholders, ensure data availability, and support the scheduling of interviews and validation activities. The consultant will be expected to provide their own equipment.

8. Required Qualifications

Applications will be accepted from individual consultants and consulting firms. Required qualifications include:

- 1) Demonstrated experience with strategic planning in the nonprofit sector
- 2) Proven experience working in or with international humanitarian organizations
- 3) Proven experience in quantitative and qualitative data collection and analysis, including in leading key informant interviews and focus group discussions
- 4) Excellent presentation and report writing skills in English
- 5) Exceptional communication skills with multiple stakeholder groups, including senior leadership
- 6) Proven experience in managing complex projects with interdependent deliverables
- 7) Ability to work independently, including ability to coordinate multiple tasks, manage stakeholders, prioritize work plan

Helpful but not required:



- 1) Prior work with or demonstrated understanding of the American Red Cross, International Federation of the Red Cross, and/or Red Cross Red Crescent Movement
- 2) Fluency in Spanish

9. Ethical and Safeguarding Requirements

The American Red Cross holds all staff, volunteers, contractors, and partners to the highest ethical standards. It is expected that the consultant adhere to all American Red Cross standards and policies regarding data security, privacy, and safeguarding. At the American Red Cross, we are committed to creating and maintaining a safe and respectful environment for all, especially children and vulnerable adults. We have zero tolerance for sexual abuse, sexual exploitation, or harassment of any kind.

All collected data and information will be the sole property of the American Red Cross. The contractor may not use any data or information collected for their own purposes, nor license the data to be used by others, without the express written consent of the American Red Cross.

10. Submission Requirements

10.1 Application Materials

Proposal should not exceed 10 pages and should include:

- 1) Proposed methodologies
- 2) Workplan
- 3) Past performance (individual and/or team experience)
 - a. Please highlight relevant nature of work, budgets, clients, and timeframes
- 4) Proposed level of effort
- 5) Proposed budget. Please include one trip of three days to Pasadena, California in February.

10.2 Annexes

Include: 1) detailed CV(s) of key personnel who will support the strategy creation; 2) three professional references from previous clients; 3) writing / presentation samples from recent consulting work.

Interested candidates should submit all requirements, including annexes, in one .pdf file to janet.oriatti@redcross.org with "ISD Strategy Consultancy" in the subject line. Only shortlisted candidates will be notified and contacted for an interview.

10.3 Application Deadline

Applications must be received by June 28, 2026 at 23:59 Eastern Time. Late or incomplete applications will not be considered.



10.4 Selection Criteria

Proposals will be evaluated based on consultant qualifications, proposed approaches, workplan, and budget.

10.5 Questions

Questions concerning the proposal should be submitted to janet.oriatti@redcross.org with “ISD Strategy Consultancy Questions” in the subject line by June 17, 2026; American Red Cross will respond collectively by June 23, 2026.