

**KINGDOM OF CAMBODIA**  
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**Terms of Reference**

**Procurement of an NGO to Assist in the Design,  
Production, Dissemination, Monitoring and Evaluation of  
Communication Support for a Good Governance  
Knowledge & Learning Program**

on behalf of the

Ministry of Interior (MOI)  
Project Coordination Office and its partners with the  
Demand for Good Governance Project (DFGG)

Contract No: PCO/DFGG/BCBS-01  
Purchaser: Ministry of Interior (MOI), Project Coordination Office  
Project: Demand for Good Governance Project (DFGG)  
Funding: IDA Grant No. H4410-KH

Approved dated: 30 September, 2011

# Procurement

## Terms of Reference

**Organization:** An organization experienced in marketing-communications-multi-media  
**Post title:** Support for Communications & Outreach for DFGG Project  
**Duty station:** Project Coordination Office, Ministry of Interior, Phnom Penh  
**Period of contract:** 1 January 2012 - 28 February 2013

### I. Purpose:

The concepts of "Good governance and social accountability" are often misunderstood, requiring clarification when preparing information materials and presentations that can be used and understood by intended audiences. Adding to the misunderstanding and lack of clarity is a lack of public trust in government communications and subsequent news coverage when stories on these issues appear on the news, more often stories exposing corruption and emerging civil strife getting front page. Public information officials of various government ministries, development organizations who represent civil society and representatives of the mass media have the potential of clarifying the issues to a wide range of stakeholders and citizens when based on a sound program of learning and communications for the Demand for Good Governance Project (DFGG).

With respect to the good governance and social accountability information dilemma, the Ministry of the Interior, through the DFGG is proposing to launch a series of training courses with appropriate outreach support that will cover, in-depth, a wide range of topical issues on good governance to be implemented by the Ministry of the Interior's Project Coordinating Office (MOI/PCO). Recognizing the complexity of the topical issues to be covered by the DFGG, and lacking its own experienced team of communicators and media producers within the PCO, the DFGG is seeking the assistance of an NGO with multi-faceted experience in organizing and managing public information campaigns and associated support materials that can deliver results expected by the completion of the DFGG.

### II. Objective:

Based on the Consolidated Learning Program for the DFGG, the objective of this assignment is to assist the MOI/PCO in designing, producing, disseminating, monitoring, evaluating and reporting on activities and impacts of a series of thematic training courses through a full range of communications activity and media tools to convey information to DFGG stakeholders and to general audiences on a number of good governance and social accountability themes as identified by DFGG. These activities, to be implemented for the duration of the DFGG project, will operate in tandem with, and link programmatically with a series of up to 14 training courses related to good governance, social accountability and citizen engagement to be launched in the latter part of this current year, and run throughout the remainder of the project, to end of February 2013. The bidder will perform their tasks working alongside appropriate PCO staff, counterparts, and technical consultants so that appropriate communication skills and techniques in managing communication programs are transferred to the bidding organization staff.

The communication support for the DFGG will include a full range of multi-media and interpersonal communication activities that directly support a number of good governance topics and content to be covered through a series of 14 thematic courses. In addition, the communication program will expand on the information obtained during and as result of the trainings and be packaged and disseminated in various formats to the public at large in a way that simplifies the issues and creates an atmosphere of service provider-citizen demand in a more proactive and non-confrontational manner.

The bidder should be able to apply state-of-the-art social marketing methods in conveying the issues based on a set of concept notes and further developed objectives of each good governance thematic course. Where appropriate for each of the thematic issues during the 15 month period, the bidder will identify appropriate messages for each target group, design, produce and disseminate media, do monitoring and evaluation of communications campaigns, and share in the capacity building experiences with appropriate PCO staff who will be participating in the communications work throughout the period.

### **III. Description of Work:**

Based on the objective of the assignment described above, the bidder will undertake the following activities described below in a) and b) to which the bidder will respond in part VI to the tasks proposed to accomplish this TOR:

#### **a) General Communication Support:**

This communication activity described in this section is to plan ongoing public awareness events and activities to generalized audiences on good governance and social accountability issues.

#### **Proposed Tasks:**

The bidder will respond to a below set of activities the PCO will oversee to support expanded media and communications on the issues of good governance and social accountability:

1. Construct a set of guidelines to assure quality materials and reports representing the program are produced.
2. Produce a "Good Governance and Social Accountability Information Kit"-a packet of multi-media that describe the issues surrounding the DFGG project. (This would be a packet that can be used in any of thematic training courses, and for handing out by PCO when conducting any kind of forum, conference, or individual meeting on introducing the program and its components. Can include various print materials inside a folder, to include a DVD-Power Point and other media).
3. Production of public service ads/spots on the thematic issue of the month on radio at provincial level.

