



## TERMS OF REFERENCE

### Communications Strategy for the 2013-2015 TI Vietnam Programme

#### I. Background and Context

Founded in 1993, Transparency International (TI) is a global civil society organisation with the mission to “stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society.” TI comprises of nearly 100 National Chapters around the world (all independent and locally registered in their own countries) and an International Secretariat (TI-S) based in Berlin.

From 2009 to date, TI has implemented a three-year TI Vietnam Programme through its local contact – Towards Transparency (TT). TT is a Vietnamese not for profit consultancy organisation working to promote transparency, accountability and integrity in government, the business sector and society at large. All TI/TT activities are carried out in partnership and cooperation with a wide range of partners coming from government agencies, local civil society organisations, academic institutions, business associations and individuals.

With the current programme drawing to a close, TI has developed a new programme for 2013-2017 to continue its work in Vietnam. The 2013-2017 Programme has four components, which are connected and mutually reinforcing. A separate project to promote integrity in forestry-related climate financing will also be carried out under this programme.

**Programme Goal:** To contribute to effective implementation of anti-corruption policies and practice in government, business and society

<b>Component A: Institutional, Capacity and Network Strengthening</b>	<b>Component B: Public Sector Integrity, Diagnosis and Solutions</b>	<b>Component C: People and Youth Engagement and Support</b>	<b>Component D: Business Integrity</b>	<b>Component E: Climate Governance Integrity</b>
Developing capacities of civil society organisations and building constituencies, networks and coalitions for anti-corruption in Vietnam	Contributing to the knowledge and evidence base on corruption and anti-corruption in Vietnam, promoting tools and solutions to curb it	Building citizen knowledge and participation in anti-corruption in Vietnam, in particular by youth	Raising awareness and promoting participation of the business sector in addressing corruption	To engage effectively in policy development, implementation and monitoring of climate finance and governance, in particular on REDD+

Under the new programme, TI/TT will place increased emphasis on the demand side of anti-corruption through greater people engagement and the promotion of practical solutions to corruption. Consequently, communications forms a pivotal part of TI/TT's future work to ensure effective engagement with the programme's various stakeholders and the successful implementation of each programme component and overall goal.

Currently, TI/TT is seeking short term consultant(s) to help TT in developing a Communications Strategy to ensure the successful implementation of the first 3 years of work (2013-2015) of the 2013-2017 TI Vietnam programme.

## **II. Key Objectives and Purpose of the Consultancy**

Building on existing communications efforts from the 2009-2012 TI Vietnam Programme to develop a comprehensive communications strategy and action plan for the upcoming 2013-2015 programme phase for delivery and implementation by TT. The new communication strategy should enable TI/TT to achieve the following objectives:

- Successfully achieve the goals and key objectives (including TI/TT's long term vision in Vietnam) of the 2013-2017 TI Vietnam Programme;
- Effectively engage with key stakeholders from Government, the business community, and society;
- Ensure that key stakeholders understand and support the work of the 2013-2017 TI Vietnam Programme.

## **III. Tasks and Scope of Work**

1. Hold an initial inception meeting with the TT management and communications team to discuss expectations, approaches and planning for the consultancy;
2. Analyse existing documentation and carry out consultations with key stakeholders (TT staff members, donors, partners, TI-S) to conduct a baseline assessment covering:
  - Overview of existing communications materials and channels used during the 2009-2012 TI Vietnam Programme;
  - Overall quality, coverage, cost effectiveness of existing communications work;
  - Analysis of the weaknesses, strengths and areas of potential in the existing communications work and assessment of its impact and whether audience needs are met; and
  - The overall communication capacity of TT as an organisation, including the TT communications team to deliver and coordinate communications work.
3. Based on the findings of the baseline assessment, the goals and components of the upcoming 2013-2017 TI Vietnam Programme and discussions with TT staff (and other stakeholders) develop a draft Communication Strategy for the next three years (2013-2015) of work, covering:
  - Refined overall communications goals and objectives at organisational, programme and project levels;
  - A clear brand identity for TT and TI in Vietnam;

- Identification of key stakeholders with clear relevant, distinct and consistent messaging and approaches for each audience;
  - Measurable aspects of changes, including indicative milestones;
  - A practical implementation plan with an indication of resources/inputs required for implementation of the strategy;
  - Identification of specific materials, tools, technologies and channels that can be used in the implementation of the strategy;
  - A mechanism to monitor and evaluate the impact and effectiveness of the strategy.
4. Revise the draft 2013-2015 Communications Strategy based on comments and inputs received from TT staff which will serve as the basis for discussion at the Strategy Validation and Implementation Workshop
  5. Organise and lead an intensive 2 day Strategy Validation and Implementation Workshop\* which covers the following:
    - Presentation of the updated 2013-2015 Communications Strategy and validation of its contents
    - Jointly develop a clear and concrete action plan for implementation of the 2013-2015 Communications Strategy, outlining the resources and inputs required

\*Contents of the Workshop should be developed in consultation with TI/TT

6. Submit a final 2013-2015 Communications Strategy based on the discussions and outcomes of the Workshop.

#### IV. Deliverables

1. A Baseline Assessment of current communication practises and capacity of TT staff
2. A two day Strategy Validation and Implementation Workshop to finalise the contents of the Communications Strategy and develop a concrete action plan for implementation
3. A final 2013-2015 Communications Strategy (including a concrete action plan developed during the Validation and Implementation Workshop) to guide the work of the TI Vietnam Programme from 2013-2015

#### V. Expected Time Frame

An estimated combined total of 25 days of work to be delivered by a maximum of two consultants based on the following indicative timeline:

- **2 November 2012:** Deadline for Application
- **12 November 2012:** Shortlisted applicants notified
- **14-15 November 2012:** Interviews with shortlisted applicants held (either face-to-face or through skype)
- **16-19 November 2012:** Selected applicant notified
- **Early December:** Consultant(s) hold inception meeting with TT to discuss expectations, approaches and planning for the consultancy
- **Mid December:** Consultant(s) submit draft Baseline Assessment for review
- **Mid January:** Consultant(s) submit draft 2013-2015 Communications Strategy for review

- **Late January:** Consultant(s) deliver the Strategy Validation and Implementation Workshop
- **Early February:** Consultant(s) submit final Baseline Assessment, 2013-2015 Communications Strategy and action plan for implementation

## VI. Consultant Qualifications

TI/TT is searching for a team of maximum 2 consultants (one international and one local) with the following qualifications and experience:

- Masters degree in communications, journalism or a related discipline
- At least 7 years of progressive relevant consultancy experience (preferably with advocacy focused NGOs)
- Proven experience in conducting communications need analysis and participatory strategic design
- Good knowledge of the Vietnamese socio-political and cultural context and media landscape
- Experience in working with Vietnamese governments, donors, civil society and media
- Excellent spoken and written fluency in English
- Strong organisational, analytical and planning skills
- Available for face to face meetings and consultations in Hanoi, Vietnam in accordance with the tasks and scope of work indicated in Section III.

### **Key Documents to be made available to the consultant upon appointment:**

- 2013-2017 TI Vietnam Programme document
- Programme M&E Framework
- Towards Transparency Internal Communications Guidelines
- Mid-term Review of the 2009-2012 TI Vietnam Programme
- Other relevant documents to be agreed on during the inception meeting

## VII. Applications

Qualified and motivated applicants (both individual and institutional) should submit a technical and detailed financial proposal with an indicative workplan by no later than 2 November 2012 to [schow@towardstransparency.vn](mailto:schow@towardstransparency.vn). The maximum budget for the consultancy is EUR 10,000.