



TOR for Communications Plan

Document 12

INTERNATIONAL DIALOGUE STEERING GROUP MEETING
25 May 2015, Abidjan, Côte d'Ivoire



Terms of Reference

Helping the International Dialogue to Develop and Implement a Communications Plan to take the International Dialogue and New Deal to the next level'

1. BACKGROUND

The International Dialogue on Peacebuilding and Statebuilding (the International Dialogue) is a structured dialogue between OECD-DAC donors (from the International Network on Conflict and Fragility), 20 fragile state governments organised as the g7+ and civil society organisations. It is currently co-chaired by the Minister for International Development of Sweden (representing INCAF donors) and the Minister of Finance of Sierra Leone (representing the g7+). In 2011, it launched the New Deal framework for engagement in fragile and conflict affected countries, which was endorsed by over 40 states and organisations who committed themselves to more political ways of working to address the root causes of conflict and fragility. This meant both development assistance providers and g7+ country governments committed themselves to channelling investments in fragile states, in line with basic but adapted aid effectiveness principles, towards five Peacebuilding and Statebuilding Goals (PSGs): i) promoting inclusive politics; ii) security; iii) justice; iv) building economic foundations; and v) building state capacity to mobilise domestic revenue and deliver services. Signatories agreed to 'pilot' the New Deal in eight g7+ countries to learn key lessons in order to mainstream it as a framework for engagement in fragile and conflict affected countries more broadly.

The global landscape within which the International Dialogue operates has changed considerably since the New Deal was endorsed in Busan in 2011. The post-2015 Sustainable Development Goals (SDGs) framework, which will replace the Millennium Development Goals (MDGs), is now being re-defined. Securing a goal on peaceful societies and effective institutions has proved an uphill struggle. The PSGs, once believed by advocates of the New Deal to contain the basic elements that would shape a goal on peace in the post 2015 framework, have had a mixed success. Goal 16 ('peaceful societies' and 'sustainable institutions') has not yet been secured.

Even in countries that endorsed the New Deal, the appetite for pursuing a framework that would require a fundamental re-ordering of funding priorities and changes in ways of working, in both donor agencies at headquarters level and across donor country governments, has waned. Within New Deal pilot countries themselves, implementation of some aspects of the New Deal framework has been stalled, or not yet induced the much needed shift in behaviour in line with the ambitions of the PSGs. The design of planning processes in many g7+ countries does not yet reflect the inclusive ambitions of the New Deal. The recently published New Deal Monitoring Report 2014 reflects these conclusions but also acknowledges that changes in behaviour take time. Whilst progress has been mixed, there are significant changes and the beginnings of perceptible progress that need to be documented and shared.

2015 is critical for the International Dialogue, now in its 7th year. The current mandate of the International Dialogue is due to expire as is the 'trial period' for the piloting the New Deal. For there to be renewed enthusiasm for the New Deal, amongst development providers, g7+ countries and new constituencies, robust and targeted, a well-resourced communications plan is a must. In 2015, an Independent Strategic Review of the New Deal and the International Dialogue will also be commissioned, building on the conclusions of the New Deal Monitoring report and providing recommendations on how to improve upon them in the post 2015 period. The

Independent Strategic Review will dig down into in-country-level experiences of New Deal implementation and assess the contribution the International Dialogue has made in shaping global norms and standards and country level processes. It may unearth some uncomfortable truths. Against this backdrop, the communications plan must play an important buffering role, in countering the potentially negative / challenging conclusions of what promises to be a highly politically sensitive review process, where much is at stake.

2. RATIONALE

Despite the enormous number of communication products around the New Deal, there continues to be a lack of knowledge amongst the variety of potential stakeholders about what the New Deal is. It is still widely perceived as relevant to only a closed and limited community of development actors. The ambition of the International Dialogue, is for New Deal to have relevance for a variety of different stakeholders both within and beyond the development community. This would include the business sector (private firms operating or potentially in fragile contexts, investors), civil society in the north and south (not yet aware of the New Deal), non-traditional providers of development assistance, and regional institutions to mention but a few. This would require more effective and audience tailored communications products and strategies enabling the New Deal to 'speak' to different audiences. There is also a lack of consensus, even among the New Deal's most ardent advocates, about what is meant by the New Deal; with some seeing it as a set of core principles and others seeing it as a template for doing business differently in fragile and conflict affected environments. This has led to much confusion and often incoherent messages which do little to advance the New Deal's ambition to radically alter the nature of engagement in fragile and conflict affected environments. There is a need for more streamlined simple core messages which all advocates of the New Deal an appropriate and systematically use in public interventions.

