

## Audience strategy and plan – questions & answers

### 1. Do you work with a segmentation model currently and, if so, which group have you found hardest to engage with?

We do not currently work with a formal segmentation model. One of our biggest challenges is breaking down broad categories such as “decision makers” or “policy makers” into more meaningful and actionable audience groups. We have an established brand and strong credibility among those working directly on disaster risk finance (DRF). However, DRF is not a single, clearly defined field, and many people who influence it do so only as a small part of their portfolios, or may not recognise that their work is relevant at all. As a result, one of our central challenges is identifying and engaging new audiences who are important to the DRF agenda but do not yet see themselves within it.

The [country perspectives research project](#) will be critical in addressing this challenge. Its insights will be fundamental to shaping our audience strategy: who we need to reach and their entry points to the DRF agenda. Beyond the Centre, we also want the research itself to reach target audiences. While the project will be completed in April/May, we expect to be able to share draft outputs earlier.

Finally, our [Strategy 2025–2030](#), especially Strategic Priority 4 (“We will deliver practical and relevant evidence and thought leadership”), highlights the need for clearer, more targeted engagement. Our latest [annual report](#), under ‘Looking to the Future’, also emphasises raising the profile of pre-arranged finance in countries and our focus on innovation, which requires a more nuanced understanding of who we need to influence and how.

### 2. What specific behaviour or decision would you most like to shift?

We want to influence behaviours and decisions that shift countries and institutions from reactive disaster response to proactive planning and financing, reducing reliance on short-term or ad hoc mechanisms that may be politically more salient but are less effective. Part of this involves helping key stakeholders identify, adopt and share good practices for managing risks in a more systematic and forward-looking way.

To do this effectively, our outputs need to be recognised as credible and relevant by the actors who shape decisions in this space, some of whom could become co-creators or amplifiers of our messages.

### 3. Which teams own your key engagement channels today, and how consistently are they being used across the organisation?

Our Communications team manages our core external channels: website, social media and email. Beyond these, much of our engagement relies on individual relationships. The use of these relationship-based channels varies across the organisation, which is one reason we are seeking a clearer, organisation-wide audience strategy and guidance.

#### **4. Should we build from existing maps and models, or are you looking for an entirely new framework?**

You are welcome to build on our existing work, but most of it is highly conceptual rather than operational. What we now need is a practical, usable framework: one that prioritises depth over breadth, even if that means focusing on fewer products and messages initially. The aim is for this focused set of outputs to serve as a springboard for a more consistent, organisation-wide approach to audience engagement.

We can provide access to previous analyses and reviews, including:

- Communications Strategy Development: Positioning and Messaging (2020)
- Strategy and Brand Audit (2023)
- Brand Refresh Recommendations (2023)
- Narrative Development (2024)

These materials may offer useful context, but we expect you to go beyond them to develop a framework that is practical, actionable and aligned with our Strategy 2025–2030.

#### **5. What access can we expect to internal teams for interviews, workshops and feedback cycles?**

We will ensure access to the relevant internal stakeholders, aligned with your proposed methodology and agreed workplan. We expect the supplier to coordinate diaries and manage logistics in collaboration with our teams to keep the process moving efficiently.

#### **6. Are there any key dates or decision points in the next 10 weeks that we need to build the project plan around?**

The project is expected to begin in February and conclude by early April, with a requirement to report progress to our Board in mid-April.

While dissemination of the [country perspectives research](#) is unlikely to take place before May, we will need to begin planning for it during January and February. This includes identifying priority audiences, clarifying who we want to reach with the findings, and shaping early engagement and outreach plans.

#### **7. Could the consultancy be carried out remotely? Would occasional travel to London be feasible?**

The Centre operates as a hybrid team, and the consultancy can be delivered remotely. We welcome bidders to propose an approach they believe will be most effective in engaging stakeholders. If any in-person meetings or workshops are proposed, associated travel and accommodation costs should be clearly itemised in the bid.

**8. In the Deliverables section, it mentions "Guidance on updates to brand and style." Just to check, is this more brand positioning / tone of voice / messaging styles for specific channels and/or audiences, or would you also be looking for guidance on visual / design elements of the brand?**

This consultancy primarily focuses on tone of voice and messaging styles for different channels and audiences. We are not seeking guidance on visual or design elements, as these sit within a separate brand workstream led by another supplier. However, the successful bidder may consult with our brand consultant when helpful, particularly if they identify ways the visual brand could more effectively support the tone and messaging for our priority audiences.

**9. In terms of existing engagement activities across the teams, what sort of data do you have / would be available to review, if any? (e.g. CRM data, analytics, previous stakeholder perception audits etc.)**

You will have access to our website analytics, including data on which pages and outputs receive the most traffic, broken down by country. We can also share previous reviews and analyses, including:

- Communications Strategy Development: Positioning and Messaging (2020)
- Strategy and Brand Audit (2023)
- Brand Refresh Recommendations (2023)
- Narrative Development (2024)

In addition, the draft outputs of our [country perspectives research](#) project will be an important input for the audience strategy.