

Communications Consultant
Strengthening Service Delivery through ICT and Citizen Engagement
City of Harare

TERMS OF REFERENCE

BACKGROUND

The Combined Harare Residents Association (CHRA) is preparing for a pilot phase of a Harare-wide campaign that will enable citizens to use an ICT platform to report to the City of Harare critical service delivery failures. More specifically, the ICT platform renders an integrated platform which on one hand enables all Harare residents send a text message to CHRA upon detection of critical service failure (such as a sewage or water breakage), and on the other hand, allows CHRA to verify, describe and geo-locate the issue before communicating the data to the relevant Departments of the City of Harare on a regular basis.

The objective of the ICT intervention is to strengthen service delivery in the City of Harare through a stronger interaction and collaboration between residents, CHRA, and the city administration. It is envisioned that improved data, both in the quantity and qualitative dimensions, will facilitate an improved policy dialogue and joint identification of solutions and interventions to improve the lives of residents in Harare. The ICT intervention is expected to become an integral part of CHRA programming and day-to-day work.

To ensure the success and sustainability of the project, a strong and coherent branding and communication campaign is critical. In assisting CHRA, the World Bank will identify, engage, and fund a Consultant who will provide support on strategic communication and who will assume overall responsibility of crafting appropriate dissemination material and messages to all stakeholders. The assignment will run until June 20, 2012.

OBJECTIVES

The Communication Consultant is responsible for all aspects of communications related to CHRA's campaign of enabling citizens' to use ICT to report on service failures and health hazards. Particular emphasis will be placed enabling a successful outreach phase and ensuring a sustainable approach. The consultant will have to meet the following sub-objectives of the assignment:

- Effective project management in relation to communications;
- Clear communication/branding strategy and messaging;
- Sustainable approach for pilot and city-wide roll out of the campaign;

- Timely implementation of the communication strategy;
- Effective engagement with all relevant stakeholders;
- Monitoring and evaluation arrangement to assess the effectiveness of the communication strategy as well as media reactions;
- Professional advice to the Director of CHRA and his team.

TASKS AND DELIVERABLES

The consultant will deliver the following outputs:

- **Branding and Communication Strategy:**

- Assist CHRA in determining an appropriate name for the campaign, ensuring that the campaign branding will send a positive, collaborative, and engaging signal, and is acceptable to key counterparts in the City of Harare.
- Facilitate focus group discussions with residents/potential responders to verify the suitability of the campaign name and branding strategy.
- Design a professional, responsive and positive communication strategy that is inclusive, sensitive, and pro-active:
 - Identify effective methods and tools necessary to reach out effectively and to generate positive responses from targeted audiences, incl. assessing the effectiveness of radio, TV, mobile, paper-based etc. interventions;
 - Propose messages that demonstrate the high social and financial return on investment for potential sponsors to fund the intervention/campaign; and for the City of Harare to see value in embracing the collaboration.
- Suggest translations; communication tools and formats for difficult-to-reach areas and communities.
- Liaise with and seek feedback from CSOs with experience in broad citizen campaigns to draw on their experiences in communication and branding.

- **Sustainability Strategy**

- Assist CHRA in developing a strategy for ensuring sustainability of the intervention. In other words, ascertain that the intervention becomes an integral part of CHRA programming and day-to-day work and remains operational/funded beyond the pilot phase. The Strategy should, amongst other areas, cover:
 - (i) options for financially viable advertisement and efficient/continued media coverage;
 - (ii) options for increased revenue streams from development partners and other funding streams e.g. website ads;
 - (iii) strategy for open source communities;