Recognising the urgency of investing in effective communication in 2015, at the last International Dialogue Steering Group meeting in Washington DC, October 2014, members insisted on the need for the International Dialogue to develop a communication plan, which would highlight how progress achieved by the New Deal since 2011/2012 should be told to the world. The International Dialogue Secretariat was asked to come up with a proposal that would include key messaging, publications, use of media (social, digital and traditional) and approaches to be adopted by advocates of the New Deal, within the International Dialogue, throughout the course of the year. International Dialogue members insisted on the use of professional communication specialists to help in this task. They specifically requested a focused piece of work around the dissemination of the New Deal Monitoring Report, in order to validate the process, and give a boost to communication around the New Deal. They requested a public launch of the New Deal Monitoring Report, which was to be available also in summary form in accessible language, able to reach a wider audience, in both in pilot countries and within donor countries, as a means of mobilising attention around the New Deal.

3. PURPOSE

In line with the International Dialogue Steering Group's recommendations, this TOR outlines the work to be commissioned to a contractor to enable the International Dialogue to deliver its communications plan, by providing advice on its content, providing communications coverage for the International Dialogue at major events and ensuring that its knowledge products are widely and effectively disseminated to current and new potential New Deal stakeholders. This will include the production of short easily accessible eye-catching products, to accompany events, and high level visits of the International Dialogue, as well as guidance and advice to produce tailored messages for specific audiences. The overall ambition is to raise the profile and

relevance of the International Dialogue's work, which includes disseminating knowledge about the difference the New Deal has made. In this critical 'Strategic Review' year, during which the future of the New Deal and the International Dialogue will be decided, the purpose of the communications coverage will be to create a public profile for the International Dialogue and significant positive buzz around the New Deal at global and country levels, in ways that would galvanise renewed interest and greater commitment to it, taking it to the next level. The elaboration and implementation of the communications plan will serve to increase the profile and relevance of the International Dialogue in ways that highlight its added value, drawing out success stories in ways that boost support for New Deal implementation.

4. OBJECTIVES

The contractor is expected to deliver five key objectives

1. To raise the overall profile and influence of the International Dialogue and New Deal with priority constituencies through the development and implementation of a communications plan that leverages ongoing work, and operates within available resources.
2. To provide communications coverage for the International Dialogue, by organising managing and delivering communication processes and products before, during and after International Dialogue events and knowledge product dissemination.
3. To enable the International Dialogue (Secretariat and members) to develop messages about the New Deal for targeted audiences. .
4. To oversee, manage and deliver an intensified use of social and traditional media (twitter, blogs and OpEds). This includes, securing, managing and delivering pieces on OpEd sites and blog sites.
5. To turn International Dialogue Secretariat knowledge products (working papers, reports) into user friendly, eye catching, graphically designed products for dissemination at public events (global meetings, and on High Level missions) and update existing products (film footage) to take account of changes in International Dialogue Governance structures.

5. SCOPE OF WORK

Finalising, planning and delivery of International Dialogue Communications Plan

This TOR outlines the work which an external contractor will be expected to carry out in order to draft a Communications Plan International Dialogue ('Taking the International Dialogue and New Deal to the Next Level'). A draft outline of such a plan has been developed in the light of the recommendations of the Steering Group in October 2014. The contractor will be expected to build, refine or fundamentally revise the plan and make it achievable. This contractor will also be expected to advise on the implementation of the revised plan, which this will include efforts to mobilise members of the International Dialogue to ensure the plan once defined is fully delivered. A staff member of the Secretariat will be assigned as liaison with the contractor to facilitate the delivery and ensure that a communications profile is maintained. This assigned internal International Dialogue Secretariat staff person will also be responsible for ensuring the link between external communications and internal communications work (facilitated by the New Deal Helpdesk coordinator).

Communication processes and products before, during and after International Dialogue events

The contractor will be expected to raise the profile of the International Dialogue's work and communicate the key messages to be delivered, before, during and after given events (see calendar annex 1). The

contractor will be expected to work in close cooperation with the International Dialogue Secretariat programme assistant, responsible for facilitating logistical support. The contractor will be expected to establish linkages with communications structure/personnel at the event in question to facilitate International Dialogue access to institutional and social media outlets. The contractor may be expected to travel with the International Dialogue secretariat during major events, to ensure that communications coverage is comprehensive.

