

**Annex 13:**  
**Terms of Reference**

# Terms of Reference

## Strategic Communications for Peace: A Feasibility Study in southern Afghanistan and Northern Pakistan

### 1. Background

DfID intends to develop a strategic communications initiative in the south of Afghanistan and Pakistan border areas to help contain insurgency and promote political; dialogue as an alternative.

A shift in public opinion is the only sustainable means by which political process can replace violence as an expression of dissent in southern Afghanistan.

Currently our understanding of how public opinion is formed in the south is not based on firm evidence. We know that media is important - especially radio - and that mobile telephony and text messaging has become a universal form of personal communication. We also believe that mullah networks have been the traditional source of 'intellectual' messaging, especially in rural areas, and that literary societies and popular music and poetry have played an important role in framing public opinion. In urban areas and among the literate population print media and the internet may also play a role.

We need to map the nature and scope of communications outlets and networks in the south - and similar networks among the Pashtun peoples of Pakistan and the Diaspora in the Middle East. Critically we need to determine which are most appropriate for transforming public opinion in favour of political process - and develop a detailed plan for delivering this work.

### 2. Purpose

The Strategic Communications feasibility study will provide a comprehensive overview of the structures, actors and dynamics of communication among the peoples of southern Afghanistan and northern Pakistan, and their Diaspora of migrant workers in the Middle East. It will provide a detailed recommended option for promoting peace building and political process as an alternative to conflict through a DfID supported strategic communications initiative.

### 3. Methodology

The feasibility study will comprise three components:

1. A detailed analysis of how public opinion on insurgency, conflict and peace building is formed, focussing on:

- A detailed assessment of the most effective channels for communicating opportunities for political dialogue, examining:
  - i. Mass media outlets (radio, TV and print)
  - i. Personal media and electronic communications, such as mobile telephony, internet blogs and chat rooms and e-mail;
  - ii. Social, religious and community networks, including shura and other family and community based networks, ulema and mullah networks, schools and madrassa;
  - iii. Cultural communications - literary societies, popular and classical music, theatre.

- Mapping the current actors
  - i. Mass Media (including internet relevant sites) - reach, quality, content and editorial control/bias
  - ii. Personal Media: mobile 'phone networks, e-mail and chat rooms;
  - iii. Social and Religious Networks Key social and community communication channels - to which community they are important, key players and institutions.
  - iv. Linkages: an analysis of how these communications channels support each other in forming public opinion and delivering trusted messages.
  - v. Trajectory: the potential for communications to either inflame conflict or provide support to peace building in southern Afghanistan
- Leading from this analysis, an assessment of potential partners for a strategic communication strategy for peace building:
  - i. Local media organisations and networks in each province;
  - ii. Community communications networks and organisations that are or could work on communicating opportunities for dialogue for peace-building;
  - iii. International expertise and organisations with appropriate reach and capacity.
- 2. Through a consultative process - engaging GoA and GoP, regional and local media organisations and community-based networks, donors, HMG, ISAF and international media and development organisations, **develop options for supporting a transformation of conflict in southern Afghanistan through support for a strategic communications initiative.**
- 3. Provide and justify a recommended option: work this option up to a **detailed implementation plan.**

#### 4. Reporting and Deliverables

The team leader will report directly to James Fennell the Conflict Adviser in DFIDA. All reports will be submitted to Mark Miller, the Dfid Project Officer in DFIDA.

The Key deliverables from this consultancy will be:

1. Presentations of preliminary findings, options papers and final report and proposals to Dfid and HMG, as required in Kabul and London.
2. A scoping report to present preliminary thoughts and further refine the terms of reference (no longer than 5,000 words)
3. A detailed analytical report (no more than 10,000 words) assessing and mapping communications channels through which people currently receive information and engage in political dialogue in southern Afghanistan and northern Pakistan. The analysis should cover formal and non-formal, mass media and personal, social, cultural and religious channels of communication - including, but not restricted to, the broadcast media, religious and community networks, poetry, song, and mobile telephony.
4. An annex to this report (no more than 5,000 words) providing a detailed analysis of potential local and international media partners, province by province outlining their strengths and weaknesses and their precise potential and actual role within a strategic communications programme for peacebuilding.

Countering the Taliban "Propaganda Machine"

5. An options paper (no more than 3,000 words) for a communications strategy to promote the idea of negotiating an honourable settlement with government and rejecting violence with at least 3 options with a recommendation for the preferred approach.
6. Detailed, separate proposals, (5,000 words each) including a rationale, methodology, a logframe, an implementation plan, and a budget for activities in Helmand, Kandahar, Uruzgan, Balouchistan and FATA (Pakistan) and the UAE (if deemed necessary).
7. A list of suggested indicators for monitoring impact evaluation for any potential programme.

**5. Timeline for Delivery**

The duration of the assignment will be for 3 months.

**January 2008**