

Terms of Reference

Developing a traditional and social media presence and professional photographs and info-graphics

BACKGROUND

The Royal Government of Cambodia recognizes the value of decentralized local government, its people and institutions, and the crucial role they play in both service delivery and poverty reduction. Sub-National Administrations¹ (SNAs) provide citizens a first point of contact and they ensure local decision making, resolve local conflicts, and promote local participation. In 2010, the government designed and approved the 10-year National Program for Sub-National Democratic Development (NP-SNDD, 2010-2019). This aims to strengthen local governments. The NP is implemented through multi-year implementation plans. The first plan was from 2011 to 2014 (the IP3, or three year implementation plan); the second is from 2015 to 2018 (called the IP3-II). The local government reform effort is led and coordinated by the NCDD (National Committee for Sub-National Democratic Development), an inter-ministerial body chaired by the Deputy Prime Minister (and Minister of Interior). The day-to-day management and coordination of the reform program is implemented through the NCDD Secretariat (NCDDS).

Communication within the first IP3 focused almost exclusively on awareness creation. It was largely one way. Although television and radio was used, communication was fairly conservative, relying on a one way transfer of information. There was no clear strategy of changing behavior. While this laid an important foundation, the vision for the second IP3 is more dynamic and more focused on connecting communication to behavioral outcomes, to making communication “more strategic.” The IP3-II describes the need for a clearer set of messages and an awareness (social marketing) approach aimed at changing the behavior of key stakeholders. It emphasizes the importance of more actively involving civil society and improved two way communication. The key output in the second IP3 is:

A Communications Strategy is in use focusing on information sharing between government institutions and between government and the public in a way that clarifies key messages and determines the best way to deliver them to different stakeholder groups.

In 2015 the NCDD drafted a *Communications Strategy* in order to take a more strategic approach to communications. The development of the strategy was supported by the Asia Foundation (TAF). The strategy contains several high-profile and innovative activities that identify citizen and SNA behaviors the program wishes to change, the simple messages that should be conveyed, and the mediums to be used. The strategy was used to develop communications initiatives for 2016 and to begin collaborating with other DPs or service providers, such as UNICEF. Over time the NCDD is expected to take a more modern, strategic approach where communications is used to achieve clear and realistic goals (typically concerning how people or organizations behave or work) and where objectives go beyond awareness, to taking real action based on genuine understanding. The role of civil society partners is emphasized. The strategy aims to develop

¹ In Cambodia “local governments” are called “Sub-National Administrations.”

messages from the audience's perspective and create platforms that build a layered conversation around targeted messages, delivered through the right mix of channels in order to capture the imagination and to motivate the audience and inspire engagement and action. The overall vision is that:

Communications effectively influences key stakeholders to further D&D (Decentralization and Deconcentration) objectives by creating a meaningful and widespread understanding of D&D, meeting the needs and capturing the imagination of well-defined audiences, and making use of modern technology.

The strategy contains 5 components (a core communications toolbox, communications capacity, social media, communicating a core vision of reform, and citizen engagement) and 13 outputs. This TOR contributes towards the following outputs or activities in the NCDD Communications Strategy:

1. Develop and implement a social media presence which stimulates the participation of citizens and government officials
2. Develop a set of high quality photographs and info-graphics
3. Develop and implement a structured media engagement program

Though progress has been made in all of these areas, this TOR aims to take these initial steps further, to improve the quality and reach of these instruments.

Social Media

During early 2015 the NCDDS established a Facebook page (<https://www.facebook.com/ncdds>). The page currently has about 1,500 likes. It includes mostly pictures of government officials attending and making speeches at meetings and workshops. While this is a good start, the *Communications Strategy* is clear that communications instruments:

- Should have a clear audience in mind
- Should capture the interest of the audience
- Should spark and deepen a conversation around key messages
- Should inspire participation
- Should be useful to the audience and should influence the audience's behavior

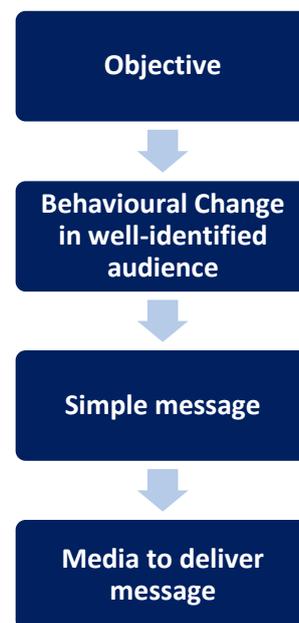
This TOR aims to upgrade the NCDD current social media presence, making it more strategic and appealing.