Tailoring messages for targeted audiences

The contractor will work with members and the secretariat to develop key messages. The emphasis particularly where new partnerships are being cultivated (non-DAC providers, private sector, regional institutions) will be on tailored messaging strategies. The contractor will outline a process for developing and testing key messages in a cost-effective way.

Media (Digital, Social and Traditional)

The contractor will be expected to enable the International Dialogue to transform itself into agile media friendly forum with **regularly updated and highly active social media profile and presence**. The contractor will be expected to guide the evolution of the International Dialogue Secretariat in this direction and establish the basic foundations for its social media strategy (a network of twitter accounts, updated profile on facebook page, network of relationships with blogging sites and OpEd opportunities, to which the International Dialogue contributes to regularly, and regular feeds and links to updated International Dialogue website). The contractor will also be expected to edit and work closely with International Dialogue Secretariat to turn draft blogs and draft OpEds, into regularly publishable copy. This will involve regular liaison with individuals concerned to ensure timely delivery of products to specification.

The contractor will work in close concert with International Dialogue Secretariat, in particular the person responsible for communications liaison, as well as with the wider G4DP/GPP team. The purpose will be to ensure that they all participate in actively using social media regularly to advance the profile and social media presence of the International Dialogue, both before, during, after and in between events and knowledge product launches. The contractor will also be expected to advise on the use of the International Dialogue website, uploading and updating information/news and introduction of new specifications (e.g. blogging space). The communications specialists will be also required to identify new opportunities and creative ideas to engage audiences via the media. This will include developing media story bank, infographics and other sharable content.

User-friendly, eye-catching International Dialogue products

The work will range from producing **4 page short summary versions of documents, to producing cover pages which make the International Dialogue products stand out in line with uniform logo**. 4 major reports will be 're-produced for public consumption' in this way (cover page and 4 page summary, in at least two languages – English and French). Edit and format a summarised version of the New Deal Monitoring Report with key messages (1-2 pager) in accessible language, which can be disseminated to a variety of audiences throughout the course of the year. The wider audience for those products includes potential stakeholders outside the International Dialogue/New Deal communities, across different government agencies in donor countries, and in g7+ countries, other fragile and conflict affected countries (not International Dialogue members), non-traditional development providers, regional organisations, private sector actors, and non governmental/civil society organisations in the North and South (outside the International Dialogue/New Deal).

Short 1-2 page country specific profiles will also be produced, explaining the relevance of the New Deal, to accompany high level visits will also be produced (e.g. Mali, CAR, South Sudan, Guinea, and Guinea Bissau). The contractor will be expected to provide photographic material to accompany products when required and work

closely with the International Dialogue Secretariat to produce the accompanying text. Translation costs will be covered by the International Dialogue Secretariat, with costs of voiceover on film footage, detailed in financial resource section of the proposal.

6. KEY DELIVERABLES

I. Guidance on Communications Plan and advice on the delivery

The proposal of the contractor should outline how they would work with the International Dialogue to develop the communication plan. This should also include guidance and how it can be implemented and how it might be modified and tailored for effective delivery on objectives. This should include modifications to calendar with suggestions of how to maximise impact.

II. Provision of guidance/advice on messaging for different audiences

Formulate and carry forward a process to develop tailored messages to be delivered by the International Dialogue Secretariat (and members) for events and audience.

III. Management of communication process

- **Organise and manage communication processes** before, during and after key events (eg New Deal Monitoring Report launch event) of the International Dialogue (Twitter, Facebook, blogs, OpEd).
- **Identify new opportunities and creative communications ideas to engage audiences via media, including a media story bank, infographics and sharable content.**
- **Building the International Dialogue's press profile**
 - **OpEd:** Manage the whole production process around OpEd, proactively identify adequate newspaper/magazines for the OpEds, edit the draft written by International Dialogue Secretariat, manage the publication process
- **Building the International Dialogue's social media profile**
 - **Twitter:** Tweet and re-tweet key messages and products around the events using the International Dialogue account
 - **Facebook:** Populate the International Dialogue Facebook account with up to date messages, products and news
 - **Blogs:** Manage the whole production process around blogs, identify outlets for blogs, identify individuals to write blogs and make the requests to them, edit the blogs (catchy titles, non-bureaucratic language), publish the blog

IV. Production of communication products

- **Produce a clearly defined communications plan based on the existing draft Communications plan developed by the International Dialogue Secretariat**
- **Produce 1-2 page glossy summary of the New Deal Monitoring Report**
 - The content of this will be provided by the International Dialogue Secretariat
 - The contractor is expected to edit the summary to make titles catchy and translate main messages into **non bureaucratic language** accessible to a wider audience
 - The contractor is also expected to do the formatting of the summary including using boxes, providing adequate pictures etc.
- **Design and Produce 1-2 pager on Private sector and the New Deal**