4. A 2 page newsletter (can be 1 sheet-two sided) updating stakeholders on issues of Good Governance and Demand Side Approaches.
5. DFGG web site updates/stories
6. Translation services documents and materials, English to Khmer; Khmer to English as appropriate
7. Other activities can be proposed by bidder.

**Proposal by Bidder:**

**b) Communications Support for Each Thematic Course:**

Each of 14 thematic courses will be fully developed by a number of implementing agencies (IA) of the PCO. The bidder will work in collaboration with the IA-course developers in providing communication support to which a more detailed communication strategy for each will be designed by the bidder in consultations with the IAs. A description of 14 thematic courses can be found as appended. (*Appendix1: Course Descriptions of Thematic Trainings*). For each of the courses, the bidder will undertake all or a mix of the following communications activities:

1. Prepare a press release and disseminate to appropriate organizations and the mass media to announce the course and do follow on press release to announce its conclusion and findings. The press release can also be uploaded to the DFGG web site and other partner web sites.
2. For each theme, collect information on good examples/best practices of activities relative to the particular theme. Based on findings, document and then package - disseminate in various formats to include but not be limited to booklets, pamphlets, videos, U-Tube, DFGG and partner web sites, Facebook updates and "success stories" and mass media coverage where appropriate.
3. In concert with each thematic course designer/deliverer, assist the IA-course developer in the preparation of a course syllabus for use in each training program.
4. Assist the training provider in creative approaches to supporting the topics at hand for each theme. (Preparing specific training materials and other multi-media support on the specific issues covered in this training). In consultations with the training provider, materials should include definitions, examples (to include simulations, role playing and dramatizations on video when appropriate) to strengthen the training.
5. Document each course proceedings and conclusions and prepare a variety of outreach materials for use in various reports, publications and websites aimed at democracy and governance audiences, and, as appropriate, engage the mass media in coverage of the course and issues that expand beyond the course with special radio, TV and news articles.

6. Other activities can be proposed by bidder.

**Proposal by Bidder:**

**IV Qualification and Experience Requirement**

***An NGO/multi-media production agency with proven experience in applying communications/social marketing methods, and also possess the following qualifications:***

1. An organization with at least 8 years of experience in managing a range of communication services needed for state and non-state audiences.
2. An organization with over 8 years of experience in communicating governance-related topics and documented experience working on democracy and governance programs and issues.  
Experience working with donor funded programs and project
3. Tracking record of staff assigned to technical tasks possess at least a Bachelor Degree in a communication field or an appropriate certificate in their media tasks.
4. Principal staff assigned to this project must have at least 10 years experiences managing governance and communication programs.
5. Experienced in a variety of print and electronic media to include information packets (folders, fact sheets, brochures, etc), press releases, quarterly reports writing, video dramatizations, User Guides, branding, etc.
6. Demonstrated practical experience in the set up and updating of various webpage programs, social media, and developing stories for web sites.
7. Ability to provide an effective training to project communications staff.
8. Staff assigned to the project must have excellent written skills in English and Khmer (all the communications products shall be in Khmer).
9. Key personnel who will be assigned to work with DFGG/MOI staff to implement communication activities and materials for the CTP should include the following staff:

a) Team Leader/Communication Specialist: overall in charge of the NGO communication team in liaison with DFGG personnel, PCO ITA and NA's, relevant MOI staff. Coordinates with ITA for communications (when in-country) and NA for partnerships and communications to help coordinate meetings with CTP thematic course developers and oversees the work for training and outreach; meets with CTP thematic course developers and with staff, designs the training and outreach support activities and materials required for each theme; assigns materials production and dissemination tasks to relevant team members and assures timely completion of all tasks. This person must be experienced in governance, communications management or governance-type campaigns.

b) Communication Specialist/CTP designer/production: Together with Team Leader/Communication Specialist and other relevant staff from PCO, meets with relevant CTP thematic course developers assigned to the training and develops the media materials for each thematic course; these materials can include existing materials for adaptation by PCO as well as new materials to be produced; assists in disseminating and utilization of the course materials during each training activity. Experienced in

production, dissemination and utilization of training materials, using PC desktop publishing software and appropriate electronic media for non-broadcast use for the CTP.