- (iv) free SMS gateway; and
 - (v) options for broader partnerships e.g. corporate social responsibility, collaboration w. civic/non-state actors etc.
- The strategy should include and respond to a rough budget for annual operating costs, including website hosting, domain registration, data charges, SMS charges, additional smart phone purchases, website upgrades etc.
- **Communication Material:**
 - Material to be developed: (1) Logo; (2) banner for the website; (3) small banner with hyperlink to be posted on other websites; (4) Poster; (5) Flyers; (6) Stickers; (7) Jingles etc.
 - Outline of key messages that can be altered to the different audiences; different areas; different communities and specific routings, ensure message discipline throughout;
 - Draft and/or advice on external communication for the campaign, incl. presentation to potential external partners;
 - Design advertisements; and liaise with the relevant staff in CHRA for newspapers, radio and television on language and content, timelines, deadlines, venues, expected behavior of target groups and data collection and verification;
- **Monitoring & Evaluation Arrangements**
 - Provide guidance to CHRA in developing appropriate monitoring and evaluation arrangements such that CHRA is able to monitor the success of the projects on an on-going basis, covering the key quantitative and qualitative indicators of project success;
- **Engagement with Key Stakeholders**
 - Liaise with and engage journalists to inform this audience of objectives of the project/ICT intervention and any other relevant aspect/issue.
 - Identify key stakeholders within the city of Harare and outside (e.g. community associations, clean-up campaigns, private companies) and assist if needed to liaise with these actors to secure their involvement in and/or support to the project.
- **Final Report**

- o Compile a final report which synthesizes: the project objectives and context; the communication and branding strategy for the project; the sustainability strategy; identifies the audiences and presents tailored messages; the role of various groups of communicators; provides an overview of the M&E arrangements for the project; summarizes the lessons learned in the design phase; identifies risks (foreseen/unforeseen challenges) and risk mitigation measures

- **Project Management on Communications and Professional/Technical advisor to the Director in CHRA and Team:**
 - o Add value, expertise and professional advice on all communication matters. Liaise with the communications unit/officer in CHRA on all day-to-day internal and external communication needs of the project using various channels/outlets and targeting specific audiences across urban settings;
 - o Throughout the design phase of the project, the consultant should be available to provide strategic advice on a full-time basis to the Task Team on how to handle upcoming communication issues.

TIME FRAME AND EXPECTED LEVEL OF EFFORT

- Up to 30 working days by one consultant, working full-time until the completion of the preparation phase with an expected completion date of June 22, 2012. The last request for payment must be made before 22 June, 2012

Expected Timing:

- May 10: Start of contract
- May 18: Branding agreed upon
- June 1: Communication Strategy finalized
- June 10: Sustainability Strategy finalized
- June 20: All communication material printed
- June 22: Final report

Claims for payment can be made with intervals which match the above deliverables, providing that tasks and outputs are performed satisfactory and deliverables are submitted according to agreed timelines.

REPORTING ARRANGEMENTS

The Consultant will be working from the Combined Harare Resident Association (CHRA) and will report directly to Mfundu Mlilo, Director of CHRA, who will be responsible for the day to day oversight of the work. The final clearance authority rests with Camilla Blomquist, World Bank Task Team Leader (TTL).

QUALIFICATIONS OF THE CONSULTANT

The consultant should possess the following qualifications, experience and skills:

- Advanced degree (Masters or above) in Mass Communication, Journalism, PR or similar field.
- A minimum of 5 years relevant experience or equivalent combination of education and experience in an information and communication related field, including experience in strategic communication, mass communication, and/or community outreach work.
- Proven ability to coordinate work of and dialogue between multiple stakeholders.
- Experience in developing simple graphic designs for logos and advertisements and producing multi-media tools such as jingles, voice-over;
- Demonstrated experience in working with civil society, local communities and local administration and knowledge of their particular channels of communication in urban areas in Zimbabwe.
- Proven ability in the area of professional communication incl. ability to think and communicate concisely and analytically for multiple audiences, and ability to use creativity and humour in developing communication and branding campaigns.

- Good interpersonal skills, solid judgment/ decision making, initiative, creativity and team player; self-starter and results-oriented; ability to swiftly analyze information and situations and make decisions.
- Appreciation of ICT's role in social transformation.