Audience strategy and plan – questions & answers

Updated 14/01/2025

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 (LinkedIn) 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.

10. What does success look like? This may be different with each audience segment, but broadly what are the three things that need to be true for this project to be a success?

A successful project will deliver:

A clear and prioritised audience framework

The consultancy delivers a segmented framework, with profiles that clearly articulate motivations, barriers and preferred channels for priority audiences.

Coherent messaging and channel guidance
The deliverables include a refreshed messaging hierarchy and clear guidance on content themes and tone, tailored to priority audiences, to help teams explain "why this matters" and strengthen engagement.

The strategy is embedded and adopted across teams
The audience strategy is understood and actively used by teams, supported by practical tools, templates and workshops, with clear recommendations for embedding the approach into existing ways of working, including links to monitoring, evaluation and learning.

Please refer to p. 2 of the ToR for further information.

11. What audiences do you feel you have strong relationships with, and perhaps engage the most with, versus which do you wish to develop stronger relationships with and/ or engage more with?

We currently have strong relationships with the global insurance and reinsurance sector, multilateral organisations, government development agencies, and finance ministries and agencies in specific countries.

We would like to develop stronger relationships with priority country governments, particularly institutions responsible for disaster risk management and financing. We also want to engage more with philanthropic foundations whose priorities overlap with the Centre's goals and can provide a list of our main target funders during kick-off.

Please also see our response to Question 1.

12. How much would you say you want to engage directly in-country with specific audiences, versus global and multilateral organisations?

Our priority audience is people who have responsibilities for paying for disasters. This includes direct engagement with priority country governments; however, in many instances, global and multilateral organisations have a substantive role in countries and contribute to the cost of disasters.

Foundations and philanthropic actors (often operating globally but influencing country-level agendas) are also an important audience for engagement.

13. What priority markets are you considering, if any? And why?

From a geographic perspective, we are particularly interested in:

- The Horn of Africa
- Western Africa
- The Indo-Pacific
- South-East Asia

These regions reflect a combination of a focus on low- and lower-middle-income countries, disaster risk exposure, strategic opportunities, and existing or emerging relationships.

From a thematic perspective, we are exploring links between disaster risk financing and:

- Climate impacts

- Extreme heat

- Health

- Nutrition

- Women and girls

14. What weighing would you give the Global North versus the Global South when considering priority markets - and audiences? How much weighting would you like to see in the methodology on Western (English and French) speaking countries versus others, in particular lower and middle income countries, and countries neighbouring those at greater risk?

The Centre works globally, and the audience strategy should be able to respond to differences across selected priority audience groupings, contexts and geographies.

Rather than applying a fixed weighting between Global North and Global South, we are interested in a methodology that reflects the Centre's strategic emphasis on engagement with crisis-vulnerable and low- and lower-middle-income countries and accounts for the fact that some influential audiences (e.g. funders, multilateral institutions) who fund the agenda are based in the Global North while shaping outcomes elsewhere.

15. You launched your last strategy in 2022. What has changed in terms of the audience strategy and engagement since then? What if anything has stayed the same and that you'd like to see replicated in this exercise?

The 2025–2030 strategy places a much stronger emphasis on working directly with country governments, rather than primarily through international organisations. The strategy also makes visibility and influence an explicit goal, where this is partly to be achieved through a more active

convening role. There is also a greater focus on aligning engagement with current and future funder priorities, both to maintain relevance and to strengthen the Centre's funding position.

Our vision and mission remain unchanged.

16. Are there any learnings from your 2022 launch strategy that you have top of mind or elements you would want to build further on?

This is an area we would expect the consultancy to explore through document review and internal engagement. However, we are particularly interested in improving the practical relevance of the audience strategy rather than pursuing a conceptual exercise or one that targets too many audiences.

17. What channels are you currently using, and prioritising for audience engagement? Are you planning on opening up any new channels?

For current channels, please see our response to Question 3. Our starting position is that we are more interested in clearer guidance on how existing channels can be used more strategically and consistently for priority audiences, rather than opening new channels. However, we are open to recommendations where there is a strong, evidence-based case that an additional channel would materially strengthen engagement with priority audiences.

18. What do you feel is currently working well from a communications and messaging point of view that you would like to see more of? What is not, and why?

Please see our response to Question 1.

19. Who do you see as your main competitors from a communications point of view? Why?

This can be scoped as part of the consultancy, depending on how "competition" is framed (e.g. competition for attention, influence or funding). Any competitor analysis should be proportionate and clearly linked to implications for audience focus, messaging or positioning.

20. What is the current capacity to deliver on an audience segmentation and engagement strategy? This will inform the detailing of the engagement plan.

The Centre has in-house expertise across evidence, advisory, policy engagement and communications. Communications manages the delivery of the audience strategy, but it is owned at the leadership level and needs to be adopted across teams. This consultancy is intended to:
- Provide a unifying framework
- Support alignment and consistency
- Strengthen practical application rather than add parallel processes

21. What types of external stakeholders and audiences would be available for insights testing?

This will be scoped during the consultancy. We are open to targeted external insights testing where it adds value and is feasible.