- The **content** of this will be provided by the International Dialogue Secretariat
 - The contractor is expected to edit the 1-2 pager to make titles catchy
 - The contractor is also expected to do the formatting of the 1-2 pager including using boxes, providing adequate pictures etc.
- **Design and Produce 1-2 pager on Finance for Development**
 - The **content** of this will be provided by the International Dialogue Secretariat
 - The contractor is expected to edit the 1-2 pager to make titles catchy
 - The contractor is also expected to do the formatting of the 1-2 pager including using boxes, providing adequate pictures etc.
- **Other communication products**
 - County profiles for High Level Missions (1-2 pager glossy)
 - Produce bullet point calling cards for key events mentioned above
 - All products will be provided as files in their native formats (InDesign, eps) as well as in Word and PDF
 - The contractor should identify other communications products (video, live streams, other new media) needed for the implementation of the communications plan

7. TIMETABLE

The time period covered by this TOR is: May 2015 – April 2016

The calendar of events, in Annex 1, provides an indicative International Dialogue Secretariat institutional timeframe against which the deliverables should be aligned.

Suggested delivery dates for production of communications products:

- Monitoring Report summary and cover: **20 May 2015**
- Financing for Development **15 July 2015**
- Private Sector and the New Deal: **20 September 2015**
- Other communication products: Production in line with key events schedule and High Level Missions **(July 2015 – March 2016)**

The tentative dates may need to be adjusted in the light of the completion of the tender and contractor selection process.

8. REPORTING / MANAGEMENT

The contractor will report directly to the Head of the International Dialogue Secretariat. In close concert with a policy advisor assigned as a liaison on communications and the New Deal Helpdesk Coordinator (responsible for internal communications) who will oversee the quality control of the communication product. Weekly telephone conference calls will be held between the Contractor and the International Dialogue Secretariat, in which the planned work and outputs will be reviewed. Conference calls will be written up as bullet points in minutes. These minutes will serve as the basis of regular assessment of quality of products provided. In addition, regular updates (weekly at the minimum) should be provided by the contractor. During intense social media campaign periods, immediately before during and after events/ knowledge product launches, contact will necessarily be increased. Twitter feeds/updates timeframes will be planned with International Dialogue Secretariat liaison person.

9. PROFILE SOUGHT

The work will be carried out by a Communications Company/Consortium of specialists with a proven track record in development and non-development communications work, preferably with experience of working for non-profit organisations (charities, multilateral organisations or the public sector. Any experience in the field of conflict related issues is a bonus. Expertise in political communications or influencing and experience of working with a variety of diverse clients (development cooperation, private sector, regional organisations) is desirable. The preferred contractor should have some basic familiarity with the New Deal and the International Dialogue. They should be able to demonstrate appropriate human resource capacity to adequately manage the communications demands outlined above and guarantee adequate quality control of the process. How this will be undertaken and staffed, needs to be clearly outlined in the proposal, for the candidates interested in this work.

General qualifications for researchers used by Consortium

- At least 7-10 years of experience working on development and political communications. Preferably with some experience of working on conflict related issues.
- Demonstrable understanding of policy audiences relevant to development, conflict, and fragility issues.
- A network of contacts with key major international media outlets (cutting edge blogs, editors of widely read OpEd)
- Experience of working with multiple and diverse client bases
- Proven expertise and ability to work with and guide work of 'the uninitiated' (unfamiliar with regular use of diverse social media)
- Familiarity with the New Deal and International Dialogue
- Excellent drafting and facilitation skills.

10. Evaluation Criteria

Main criteria for Tenderer evaluation are as follows:

- Proposed approach 30%
- Financial proposal (value for money) 30%
- Relevant Experienc. 25%
- Experience working with various multilateral organisations 15%

11. Proposal Submission guidance: The proposal of the contractor should outline how the communication plan will be implemented and how it might be modified and tailored for effective delivery on objectives. This should include modifications to calendar with suggestions of how to maximise impact. A full costing should accompany the proposal submitted and an indication of the feasibility of the TOR in its present form. A clear indication of how the work will be carried out, by whom, with accompanying qualifications (CVs) attached.

Price Schedule (Annex): The Price Schedule must provide a detailed resource plan and separate cost breakdown of the prices of proposed services and provide separate figures for each deliverable (including expected number of days to completion, number and daily rates of consultants, administrative and travel



costs). In the paper version, the price schedule must be in a separate document. In the electronic file, it must be saved as a separate document.

