



Terms of Reference for the revision of the GVTC Communication Strategy

Duty station: Kigali (Rwanda)

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1 Introduction

1.1 Background

The Greater Virunga Transboundary Collaboration (GVTC) with support from the Netherlands Government funding through the Conserving Greater Virunga (CGV) Project is desirous of reviewing and revising the GVTC communication strategy and is looking for consultant(s) to undertake this assignment.

GVTC is a Transboundary Collaboration framework of Programs Plans and Activities to conserve a network of Protected Areas in GVL of Democratic Republic of Congo (DRC), Rwanda and Uganda

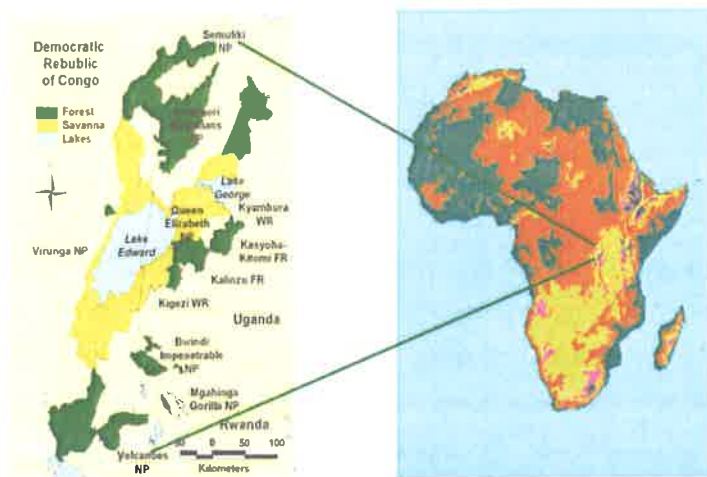


Figure 1: Location of GVL and its network of PAs

The Great Virunga Landscape (figure 1) is the richest part of the African continent in terms of vertebrate species. The GVL is home to some 5164 species of mammals (including 27 primates and 40 ungulate species), birds, amphibians, reptiles and plants. More than 50% of birds, 39% of mammals, 19% of amphibians and 14% of reptiles and plants of mainland Africa are found within this region. However, GVL faces a number of conservation threats and challenges including: the fragmentation of the landscape as a result of high human

pressure, poaching and illegal trade of wildlife and wildlife resources; conflicts between human and protected areas over resource use, crop raiding by animals; chronic insecurity and armed conflicts that have characterised this region over a long period; high level of poverty among the local populations; exploitation of natural resources including minerals, oil and gas; effects of climate change. The highlighted problems and challenges are of the transboundary nature, and GVTC was established to help providing solutions through:

- Coordination and Convening stakeholder partnerships and meetings respectively
- Information and information management/ clearing house
- Brokering/Mediation
- Monitoring and evaluation
- Acting as a warning Bell / early warning system and
- Implementation of some interventions (Diminishing portion of GVTC actions focus on pilot projects with more attention to other roles and functions)

For GVTC to undertake its roles and responsibilities as stipulated in its mandate above, it requires to have an efficient communication strategy that is compliant with its current stakeholder demands. GVTC has a communication officer and a Communication strategy (2011) that had a 5-year life span.

GVTC Communication is both internal and external and focused on its audiences. Therefore, it should be recognized that such a communication has to meet daily the increasing demands from the audiences. It is in that regard that GVTC initiated the diversification of communication materials by adapting them to the stratified audiences. A range of activities, whose details could be available to the successful bidder have been conducted from 2014 to date.

In 2015 GVTC decided to mainstream gender in its operations, and therefore gender regional goals will be mainstreamed into the reviewed communication strategy. The gender mainstreaming into the communication strategy aims at promoting an equitable division of roles between men and women. GVTC targets itself to portray both men and women in a fair manner in future communication. As a guideline for this, UNESCO gender-sensitive indicators for media will be used. Next to an equitable representation of men and women, GVTC needs to define how to address the gender gaps by highlighting best practices on gender and how to inspire partner organisations on gender goals.

The communication strategy will be an integral part of the GVTC Centre of Excellency (clearing house) and will be made available for all stakeholders and will change the way GVTC is viewed by its partners.

1.2 GVTC communication challenges

In daily practice the communications department is faced with the following challenges:

1. GVTC is by nature an intergovernmental institution dealing with many technical and legal details. Their communications style is in nature more technical, legal and governmental then not easy to read or catchy for large audiences.
2. The working languages of GVTC are English and French. All important communication is done in both languages. As there is limited budget is it difficult to balance translation and other communication tasks for the communications department.
3. There is lack of good visual material. Limited budget (or lack of attention for visual representation) has prohibited hiring good journalists, a video crew, or good photographers to make an attractive database of photos. As a multi-stakeholder organization, partner organizations have varying expectations of what GVTC can or will do. Recommendations on communications from partners are often conflicting and sometimes unrealistic.
4. So far, the communication of GVTC has focused on telling and explaining GVTC's story: the history and background of the organization, the story around the treaty, speeches given by officials, etc. GVTC has not yet payed much attention to find out the interest and the type of messages the various audiences would like to hear from GVTC.
5. The current GVTC website is felt to be lacking and needs improvement.

6. Aspects related to the level/extent of implementation of the GVTC Communication Strategy of 2011, what worked? What did not work? Why is it necessary to revise it now? What were the challenges encountered while implementing it?
7. Aspects related to gender?, i.e. why is necessary for the GVTC communication strategy to be engendered ?

