

Terms of Reference

Communications strategy update: advisory support consultancy

Oct-Nov 2026

Overview

[Conciliation Resources](#) is seeking an external consultant to support a refresh of our organisational communication strategy for the period 2026-2030, bringing it in line with the objectives in our [Strategic Plan](#). We are looking for someone with experience in communications strategy and implementation in the international NGO sector to provide us with independent and fresh ideas for our forward communications approach.

About Conciliation Resources

Conciliation Resources (CR) is an international organisation committed to stopping violent conflict and creating more peaceful societies. We work with people impacted by war and violence, bringing diverse voices together to make change that lasts. We connect the views of people on the ground with political processes and share experience and expertise so others can find creative responses to conflict. We are a registered charity founded in 1994.

Background to the assignment

CR is updating its communications strategy so that it aligns with the priorities and goals in our 2026-2030 Strategic Plan (in particular Goal 9, to 'communicate confidently, and to new audiences, stories that support peacebuilding and mediation'). Our current strategy was developed in 2021 and both the external environment and our internal capacities and structures have changed since then.

The light-touch refresh exercise will assess the analysis we already have, priority audiences, channels, brand and content, as well as capacities and approach. It will review progress against our anti-racist communications and development plan. It will set out revised priorities for our external communications, identify the capacities we need to deliver on them and guide the work of the communications team, which currently comprises a Senior Communications Manager and a Communications Officer. We do not envisage significant growth in our communications team and internal capacity in the foreseeable future.

Scope of the work

The consultant will:

- Support the communications team with audience analysis: assessing who we should be appealing to, what we want audiences to do, and whether we are communicating to our audiences in the right way.
- Review written data compiled internally through reflection and analysis, in particular, updated context analysis and progress reviews, peer analysis, audiences and personas, staff feedback on needs and internal capacity.
- Develop, present and discuss feedback on findings, including to executive management, make suggestions on ambition and adaptations in channels, tools and approach, and capacity.

Proposed methodology and number of days

Task	Approx. days
Initial call with CR team to clarify scope, and make any amendments to timeline and methodology.	0.2 days
Support the Communications team with audience analysis. Make suggestions and jointly develop and undertake an approach: this could involve review of audience data from digital channels, generating and analysing audience personas, reviewing channels in relation to personas. Output: priority audiences and channels to reach them.	2.5 days
Review and analyse internally produced data and development of conclusions and ideas.	3 days
Interviews with CR staff (up to 5 slots) to check assumptions and emerging conclusions and ideas	2 days
Present and discuss observations and ideas with CR staff. Output: short concussions and recommendations paper (max 5 sides)	0.8 days
Potential follow up conversations with Executive Team	0.5 days
Total (max) number of days	9 days

Timeframe, reporting and fees

Subject to timing of recruitment, the consultancy will take place between 9 November and 2 December 2026. The consultant will report to the Director of Research, Advisory and Policy overall, and work closely with the Senior Communications Manager. The exercise can be conducted remotely. Outputs will be in English.

Payment will be made upon satisfactory completion of deliverables, and within 30 days of receipt of invoices in the agreed form. Any expenses associated with the assignment will be agreed with the Director of Research, Advisory and Policy in advance and included in the invoice. All fees should be inclusive of VAT and local taxes.

Relevant skills and expertise

- Experience of managing organisational communications teams at senior level.
- Experience of developing communications strategies in an NGO context.
- Understanding of the external environment for international development in the UK and globally, and ideally for peacebuilding.
- Understanding of gender equality and anti-racism principles and approaches and relevance to comms.
- Ability to write succinctly and identify clear, actionable recommendations.
- Well organised, good communication skills and ability to meet deadlines and communicate efficiently.
- Commitment and ability to abide by CR's policies.
- Fluency in English.

Expression of interest

Interested candidates should submit a one-page expression of interest, setting out their suitability for the assignment, any ideas for approach, their daily fee rate, and a CV.

All proposals should be emailed to recruitment@c-r.org. The deadline for receipt of proposals is 17:00 (UK time) 9 November 2026. Proposals will be reviewed upon receipt and only short-listed candidates will be contacted for interviews.