Annex 1

International Dialogue Events Calendar

31 March – 1 April	OECD Global Forum on Development, Paris: Session on Ebola Recovery in Sierra Leone with Minister Marah present
17 - 19 April	WB/IMF Spring Meetings, Washington DC <i>ID side event with Minister Marah and Minister Loevin present</i>
18 – 21 May	INCAF Task Teams on Knowledge and Policy and Implementation and Reform, Paris
25 May	IDPS Steering Group Meeting, on margins of AfDB annual meetings, Abidjan
26 May	Launch of ID Monitoring Report 2014, on margins of AfDB annual meetings, Abidjan
13 – 26 July	Third International Conference on Financing for Development, Addis Ababa
25 – 28 September	UN Summit on the post-2015 development agenda (25-27 September) with the 70th session of UNGA beginning 28 September, New York
9 – 11 October	WB/IMF Annual Meetings, Lima
2 – 4 November	INCAF DLM, OECD, Paris
30 November – 11 December	Conference of the Parties to the UN Framework Convention on Climate Change (COP21), Paris
January 2016	ID Steering Group and Global Meeting, Stockholm (tbc)

Annex 2

Key deliverables and outputs

OBJECTIVES	KEY DELIVERABLES	OUTPUTS
1. To develop and advise on the delivery of the International Dialogue's communication plan	Develop existing draft plan and turn it into a final communication plan, making necessary revisions to enable effective implementation and ensure effective delivery on objectives. This should include modifications to calendar (annex 1) with suggestions of how to maximise impact,	An International Dialogue communications plan (a document) Document should outline who the audiences are, how they will be targeted, what behaviour the plan seeks to change, and how impact / changes in behaviour

		<p>will be measured.</p> <p>Indicate clearly updated communication activities in revised communication calendar.</p>
<p>2. To provide communications coverage for the International Dialogue, by organising managing and delivering communication processes and products before, during and after International Dialogue events and knowledge product dissemination exercises</p>	<p>Assist in the communications planning of key launch event in concert with ID and event organisers. Draft, edit and disseminate blogs, press releases, statements, speeches, media advisories, fact-sheets, press/media kits and updated information for the Secretariat providing quality assurance.</p>	<p>Coordinated/Harmonized all related communications coverage before, during and after International Dialogue events and knowledge product dissemination exercises</p>
<p>3. To enable the International Dialogue (Secretariat and members) to develop tailored messages about the New Deal for targeted audiences.</p>	<p>Advice on media engagement by defining audiences and guidance tailored to specific media interventions.</p>	<p>Developed briefings to support communications activities prior to major events</p> <p>Developed clear, consistent and timely responses to targeted audiences</p>
<p>4. To oversee, manage and deliver an intensified use of social and traditional media (twitter, blogs and OpEds). This includes, securing OpEd sites and blog sites in advance of major productions, managing the delivery of blogs and OpEds in a timely fashion and provide tailored guidance to the International Dialogue Secretariat on social media maintenance strategies</p>	<ul style="list-style-type: none"> o Twitter: Tweet and re-tweet key messages and products around the events using the International Dialogue account o Facebook: Populate the International Dialogue Facebook account with up to date messages, products and news o Blogs: Manage the whole production process around blogs, identify outlets for blogs, identify individuals to write blogs and make the requests to them, edit the blogs (catchy titles, non-bureaucratic language), publish the blog o OpEd: Manage the whole production process around OpEd, proactively identify adequate newspaper/magazines for the OpEds, 	<p>-Ensured Social Media profile and presence development.</p> <p>- social and traditional media/communication process organised and managed before, during and after key events of the International Dialogue</p>

<p>between events and knowledge product launches.</p>	<p>edit the draft written by International Dialogue Secretariat, manage the publication process</p>	
<p>5. To turn International Dialogue Secretariat knowledge products (working papers, reports) into user friendly, eye catching, graphically designed products for dissemination at public events (global meetings, and on High Level missions) and update existing products (film footage) to take account of changes in International Dialogue Governance structures.</p>	<ul style="list-style-type: none"> • Produce 1-2 page glossy summary of the New Deal Monitoring Report • Provide the design and format for the New Deal Monitoring Report Cover • Produce 1-2 pager on Private sector and the New Deal • Produce 1-2 pager on Finance for Development • Other communication products might be requested in accordance to the strategic framework 	<p>ID knowledge products developed, updated and ready for dissemination</p>