c) Communication Specialist/Outreach-Mass Media/production: Together with Team Leader/Communication Specialist and other relevant staff from PCO, helps identify appropriate outreach and mass media programs, materials and activities that will support each thematic course. Produces publications and electronic media as appropriate for each theme, collaborating with national and regional/local mass media in target communities per the communication work plan. Experienced in production and use of various mass media to include new media (social media) for expanded outreach.

d) Communication Specialist/M&E-Reporting: responsible for designing follow up studies and field trips to assess post-training activities of each group participating in the training, and setting up the mechanism to obtain feedback from NGO's and government officials in appropriate target communities; along with PCO staff, oversee the coverage of thematic course proceedings for each course; based on information and data recorded/covered in each course, prepare appropriate print and electronic media materials on outcomes and lessons learned for each training and outreach results to various audiences (press releases, web site stories for DFGG/PCO and other partner web sites; PCO routine reports and to other stakeholders on progress and outcomes for the CTP and outreach program. Provide reports to PCO M&E unit to coordinate with overall DFGG progress and input to their reports on overall program per the M&E results framework. Experienced in M&E studies and reporting.

**V. Schedule of Outputs and Outcomes**

**a). Schedule and Timing of Deliverables**

As preparation and implementation of the themes will entail work that is often overlapping, the bidder at any one time will be engaged in activities covering up to five thematic courses simultaneously. To illustrate this further, a Planning Graph is attached. (*Appendix 2: All Themes Timeline*).

For each thematic course, the communication program will follow in step with the PCO/IA sequence of activities in the thematic course development. The below table further illustrates this for each thematic course. A detailed timeline for one generic theme is attached. (*Appendix 3: One Theme timeline* )

<b>PCO/IA Activities</b>	<b>Communication Activities</b>
<p data-bbox="186 1648 750 1684"><b>Approval of themes in the CTP:</b></p> <p data-bbox="240 1724 750 1890">1. Based on preliminary discussions with the WB and the IAs, a number of themes is identified and a general description of the theme is agreed on.</p>	<p data-bbox="776 1648 1235 1684"><b>Communications NGO Procured:</b></p> <p data-bbox="776 1724 1321 1860">The Communications NGO (bidder) is procured on the basis of the agreed themes and a general understanding of the communication support needed.</p>

<ol style="list-style-type: none"> <li>2. The theme description and costing is submitted as the CTP to the WB.</li> <li>3. The need for and planning of studies, research and collection of information is agreed.</li> <li>4. Various options to fund the IAs for the implementation of their training themes are designed and approved.</li> <li>5. Procurement plan is updated.</li> <li>6. NOL is obtained.</li> <li>7. Once overall approval has been received, the IAs can start working on their individual themes.</li> </ol>	
<p><b>Submission of a concept note to the PCO:</b></p> <ol style="list-style-type: none"> <li>1. Each IA will submit a concept note to the PCO for consideration and approval at least <b>5 months before the planned starting date</b> of the training.</li> <li>2. The concept note will consist of: (max 5 pages) <ol style="list-style-type: none"> <li>a. The outcome of the course: What measurable changes will happen as a result from the course?</li> <li>b. Subject description: Which topics will be covered in the course?</li> <li>c. Target Audience: Who will participate and how will the participants be selected?</li> <li>d. Duration: How long will the course last?</li> <li>e. Location: Where will the course be organized?</li> </ol> </li> </ol>	<p><b>Study of the Concept Notes:</b></p> <p>The bidder will study concept note and start work on a detailed communication plan for the theme-<b>5 months before the planned starting date of each course</b></p>
<p><b>Submission of a detailed proposal to the PCO:</b></p> <ol style="list-style-type: none"> <li>1. The IA will further develop the concept note into a detailed proposal by adding the following sections: <ol style="list-style-type: none"> <li>a. Precise description of the course (by hour)</li> <li>b. Monitoring and evaluation plan</li> </ol> </li> </ol>	<p><b>Submission of a detailed proposal for Communications to the PCO:</b></p> <ol style="list-style-type: none"> <li>1. In close cooperation with the IA, the bidder will develop a detailed communication proposal containing: <ol style="list-style-type: none"> <li>a. Key messages for communication</li> <li>b. Target audiences (of course in line with the target audience proposed)</li> </ol> </li> </ol>