Photographs

Since the first IP3 (and probably earlier), the NCDDS has been taking photographs. These appear regularly in NCDD calendars, brochures and other communications tools. Photography has not, however, been undertaken by a professional photographer and it is likely that the range and quality of photographs can be improved. Existing photos have not been designed or arranged to tell a simple and compelling story nor to invite the audience to interpret the photos and react to them

Traditional Media

Newspape, radio, and television are routinely used to announce developments in terms of decentralization. It is routine for the media to be present at high level workshops, often opened or closed by Ministers. In the *Communications Strategy* it is expected leaders will begin to



increasingly communicate with citizens, conveying to them simple and clear messages about the benefits of local government and D&D.

Overall

It is expected one service provider will sub-contract the work in this TOR to experts in each of the three main areas: social media, traditional media, and photography.

OBJECTIVE OF THE CONSULTANCY

The communications consultants will prepare and test short and simple communications tools in 3 areas (social media, traditional media and photography). In each case, they will begin with a quick review of the existing situation, including capacities, and past experiences. The ultimate objective of this work is to implement a communications strategy which will:

- Change the behavior of clearly identified target audiences in a way which contributes to the goals and objectives of the IP3
- In a learning by doing process, strengthen the capacity of NCDDDS to manage, implement, monitor and evaluate modern and dynamic communications actions
- Build lasting and mutually beneficial partnerships between government and service providers in the area of communications

OUTPUTS

The following outputs will be produced. Their specifications are outlined below.

OUTPUT	DESCRIPTION AND SPECIFICATION
1. Inception Report	<ul style="list-style-type: none">• Develop a plan of action and clarify the terms of reference• The inception report must be less than 5 pages and must be approved by NCDDDS
2. Create Photographs and Info-graphics	<ul style="list-style-type: none">• The work will be led by an experienced photojournalist• It will support NCDD's key messages through visual storytelling,• It will focus on key activities in the field• The work will be used on the web, for leaflets and brochures and social media• The work will be interesting and will be tested with a focus group / audience in terms of its interest, creativity, etc.• The work will be prioritized, i.e. divided into different groups (like the top 100 photographs, etc.)• Key messages will be associated with a sub-set of the photographs• The team will develop 15 field tested info-graphics• The service provider will train the Communications Unit to the use of graphs or maps that help explain difficult concepts

OUTPUT	DESCRIPTION AND SPECIFICATION
3. Develop and implement a social media presence	<ul style="list-style-type: none"> • The work will be led by an experienced developer of social media, but will be done in a spirit of collaboration and learning by doing • The design will be based on success stories, principles and lessons of other government agencies use of social media (both national and international) • A clear target audience will be established, including a description of their expectations (what they want and why) • The final product will have clear objectives, goals and performance targets in terms of user participation, services provided interaction, etc. • Administrative processes will be clearly determined (how and when content is updated) will be identified • Each platform will be product tested (through focus groups) ensuring user satisfaction • The final product will be interesting and imaginative • The final product will have a campaign to encourage its use • The service provider will train the Communications Unit in maintenance and administration of its social media pages
4. Develop a traditional media campaign	<ul style="list-style-type: none"> • The work will be led by an experienced media advisor, but will be done in a spirit of collaboration and learning by doing • Useful, practical and simple (less than 3 page) guidelines for interacting with the media will be developed • Based on discussions with NCDDDS, 3 different media events will be designed. Their implementation will be financed elsewhere, through other providers (for example, a television show) • Each event will have a very clear and strategic message about the D&D reforms • Events will be led by an NCDD leader • Two senior officials of NCDD will be trained properly on how to talk or perform with media (print, broadcast and online media). • In each event, the NCDD participant will be well prepared and briefed

TASKS AND PROCESSES

This TOR combines three separate communications initiatives (photos, social media and traditional media) into a single piece of work. The organization implementing this work is expected to:

- Sub-contract each of the three areas to specialists in this field
- Coordinate the work in these three areas, interacting on a regular basis with NCDDDS to assure quality and ownership
- Ensure the capacity of the NCDDDS communications unit is strengthened through a participatory, learning-by-doing approach

Participation and capacity development

The communications consultants will lead and organize regular meetings with NCDDDS, with all major actions and strategies discussed openly and regularly. The work is expected to be implemented in a highly flexible manner with options clearly spelled out for all decision makers.

In terms of capacity development, the NCDDDS has a Communications unit within its Monitoring, Evaluation and Information Department (MEID). The unit consists of 1 civil servant and 3 contract staff. Some of these staff members have been working on IP3 communications for several years. The consultants are expected to undertake this assignment in a collaborative, team-building spirit. The work is expected to have strong capacity development aspects, including learning by doing, information exchange, informal meetings, informal workshops and other interventions.

