

Terms of Reference – Implementation of the Communication Strategy and Plan for the Supreme Court’s Strategic Plan for Judicial Innovations 2022-2027 (SPJI)

Required experts:

One (1) Senior Communications Expert

Purpose

The specialist contractor terms of reference (ToR) is a document that sets out the specialist contractor’s contribution to the task. The template is designed to set out the aims of the task and what the contractor is responsible for in order to achieve those aims.

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Consultancy role title: Senior Communications Expert

Location: Philippines

Apply by: 03 August 2024; 11:59 PM Manila Time

1. **Background and context about the project**

A. Overview of the British Council

We support peace and prosperity by building connections, understanding, and trust between people in the UK and countries worldwide.

We uniquely combine the UK's deep expertise in arts and culture, education, and the English language, our global presence and relationships in over 100 countries, our unparalleled access to young people and influencers, and our creative sparkle.

We work directly with individuals to help them gain the skills, confidence, and connections to transform their lives and shape a better world in partnership with the UK. We support them to build networks and explore creative ideas, to learn English, to get a high-quality education and to gain internationally recognised qualifications.

We work with governments and our partners in the education, English language and cultural sectors, in the UK and globally. Working together we make a bigger difference, creating benefit for millions of people all over the world.

We work with people in over 200 countries and territories and are on the ground in more than 100 countries. In 2021–22 we reached 650 million people.

B. Background to the Programme

The Government of the Republic of the Philippines with the support of the European Union is implementing the Justice Sector Reform Programme: Governance in Justice II (GOJUST II). GOJUST II builds on and continues the work of the predecessor programme, GOJUST that was implemented from April 2016 to September 2020. GOJUST II is implemented in joint co-financing with the Spanish Agency for International Development Cooperation. The overall objective of GOJUST is *to contribute to inclusive and sustainable socio-economic development through improved access to justice for all in the Philippines. Specifically, it aims to develop more responsive and accountable justice services.* It includes two components focusing on justice and human rights, respectively. The programme is being implemented from December 2020 to June 2025.

GOJUST II seeks to achieve four major result areas, as follows:

Result 1	Justice sector coordination mechanisms are improved
Result 2	Strengthened institutional efficiency and effectiveness in the delivery of justice services
Result 3	Increased access to the justice system for vulnerable groups, including women
Result 4	Justice policy and practice is informed by evidence and responds to justice needs

Justice and Human Rights policies are at the heart of the Philippine Development Plan 2017-2022, which for the first time includes a dedicated chapter on justice, chapter 6, titled "Pursuing Swift and Fair Administration of Justice". The chapter enshrines the principle of coordination as a mechanism for bringing about long term and sustainable justice sector reform. The focus is on the enhancement of "civil, criminal, commercial and administrative justice" and the improvement of sector efficiency and accountability while also directing the Commission on Human Rights (CHR) to intensify its efforts to facilitate access to justice by improving, monitoring and evaluation, empowering the people living in poor and marginalised situations to seek response and remedies for injustice, improving legal protection, awareness and aid, enhancing civil society and parliamentary oversight, addressing human

rights violations in the justice sector and, strengthening linkages between formal and informal justice providers.

The justice component will continue and expand some previous GOJUST activities such as improved coordination between and within the justice sector agencies and case management automation interventions to strengthen capacities to decongest overburdened courts, prosecution offices, and reducing pre-trial detention. GOJUST II will also focus on new result areas such as increased access to justice for vulnerable groups and evidence-based policy research and advocacy to inform policy making for improved justice outcomes.

The programme is managed by a Programme Steering Committee (PSC) headed by representatives of the Supreme Court, Department of the Interior and Local Government, and the Department of Justice. A Programme Director has also been appointed to be the main focal point and point of coordination for the smooth implementation of the programme.

In line with the Direct Management component of the Financing Agreement, a Pillar-Assessed Contribution Agreement (ACA/2020/ 418-821) for the provision of *Technical Assistance for the Justice Sector Reform Programme: Governance in Justice II (GOJUST II)* was awarded to the **British Council** on 7 December 2020 for a period of implementation of 54 months. The PACA contract requires the provision of a Technical Assistance Team consisting of four (4) key experts that will be responsible for the four (4) result areas (justice sector coordination, effective institutions of justice, access to justice by the disadvantaged groups, and evidence-based policy research). In addition, the contract also includes the provision of 3,200 working days of non-key experts that will support the work of the key experts in the delivery of results under the programme.

2. About the role of the specialist contractors

On 28 June, 2022, the Supreme Court *en banc* approved the policy document “ A Strategic Plan for Judicial Innovations 2022-2027”¹. The strategic plan aims to “establish new frameworks and adopt new approaches, but at the same time, build on and re-purpose existing ones, to achieve the longtime aspiration of delivering justice real time.”² In the next five years, the Supreme Court is seizing the opportunity to prepare the courts for a technology driven future. The strategic plan will focus on three main outcomes, namely:

“Outcome 1: EFFICIENCY through streamlined courts systems, both adjudicative and administrative, and effective monitoring and evaluation of the performance of justices, judges, and court officials and personnel.

Outcome 2: INNOVATION through the creation of an Information and Communications Technology Infrastructure for the Judiciary.

Outcome 3: ACCESS through inclusivity, transparency, and accountability in court adjudicative and administrative systems and procedures.”³

¹ A.M. No. 22-04-26

² Foreword, *Justice Real Time: A Strategic Plan for Judicial Innovations 2022-2027 of the Supreme Court of the Philippines*, p. 7.

³ *Id.*, p. 9.

Change management is essential in any organisational reform program. Communicating the new policies and programs to internal and external stakeholders is necessary to ensure support for the program.

Under an earlier mission, GOJUST supported the development of a general communication strategy for the SPJI. The mission also delivered training for key stakeholders in the Supreme Court to support the implementation of the communication strategy.

This Mission aims to support the implementation of the communication strategy for the SPJI.

The communication strategy for SPJI identified the complementary role of the Justice Sector Coordinating Council (JSCC). The SPJI communication strategy recommended the development of a parallel and complementary communication strategy for the JSCC. This mission will support the development of a communication strategy for the JSCC to implement the recommendations of the SPJI communication strategy.

In addition, to ensure the success of the SPJI, this mission will support the implementation of communication plans for key initiatives under the SPJI such as the modernisation of the Office of the Court Administrator and the eCourts PH.

Finally, this mission will also look into the leadership requirements of the Supreme Court Public Information Office (SC-PIO) as it performs a key role in implementing the communication strategy for the SPJI.

2.1. General Objective

To support the implementation of the communication strategy of the SPJI by implementing key recommendations. The objective of this mission contributes to Result Area 2 of the Programme focusing on strengthening institutional efficiency and effectiveness in the delivery of justice services.

2.2. Specific Objectives

1. To provide guidance in the implementation of communication plans for key projects of the SPJI such as the Office of the Regional Court Manager and the eCourts PH following the overall framework of the SPJI communication strategy.
2. To mentor the leadership of the SC Public Information Office (SC PIO) and others who will play a critical role in implementing the communication strategy of the SPJI.
3. To support the leadership of the SC PIO in examining the human resource requirements of the SC PIO.
4. To develop a communication strategy for the JSCC taking off from the communication strategy of the SPJI.
5. To oversee the training of the JSCC Technical Working Group on Communications.

2.3. Number of required experts and duration:

Number of Position/s	Designation	Type of Expertise	Duration (working days)
1	Senior Communication Expert	Communication Strategist	40 days

2.4. Specific Duties:

Senior Communications Expert

He/she will be responsible for overall planning, coordination, and management of the mission as well as the overall analysis, conclusions, and recommendations as drafted and presented in the final mission report.

For guidance, the indicative activities for the assignment are the following:

ACTIVITIES	Number of days
Kick-Off Meeting	0.5
Draft Inception Report	1
Consultation of internal and external stakeholders of the Judiciary and the Justice Sector Coordinating Council	5
Draft communication strategy for the JSCC	5
Present communication strategy to the JSCC	1
Coordinate with the training team for the JSCC communication workshop	1
Develop and implement a mentoring plan for the leadership of the SC Public Information Office	6
Provide recommendations on the human resource requirements of the SC PIO	4
Support implementation of the communications strategy for the SPJI. e.g. Regional Court Managers and eCourts PH	6
Supervise the development of communication materials for key projects of the SPJI, e.g., Regional Court Managers and eCourts PH	5.5
Draft final report	4
Present final report to the TAT and key officials of the Supreme Court	1
Total	40

Outcome and outputs

The **scope of work** of the consultants shall include the support for the following activities, among others:

- Inception Report containing a detailed approach and methodology for the execution of the project as a whole and for each component, including providing more detailed description of the outputs to be delivered, a project workplan and project organisation;
- A kick-off meeting and discussion with the relevant Judiciary officials and personnel by the GOJUST Technical Assistance Team (TAT) on the scope of the assignment;
- A kick-off meeting with relevant SC offices, particularly the Office of the Chief Justice, SC Public Information Office, and the JSCC Technical Working Group on Communications;
- Conduct of consultation meetings with other relevant stakeholders ;
- Drafting of a strategy for the Justice Sector Coordinating Council;
- Develop and implement a mentoring strategy for the leadership of the SC PIO;
- Develop recommendations for the SC PIO human resource requirements;

- Presentation of the draft communication strategy to key stakeholders of the JSCC;
- Provide the general strategy for the training of the JSCC TWG on Communications; and
- Oversee the development of key communication materials that can be circulated through the Judiciary websites and other platforms.

The **output** of this engagement is the following:

- a) An Inception Report that will include the approach and methodology for the assessment and design of recommendations for the study as a whole and for each component, a detailed work plan, and proposed project organisational arrangements for submission to the TAT no later than 5 days after the commencement of the assignment.

- b) A Mid Term Report on the Progress of the assessment and design of recommendations per objective being undertaken by the Mission.

- c) A Final Mission Report, structured as follows:
 - Executive Summary
 - Introduction and Background
 - Main findings related to the overall and specific objectives of this assignment
 - Conclusion
 - Relevant annexes including the following:
 - Communication Strategy for the JSCC
 - Mentoring Plan for the SC PIO leadership
 - Recommendations for the human resource requirements of the SC PIO
 - Communication strategy for the Office of the Regional Court Managers Programme and the eCourts PH
 - A presentation ready, summary slide deck of the objectives, methods, key conclusions, and recommendations
 - Terms of Reference for future relevant activities recommended
 - List of persons and institutions met

All reports and correspondence must be in English.

All reports must be submitted by the experts electronically in the format provided at the start of the mission. Comments by the Technical Assistance Team and key stakeholders on the various reports, will be provided to the experts as soon as possible. Draft final reports must be submitted before the debriefing by the experts to the Technical Assistance Team.

3. **Timeline**

Activity	Date / time
TOR is posted	26 July 2024
Deadline for submission of Expression of Interest	03 August 2024; 11:59 PM Manila time
Final Decision	07 August 2024
Contract Period	19 August 2024 – 18 April 2025

4. Fee & expenses

Please submit a Pricing Approach using the template in Annex 1.

5. Reporting and communication

The non-key expert deployed shall work with the Supreme Court of the Philippines and will be guided by the British Council Technical Assistance Team. The consultant involved in the project shall sign a confidentiality and non-disclosure agreement with the Supreme Court of the Philippines.

The consultant will be required to provide the Services in **the Philippines** and such other locations as may be agreed between the parties in writing from time to time.

All working days for preparatory work, comprehensive desk review, and report writing are foreseen to be performed by the expert from his/her home base, i.e., at his/her usual place of residence, both at the initial stages of the mission and later on during the whole assignment.

6. Qualifications and experience required

7.1 Skills and Competencies

The experts should have the following **skills and competencies**:

- Fluent in spoken and written English
- Excellent research and analytical competence, and detail oriented
- Can work effectively in a team organisational arrangement
- Excellent interpersonal skills
- Active listening skills and strong writing skills
- Ability to coordinate and communicate with key stakeholders

7.2 Senior Communications Expert

Qualifications and skills

- Advanced Degree in Communication, Political Science, Business Administration, Management, Social Science, Law, Journalism or other relevant degree or equivalent in experience
- Proven skills in developing and implementing communication strategies
- Has strong analytical and conceptualisation and design skills in the area assigned as demonstrated by a strong relevant track record

General Professional Experience

- Minimum of 10 years of relevant experience in the private or public sector
- Proven knowledge of the justice sector, especially the judiciary
- Experience in leading the introduction and communication of key policy reforms in any private corporation and/or governmental agencies

Specific Professional Experience

- Proven experience in strategic communications planning and implementation in the public sector or development sector
- Extensive work experience and proven professional record in communications, advocacy, policy, public relations and marketing
- Strong working relationship with local media organisations
- Proven experience working with the judiciary, especially on the SPJI, preferred

7. How to apply

Send your cover letter, CV with three (3) character references, and Pricing Approach to Lalaine.Alfaro@britishcouncil.org (Lalaine Alfaro, Programme Officer – GOJUST II Programme) by 03 August 2024; 11:59 PM Manila time.

8. Criteria for evaluation

Criteria	Weighting
Qualifications and skills	25%
General professional experience	25%
Specific professional experience	30%
Pricing Approach	20%