

Terms of Reference (ToR)

Provision of Strategic Communication Services for Reintegration in Iraq

Project Name: Strategic Communication Services for IOM Iraq

Project Locations: Ninewa, Salah al-Din and Anbar

Project Duration: 12 Months

Background

Reintegration processes in Iraq, particularly in Anbar, Salah al-Din, and Ninewa, are significantly influenced by public perceptions, levels of trust in government institutions, and the availability of accurate, timely information.

Current assessments indicate a critical institutional communication gap within government entities, characterized by the absence of unified messaging, limited coordination among actors, and insufficient capacity to deliver consistent, clear, and timely information to affected communities. This gap contributes directly to the spread of misinformation, reinforces reliance on informal information channels, and increases community resistance to reintegration processes.

In particular, the lack of structured communication approaches within government systems limits authorities' ability to proactively manage narratives, address public concerns, and support the social acceptance of returnees in a coherent and credible manner.

In this context, the contracting authority seeks to engage a qualified service provider to support government counterparts in addressing this institutional gap by providing structured strategic communication services, with a primary emphasis on high-quality content production and targeted advisory support.

Objective

This assignment aims to strengthen the capacity and performance of government-led communication on reintegration by addressing institutional communication gaps and improving the quality, consistency, and effectiveness of public messaging.

Specifically, the assignment aims to:

- Enhance the ability of government entities to develop and deliver clear, coherent, and evidence-based communication
- Improve alignment and consistency of messaging across institutional actors
- Increase the production and dissemination of high-quality, audience-targeted communication products

- Support proactive management of public narratives, including addressing misinformation
- Strengthen structured and conflict-sensitive engagement with communities
- Establish practical mechanisms for monitoring communication performance and informing adaptive messaging

General Guidelines

1. This Terms of Reference (ToR) includes the technical requirements, Scope of Services, Technical Specifications, and the Financial Proposal Table, which together constitute the complete requirements of this assignment. The Contractor shall comply with all provisions contained in this document.
2. Contractor is responsible for all the required permits to implement the activities
3. All items listed in Scope of Services include the provision of all personnel, equipment, materials, logistics, transportation, and any other resources necessary for the proper implementation of the assignment, regardless of whether they are explicitly mentioned under each item.
4. The Contractor shall carry out all activities in accordance with the requirements of this ToR and the instructions and technical guidance provided by IOM throughout the implementation period.
5. All deliverables shall be of high professional quality and shall be subject to review, comments, and formal acceptance by IOM before being considered complete.

Scope of Services

The Contractor shall provide comprehensive strategic communication services to support government-led reintegration efforts in Iraq, with a primary focus on communication planning, high-quality content production, and structured advisory support.

The assignment shall address institutional communication gaps and support the development of clear, consistent, and credible public messaging aligned with reintegration priorities and the broader direction of the Government of Iraq.

Item	Description
1	Documentary videos
2	Short-form videos
3	Visual content (graphics)
4	Written stories
5	Infographics
6	Podcast episodes
7	Social media management
8	Strategy, advisory, and planning

9	Thematic campaigns
10	Visual identity and templates
11	Workshops
12	Reporting and analytics
13	Travel and field production
14	Project management and overhead
15	AI and Digital Innovation for Reintegration Communications

* For ease of reference, the services and outputs described below correspond to the item numbers indicated in the Service Table above. References are included where relevant to support alignment between technical and financial components of the assignment.

*The minimum quantities for all outputs are reflected in the Financial Proposal Table section of this ToR and form part of the Contractor's obligations.

The services shall include, but not be limited to, the following components:

Multimedia Content Production (Core Component) [items #1-6]

The Contractor shall design, produce, and deliver a sustained pipeline of high-quality communication products.

Minimum Output Requirements:

- Documentary-style videos (5–8 minutes) [item #1]
- Short-form videos (30–90 seconds) [item #2]
- Visual content (graphics and digital materials) [item #3]
- Human-interest written stories [item #4]
- Infographics and data visualizations [item #5]
- Podcast episodes (audio and/ or video) [item #6]

Scope of Work Includes:

- Concept development and editorial planning
- Scriptwriting and storyboarding
- Field coordination and content capture
- Filming, editing, and post-production
- Subtitling and adaptation as required
- Delivery in formats suitable for institutional and digital use

All content shall be aligned with reintegration priorities and produced in a conflict-sensitive and context-appropriate manner.

A minimum of 40% of all content outputs shall be derived from field-based engagement in areas of return.

The minimum quantities for all outputs are reflected in the Deliverables Schedule and Financial Proposal Table and form part of the Contractor's obligations.

Delivery of social media posts and story-based content [item #7]

The Contractor shall provide social media support functions as part of the overall communication services, focusing on content dissemination, page management, and support to ongoing content production.