<p>(including methods and tools)</p> <ol style="list-style-type: none"> <li>c. Support needed from PCO to procure assistance from outside parties</li> <li>d. Support needed from PCO for logistics</li> <li>e. Support needed from PCO for communications</li> <li>f. Support needed from PCO for outreach</li> <li>g. Detailed budget and type of funding source or procurement method</li> </ol> <ol style="list-style-type: none"> <li>2. The detailed proposal will be submitted to the PCO for consideration and approval at least 4 months before the planned starting date of the training.</li> <li>3. PCO will take maximum 2 days to review the plan and provide written comments.</li> <li>4. IA will take the comments into account and resubmit for approval</li> <li>5. If PCO agrees with the detailed proposal, written approval is given to the IA concerned.</li> </ol>	<p>by the IA.)</p> <ol style="list-style-type: none"> <li>c. Proposed channels to be used to deliver the messages.</li> <li>d. Detailed budget and type of funding source or procurement method</li> <li>e. Monitoring and evaluation plan (including methods and tools)</li> </ol> <ol style="list-style-type: none"> <li>2. The detailed proposal will be submitted together with the detailed proposal by the IA to the PCO for consideration and approval <b>at least 4 months before the planned starting date</b> of the training.</li> <li>3. PCO will take maximum 2 days to review the comms plan and provide written comments.</li> <li>4. The bidder will take the comments into account and resubmit for approval</li> <li>5. If PCO agrees with the detailed proposal, written approval is given to the IA concerned.</li> </ol>
<p><b>Submission of detailed course materials to the PCO:</b></p> <ol style="list-style-type: none"> <li>1. The IA will develop the course details and submit the following documents to the PCO: <ol style="list-style-type: none"> <li>a. Course hand-outs for participants in Khmer and English</li> <li>b. Course handbook for trainers or facilitators in Khmer and English</li> <li>c. Flip chart or power point presentations in Khmer and English</li> <li>d. Other course tools or support materials in Khmer and English</li> <li>e. Training for trainers guidelines in Khmer and English</li> <li>f. Inventory of necessary equipment (markers, flipcharts, projector, etc.)</li> </ol> </li> <li>2. The course details will be submitted to the PCO for consideration and approval at least 3 weeks before the start of the course.</li> <li>3. If TA for the production of the course material needs to be procured by the PCO, the TOR and tender documents</li> </ol>	<p><b>Procurement of different communication activities and materials:</b></p> <ol style="list-style-type: none"> <li>1. Based in the detailed plan, the bidder will develop TORs for the development and delivery of Comms Materials.</li> <li>2. The TORs will be submitted for approval to the PCO <b>at least 3 months before the start of the course.</b></li> <li>3. When the communication support is procured, the planned activities are prepared in accordance with the detailed plan.</li> <li>4. The course details will be submitted to the PCO for consideration and approval at least 3 weeks before the start of the course. The bidder will format these hand-outs and syllabi in accordance with the branding guidelines for the PCO. Once the course material is final the bidder will have the materials printed.</li> </ol>

<p>need to be submitted to the PCO at least 3 months before the start of the training course.</p> <ol style="list-style-type: none"> <li>4. By the time the course materials are finalized, the training provider will have been procured already and the training course can go through a first test run. Based on the test run and comments from all stakeholders, the course material will be improved and formatted for printing.</li> <li>5. Printing of all hand-outs and support materials is started.</li> </ol>	
<p><b>Selection of the training provider by the PCO:</b></p>	<p>This will happen in parallel with the procurement and development of training materials and activities.</p>
<p><b>Procurement of logistic by the PCO:</b></p>	<p>This will happen in parallel with the procurement and development of training materials and activities.</p>
<p><b>Delivery of the training:</b></p> <ol style="list-style-type: none"> <li>1. The IA and PCO will coordinate all events surrounding the training.</li> <li>2. Follow-up and outreach will be provided as agreed in the detailed proposal.</li> <li>3. Evaluation will be conducted and the training development TA will be part of the evaluation team to ensure lessons learned will be translated into improvements of the course materials.</li> <li>4. Based on the impact of the training, additional courses can be planned. This option can be included in the contract of the training provider.</li> </ol>	<p><b>Documenting the course and implementing the outreach program.</b></p> <ol style="list-style-type: none"> <li>1. During the delivery of the workshop or training the bidder will document the process in accordance with the detailed plan.</li> <li>2. After the completion of the training a number of communication activities will still take place including a press conference.</li> <li>3. The communications support evaluation will be conducted and lessons learned will be translated into improved processes, materials and channels.</li> </ol>