Create Photographs and Info-graphics

The process used needs to ensure the specifications of the output, as described above are met. The expected steps are:

1. Meet and liaise with NCDDDS and MOI on possible topics, areas and locations to cover.
2. Make a work plan
3. Break the work into several different field visits, the first visit serving as a "pilot"
4. Complete the pilot visit. In an informal workshop, present the photos (and perhaps info-graphics) to NCDDDS (and other stakeholders) in order to ensure expectations are met; get suggestions for how the quality, scope, and focus of the work can be improved
5. Make subsequent visits to other areas, completing the collection of photographs
6. Develop info-graphics
7. Present draft materials to NCDDDS, collecting comments and recommendations
8. Finalize the work

This work is expected to take a maximum of 8 weeks.

Social Media

Expected tasks include:

1. Assess the situation concerning the use of social media by government Ministries identifying useful lessons and principles (both nationally and internationally); review the situation within NCDDDS
2. Create social media objectives and goals
3. Identify which platforms are most desirable (options, strengths and weaknesses);
4. Identify target audiences and what they are looking for in a social media campaign
5. Develop a draft Facebook (or other suitable) page, checking with prospective users to ensure it is likely to generate interest
6. Present the draft work to NCDDDS and other relevant stakeholders
7. Develop a calendar of social media events
8. Evaluate effectiveness of social media engagement.
9. Develop a final Facebook page and other platforms that meet the specifications outlined above.

This work is expected to take a maximum of 8 weeks.

Traditional Media

The process used needs to ensure the specifications of the output, as described above are met. The expected steps are:

1. Working with NCDDDS identify 3 traditional media events to develop
2. With NCDDDS develop clear messages for each event
3. Design, product test and revise each event
4. Train NCDDDS staff, where necessary, to deliver the traditional media event (for example, a radio interview).

Summary

The outputs may be produced sequentially, or with some overlap depending on the proposal by the organization leading the work.

OUTPUT	TIME FRAME	LEAD AND ROLES
1. Inception	• 1 week	• Team leader of the organization required

OUTPUT	TIME FRAME	LEAD AND ROLES
2. Create Photographs and Info-graphics	• Up to 8 weeks	• Professional photographer
3. Develop and implement a social media presence	• Up to 8 weeks	• Social media advisor
4. Develop a traditional media campaign	• Up to 8 weeks	• Traditional media advisor

QUALIFICATIONS AND PROCUREMENT

A local organization in Cambodia will oversee the three areas of work (photography, social media, and traditional media). This organization will respond to a short call for proposals and prepare a concept note outlining their approach. The concept note will not exceed 5 pages. The qualifications of the four major actors are as follows:

Lead Organization (team leaders)

- Strong presence in Cambodia;
- Previous experience designing, overseeing and managing communications work
- Preferred experience in working with D&D and local governments
- Preferred experience in working with civil society
- Educational background in communications, public policy, government, public administration, public relations, organizational design, or a related field; and
- Familiar with proven approaches for communication strategies and emergent or innovative approaches, including the use of social media

Photographer

- At least 3 years of experience as a professional photographer
- Completion of at least 5 photography assignments; demonstrated experience in photojournalistic assignments
- Preferred experience in taking photographs in the villages and communes in Cambodia
- Preferred experience in developing info-graphics (preferred, but may be done by other team members)

Social Media Advisor

- Proven experience in developing social media for a variety of organizations
- At least 3 cases of developing successful social media applications, where “successful” means widely in use
- Preferred experience in developing social media for government agencies
- Preferred fluency in English, though social media is likely to be predominantly in Khmer
- Preferred experience in managing a social media page with at least 100,000 followers

Traditional Media Advisor

- Proven experience in developing traditional media campaigns for a variety of organizations
- At least 3 cases of developing successful traditional media campaigns
- Experience with television is required
- Experience with the print media is required
- Preferred experience in developing traditional media campaigns for government agencies

REPORTING AND INSTITUTIONAL ARRANGEMENTS

The overall management of the consultancy will be under H.E. Cheam Pe A (Director MEID) and the day to day administration will be provided by Chet Kimchung (deputy director MEID). The consultant will be in frequent contact with others as well, including: NCDSD senior management, NCDSD key personnel, SNAs (where appropriate) and civil society organizations.

NCDDS is responsible for making all documents readily available including:

- The NCDD communications strategy
- Existing photographs and info-graphics
- Existing social media and traditional media interventions and actions
- All past work in communications, deemed relevant by the consultants

The NCDDS will assist with all logistics, meetings, etc. Transport costs will be provided by the consultant.