Content Support

The Contractor shall:

- Deliver 12 to 15 social media posts and 6 to 8 short-form story-based content pieces per month
- Adapt produced materials for use across social media platforms
- Support the dissemination of approved content
- Ensure consistency in tone, messaging, and visual identity

Page Management

The Contractor shall:

- Manage designated social media pages, including content uploading and scheduling
- Maintain a regular publishing schedule
- Delivery of social media posts and short-form story-based content pieces

Basic Performance Tracking

The Contractor shall:

- Provide simple monthly summaries on content performance
- Highlight key observations to inform ongoing content production

Strategic Planning and Advisory Services [item #8]

The Contractor shall:

- Conduct a rapid communication assessment to identify priority gaps, audiences, and communication needs
- Develop an operational Strategic Communication Framework, including audience segmentation, messaging structure, and content priorities
- Develop and maintain a rolling monthly communication and content plan
- Provide ongoing advisory support, including:
 - Regular advisory inputs (minimum twice per month)
 - Development of key messages and talking points
 - Support for narrative framing during key moments and developments

Campaign and Thematic Communication Support [item #9]

The Contractor shall design and implement a minimum of three thematic communication initiatives, including:

- Concept and narrative direction
- Content packages aligned with key themes
- Messaging sets tailored to target audiences

Develop a visual identity package [item #10]

The Contractor shall:

- Create a minimum of 30 content templates that can be used across platforms
- Establish standardized formats for communication outputs
- Ensure consistency in branding and messaging across all deliverables

Capacity Building and Practical Support [item #11, #15]

The Contractor shall:

- Deliver a minimum of four structured training workshops. [item #11]
- Provide on-the-job coaching and practical support.
- Support counterparts in content development and communication planning.
- Deliver practical capacity-building sessions on the use of Artificial Intelligence (AI) to support strategic communication, content development, audience analysis, misinformation monitoring, and reintegration-related communication efforts. [item #15]

Monitoring and Performance Reporting [item #12]

The Contractor shall:

- Provide simple and practical monitoring of communication outputs
- Produce monthly summaries covering reach, engagement, and content performance
- Provide recommendations to improve content effectiveness

Field-Based Implementation and Geographic Coverage [item #13]

The Contractor shall ensure that services are informed by and, where required, implemented through field-based activities.

Field-based activities shall include:

- On-site content production (filming, interviews, documentation)
- Engagement with relevant local actors and beneficiaries
- Collection of field insights to inform communication outputs
- Participation in selected reintegration-related activities, as required

The primary geographic coverage shall include:

- Anbar
- Ninewa
- Salah al-Din

The Contractor shall be responsible for all permits and logistical arrangements required for field implementation.

Knowledge Transfer and Institutional Support [items #8,10,11]

The Contractor shall ensure that all activities contribute to the practical transfer of knowledge and skills to relevant counterparts, in support of strengthening communication practices within the Government of Iraq.

This shall include:

- On-the-job collaboration during content development and communication planning **[item #8,11]**
- Sharing of tools, templates, and practical resources developed under this assignment **[item #10]**
- Involvement of counterparts in key stages of content development and communication processes to support practical learning and skills transfer **[item #11]**
- Provision of practical guidance to support continued use of outputs and approaches **[item #11]**

Vendor Selection Criteria and Evaluation Method

The vendor selection shall be conducted using a **Pass/Fail** evaluation method. Vendors must meet all of the following minimum technical requirements:

- **Minimum 3 years** of demonstrated experience in strategic communication, media production, public information, or related communication services. **(Pass / Fail)**
Required supporting documents: Company profile and a copy of the company registration (or equivalent document) indicating the business establishment date.
- Successfully implemented at least **three (3) assignments** of comparable scope and complexity within the last **three (3) years**. **(Pass / Fail)**
Required supporting documents: List of relevant assignments supported by copies of contracts, purchase orders, completion certificates, or equivalent documentary evidence.
- Demonstrated experience in designing and implementing **targeted communication campaigns** in conflict-affected, post-conflict, or socially sensitive contexts. **(Pass / Fail)**
Required supporting documents: Brief description of relevant assignments supported by copies of contracts, completion certificates, or equivalent documentary evidence.

- Demonstrated experience in strategic communication initiatives supporting **social cohesion, reintegration, peacebuilding, community resilience, or stabilization. (Pass / Fail)**

Required supporting documents: Brief description of relevant assignments supported by copies of contracts, completion certificates, or equivalent documentary evidence.

- Demonstrated experience working with **UN agencies, international organizations, government institutions, or international development partners** on communication-related assignments. **(Pass / Fail)**

Required supporting documents: List of relevant clients and assignments supported by copies of contracts, purchase orders, completion certificates, or equivalent documentary evidence.

- Submission of a portfolio demonstrating relevant experience in **documentary production, digital communication, social media management, graphic design, public information products, and communication campaigns. (Pass / Fail)**

Required supporting documents: Portfolio of previous work.

- Submission of at least **two (2) client references** for similar assignments completed within the last **three (3) years. (Pass / Fail)**

Required supporting documents: Contact details or reference letters from at least two (2) clients.

- Availability of a qualified multidisciplinary team with expertise in **strategic communication, media production, digital communication, campaign management, graphic design, and project management. (Pass / Fail)**

Required supporting documents: Proposed team composition and CVs of the key personnel.

- Submission of a technical proposal demonstrating a clear understanding of the assignment, methodology, implementation approach, work plan, and quality assurance mechanisms. **(Pass / Fail)**

Required supporting documents: Technical proposal covering the understanding of the assignment, methodology, implementation approach, work plan, and quality assurance measures.

Only vendors that achieve a **Pass** in all mandatory criteria will be considered technically responsive and will proceed to the financial evaluation in accordance with IOM procurement procedures

Company Name:

Address:

Phone number of person prepared the offer:

Email :

Date of offer:

Stamp of the company and signature: