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Excelling Together for the People of the Pacific

Terms of Reference:

Strategic Development of the Pacific Islands Trade and Investment Commissions, 2010 - 2020

Background

The Pacific Islands Forum Secretariat has four Pacific Islands Trade and Investment Commissions (PITICs) in Sydney, Auckland, Beijing and Tokyo whose role is to promote trade and investment to further economic growth in the region. Each office fulfills a range of functions on behalf of Forum Island Countries including trade and tourism promotion, facilitation of foreign investment and cooperation and liaison with related regional and national organizations including national trade and investment promotion offices, the South Pacific Tourism Organisation, the Pacific Islands Private Sector Organisation and the Secretariat of the Pacific Community. The PITICs play an important role by providing trade promotion services in countries where there is little existing Forum Island Country representation on trade and investment.

The PITICs are well established and are a recognized part of the regional infrastructure. To date, the PITICs have worked relatively independently and indeed have different names in Beijing and Tokyo. They operate under different structures, have no coordinated branding or corporate strategy, and have faced challenges connecting with each other and the broader regional infrastructure on anything other than an ad-hoc basis. The PITICs have begun to develop shared corporate approaches by implementing a centralized customer relationship management system that will enable shared reporting on a standardized suite of activities and outcomes. Other aspects, including branding, presence and long-term strategy, are lacking.

This consultancy will work with PITICs and key stakeholders in both regional institutions and partner governments to develop a cohesive branding and communications strategy for the PITICs to guide their engagement over the next decade. It will address issues including

- a. The development of a guiding corporate strategy including: key messages, well defined products and strengthened reporting; a stakeholder engagement and communication strategy that will ensure the development of strong ongoing relationships; and strategies within the PITICs core business to improve diversity and the engagement of both women and men in export activity;

- b. Reinvigorated branding, corporate image and promotional material that is consistent across PITIC offices, possibly including a new name;
- c. A proposal for the ongoing development and maintenance of promotional material and case studies to raise awareness and promote services; and
- d. A redeveloped PITIC website with shared entry portal.

Overall, this strategy will articulate a medium term (10 year) vision for trade expansion and diversification in the Pacific through the PITICs, and will develop a suite of products and a phased implementation plan to achieve that vision.

Objectives

This consultancy will develop a 10 year vision and strategy for the Auckland, Sydney and Beijing PITIC offices that will:

- i. Focus and consolidate the services offered by the PITICs, promoting a shared strategic approach for clients;
- ii. Develop a branding strategy to improve the visibility of the work of the PITICs and to create a shared identity;
- iii. Develop marketing materials for the offices and design new formats for reporting and promotional material, including the website;
- iv. Improve the communication and outreach of the offices via a communications strategy.

Scope of Services

The consultant will provide a range of services covering strategy development, branding and marketing, graphic design and media services.

The key output for this consultancy is the development of a strategy describing an 10-year development strategy including brand development, marketing and public relations approaches. Individual outputs are broken down below for reference.

Outputs

1. An initial **high-level concept note**, of no more than 5 pages, will be developed for tabling at Forum Trade Ministers Meeting in late April. The concept note should be a high-quality, professionally designed publication and will be provided in PDF format. The consultant will facilitate the printing of this document with costs of printing to be agreed with the Project Manager in writing and paid for by the Secretariat directly to the printer. This high-level concept note will contain:
 - a. An executive summary of no more than one page containing a clear goal and long-term objectives for a 10-year PITIC development strategy;

- b. A brief (2-page) outline of the strategy;
 - c. No more than two options for new, shared branding for the offices in Beijing, Auckland and Sydney for consideration and approval by Ministers;
 - d. A timeline for the development of key components of a new strategy, which may include but not be limited to a website, marketing material and other promotional work.
 - e. Three PITIC case studies (one each from Beijing, Sydney and Auckland) based on information provided by PITIC Trade Commissioners;
 - f. An indicative budget to implement the broader Strategy for consideration by Ministers.
2. The consultant will provide a high-quality complementary **Microsoft Powerpoint slide set** to be used by the Director, Economic Governance Programme, Pacific Islands Forum Secretariat, to present the concept note to stakeholders.
 3. Based on the decisions of Ministers, a subsequent detailed 10-year **Strategy** will be developed. The format for this document will be developed by the consultant in coordination and with the written approval of the Project Manager, and will be a high-quality, professionally designed document of no more than 30 pages. It will clearly set out a program of work to deliver the Objectives (i – iv) of the consultancy as described above. The Strategy will include: key corporate messages, a well defined suite of products; a stakeholder engagement and communication strategy that will ensure the development of strong ongoing relationships; and strategies within the PITICs core business to improve diversity and the engagement of both women and men in export activity.

The Strategy will include a method to measure and attribute success in terms of performance indicators, and provide indicative benchmarks against which to assess the performance of the strategy.

4. The consultant will provide a high-quality complementary **Microsoft Powerpoint slide set** to be used by the Director, Economic Governance Programme, Pacific Islands Forum Secretariat, to present the Strategy to stakeholders.
5. The consultant will provide advice and facilitate the development of a new **brand and website strategy** for PITICs. The consultant will provide graphic design services and content writing services to PITIC offices in Sydney, Auckland and Beijing and assist the webmaster to re-launch the website according to the consultant's design and content specifications. This work will include:
 - a. A logo and banner to be used on all website content;
 - b. An overarching structure for the website;
 - c. A design and layout for web pages;
 - d. Content for up to a total of 20 standard web pages, based on information provided by PITIC offices;
 - e. An overview document of no more than five pages explaining the concept behind the website brand and structure, including proposals for improving the website in terms of content and functionality.

6. The consultant will provide 15 media-ready **case studies** for use in PITIC promotional activity comprising five per PITIC office. Each case study will be at least one page in length and include photographs. PITIC Trade Commissioners will provide as much information as possible for the development of the case studies and will facilitate contact with subjects for the case study where additional information is required.
7. The consultant will provide **branding and graphic design services** for the group comprising:
 - a. Letterhead;
 - b. Standing banners (2);
 - c. 2009 Annual report format and design, in PDF format, to strengthen client and stakeholder understanding of service delivery and to clearly demonstrate performance;
 - d. Promotional material (no more than five different material formats)

The consultant will facilitate the printing of the 2009 Annual Report with costs of printing to be agreed with the Project Manager in writing and paid for by the Secretariat directly to the printer.

The consultant will provide **branding and graphic design services** for each PITIC office comprising:

- e. Letterhead
- f. Standing banners (3 per office)

The consultant will assist the PITIC offices to develop content for promotional material for five items per office. PITIC Trade Commissioners will provide as much information as possible for the development of the material and will facilitate contact where additional information is required.

8. The consultant will develop a **promotion strategy** for the ongoing development, maintenance and improvement of promotional material. This report will be of no more than 5 pages and will include timeframes and an indicative budget.

Method

The work undertaken to develop the strategy will primarily be a desk review. Consultations will take place with key stakeholders outlined in **Partners**. If the consultant is required to travel, this will be agreed in writing with the Project Manager. The Secretariat will separately fund travel, accommodation and per-diems in line with Secretariat policy.

Timeframe

The below milestones describe the latest date acceptable for the delivery of each output.

Output	Draft Due Date	Final Due Date
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Commence work		8 March 2010
Concept Note	25 March 2010	3 April 2010
Concept Note Powerpoint	25 March 2010	3 April 2010
Strategy	1 June 2010	15 July 2010
Strategy Powerpoint	1 June 2010	15 July 2010
Brand and Website Strategy	15 July 2010	30 July 2010
Case Studies	15 July 2010	16 August 2010
Branding and Graphic Design Services	30 July 2010	16 August 2010
Promotion Strategy	30 July 2010	16 August 2010

The consultant will be provided with comments and any additional direction no more than 5 working days after the Secretariat's receipt of a draft output.

Budget

The consultant is asked to provide a single quote for the provision of the above eight outputs and indicative timeframes for milestones. The successful tender will negotiate payment at each milestone.

Project Manager

The consultant will report to the Pacific Islands Forum Secretariat. The manager for this consultancy is Cathryn Buis acting for the Director, Economic Governance Program of the Pacific Islands Forum Secretariat.