2 Methodology

Under the coordination of the Communication officer and the supervision of the Executive Secretary of GVTC, the consultancy aims at consolidating the GVTC Communication strategy, by considering as basic document the 2011 GVTC Communication strategy, the draft revised communication strategy as elaborated by GVTC and experts during the workshop held in Goma, from the 2nd to the 3rd December 2014, at Ihusi Hotel. The consultant will determine the appropriate methodology consistent with the following:

- The consultant will ensure that relevant recommendations collected from the previous workshops are included into the consolidated strategy for more efficiency.
- The consultant will also critically examine the communication tools (materials) used by GVTC. The consultant will collect feedback from key partners on products such as annual reports, leaflets, calendars, bulletins, the website, etc.
- The consultant will provide the Institution with suggestions and recommendations that will be integrated into the new communication strategy including an indication of the required resources as well as a framework for monitoring and evaluating its implementation.
- The consultant will advise on the integration of gender issues in GVTC's communication.
- After recommendations have been compiled and integrated into the strategy, the consultant will facilitate a two-day validation workshop, in Kigali (Rwanda), with GVTC partners and communication experts.

3 Deliverables of the consultant

The expected deliverables are:

- I. An evaluation of the results of the existing strategy elaborated in 2011. This will be done by reporting on all actions listed in the 2011 strategy, assessing the level of implementation by

analyzing the actions done and not done, successes and challenges, explaining their background. The document should be written in English or French

- II. A revised strategy document, including a plan of execution, and M&E plan based on:
 - a. The recommendations from partners from the workshops listed above
 - b. Information obtained from key partners, Information on gender such as the UNESCO gender strategy, and the GVTC gender action plan
- III. The new strategy document should at least address the following issues:
 - a. A detailed list of communication channels and tools to be used, including necessary alignment between partners on formats and lay-outs,
 - b. A proposal for procedures of communication, alignment and decision-making concerning external and internal communication outings
 - c. A proposal for set-up and management of the current website and social media strategy
 - d. A realistic and detailed budget for all proposed items and actions
- IV. A draft report
- V. Facilitation of a two days validation workshop with the relevant stakeholders to validate the new communication strategy
- VI. A final report and strategy document written in English and French

4 Requirements for this consultancy position

The Expert in Communication & GVTC communication strategy facilitator

- (1) Shall have a Master degree (with a minimum of 5 years license) or a doctorate (PhD) in Communication. Proof of that qualification will be attested while submitting academic documents accompanying the offer
- (2) Shall have a demonstrated experience elaborating Communication Strategies
- (3) Shall have a demonstrated experience in traditional media management (print, broadcast, TV)
- (4) Demonstrate a high integrity level, strong result orientation, drive for excellence and be self-motivated

(5) Experience with protected areas conservation policies within the Greater Virunga Landscape (DRC, Rwanda & Uganda) will be considered as an advantage; Will deliver proof of previous assignments where the consultant worked in a coaching / mentoring role, assisting a communications department to improve their hands on work.

(6) Needs also to prove that he/she has proven experience for communication and gender

5 Work conditions and duration

The Consultant Expert in Communication & GVTC communication strategy facilitator will perform his(her) services at GVTC Headquarter Offices, in Kigali (Rwanda) or in other office of his own choice, within the three partner countries of GVTC (DRC, Rwanda & Uganda), after the parties have agreed on the working conditions and modalities;

Consultant who decides to work outside the GVTC Headquarters Office to perform his/her services will cover the travel costs (by road or air transport) whenever he/she wants to reach GVTC Headquarters Office to achieve the consultancy mission;

The consultant will be provided with working documents in both English & French for confidential use;

The consultant will have access to other GVTC communication materials, printed documents, promotional materials, institutional messages published through web site and social media;

The products of the consultancy will be part of GVTC heritage, especially the final document of the revised communication strategy;

The duration of the consultancy is 20(twenty) working days to compile reports and elaborate the final document of the communication strategy. Based on the final document (communication strategy) that will be handed over to GVTC, five (5) working days will be added to the duration to facilitate a workshop aiming at the final document validation by GVTC and partners. This workshop will be convened by GVTC and facilitated by the Consultant.

6 Components of the Proposal & Deadline of submission

The proposal will include the following components:

- CV (resume) + cover letter
- Any other documentation attesting the qualification and experience of the candidate (certificates, work experience certificates, academic credits, etc)
- A short presentation (one or two pages/Word or Excel) of the cost of the consultancy (compilation of reports, exploitation of other GVTC communication materials and their integration into the report; elaboration of the final document for the communication strategy, facilitation of the validation two-day workshop in Kigali).

Candidates who are interested and would like to apply shall send their electronic proposals in English or French to GVTC Headquarters through the following e-mail address:

pruhumuliza@greatervirunga.org

gkyomuhendo@greatervirunga.org

gmuamba14@gmail.com

copying ymbuhendwa@greatervirunga.org

Proposals should be sent to the above addresses no later than on the 4th May 2017 at 5:00 pm (Local time of Rwanda)

FEMALE CANDIDATES ARE STRONGLY ENCOURAGED TO APPLY.

Only shortlisted candidates will be contacted.

Done in Kigali, 13rd April 2017

Dr. MUAMBA TSHIBASU Georges


Executive Secretary

