



# Communications Support: Terms of Reference

**December 2025**

## Terms of Reference - Communications Strategy Consultant

<b>Overview</b>	PEAS is seeking an experienced communications consultant to develop an overarching communications strategy and guide priority projects
<b>Timeline</b>	Proposed start of mid-January. Anticipated length of the project 3-4 months
<b>Budget</b>	To be proposed by the consultant based on scope and timeline
<b>Applications</b>	To be submitted to Emily Goulborn <a href="mailto:Emily.goulborn@peas.org.uk">Emily.goulborn@peas.org.uk</a> by Monday 12 <sup>th</sup> January. Questions can be submitted to the same email address.

## About PEAS

PEAS is transforming education across sub-Saharan Africa. Each year we support 250,000+ young people, in marginalised communities across Uganda, Zambia and Ghana.

We work hand in hand with governments so all young people can learn in a safe, inclusive environment. We draw on 16 years practical experience running one of the largest, not-for-profit secondary school networks in sub-Saharan Africa.

Our award-winning programmes are designed and delivered by Africans for Africans. Evidence shows our students come from poorer households and make faster learning progress. And our girls are more confident and better equipped for life after school.

## 1. Background

PEAS is entering a period of significant organisational growth and transformation. To achieve our ambitions across fundraising, programming, and systems change, we need a refreshed, coherent, and future-facing communications strategy. Several factors make this the right moment for external strategic support:

- The funding landscape has shifted dramatically, requiring PEAS to diversify beyond institutional donors to position the organisation to Big Philanthropy and private foundations.
- Our school networks must grow sustainably, which requires increased enrolment and stronger local income generation.

- Achieving systems change depends on deeper buy-in from African governments.
- The merger with Impact Network requires unified messaging and streamlined communications across PEAS and PEAS USA.
- Digital channels are becoming increasingly relevant for influencing and inspiring the communities we are working in. As such, our digital presence must evolve to speak effectively to multiple audiences while remaining coherent and aligned across platforms.

PEAS therefore seeks an experienced communications consultant to develop an overarching communications strategy and guide priority projects.

## 2. Purpose of the Assignment

To design a comprehensive, multi-audience communications strategy that aligns with PEAS' vision, mission, merger context, and growth ambitions.

1. To turn that strategy into high-quality, usable tools that make PEAS' narrative resonate across diverse audiences, geographies (Africa, Europe and US) and platforms.
2. To build long-term internal confidence and capability to apply, adapt, evolve the tools created.
3. To assess ongoing communications resource (internal or external) required to effectively deliver the strategy and understand associated costs. Please indicate in your proposal if you offer ongoing comms support beyond this project's scope.

*A secondary assignment coming out of this project will be a deeper dive into PEAS' positioning and messaging for Big Philanthropy e.g. [Co-impact](#), [Audacious Project](#), [100&Change](#). This will include working with PEAS to clearly articulate a bold, evidence-based solution that promises real, measurable, and lasting change to a single, urgent and significant problem. If you have the expertise and a track record in this space please include in your proposal.*

## 3. Deliverables

- **A clear, compelling overarching communications strategy** including success metrics that reflects PEAS' vision, mission, merger context, and growth ambitions.
- **Audience-specific messaging and content needs**, with particular focus on:
  - Funders: Big Philanthropy, Private Foundations and High-net-worth individuals.
  - Beneficiaries: African governments, Parents, Teachers, and Alumni.
- **A plan to strengthen and grow PEAS' presence and build our brand and credibility for key target audiences** through own e.g. website content and social media and external (PR, publications) channels
- **A plan to streamline PEAS and PEAS USA communications**, ensuring coherence across branding, messaging, and platforms.
- **A phased implementation roadmap** for short-, medium-, and long-term communications priorities.

- A **'common language' toolkit** to support internal consistency and empower staff to communicate effectively.
- **Recommendations** on ongoing communications resources needed: sequencing, internal roles, and external support needs.

## 1.Consultant Profile

The consultant or consultancy should demonstrate:

- Proven experience developing communications strategies for INGOs, education organisations, or social impact organisations.
- Familiarity with the U.S. and UK funding landscape, especially relating to educational nonprofits.
- Strong understanding of philanthropic markets, especially Big Philanthropy and HNWIs.
- Expertise in digital fundraising and digital media strategy.
- Ability to translate complex impact data into compelling narratives and sound bites.
- Experience with brand positioning and recognition efforts, ideally with experience supporting organisations through mergers or brand integration.
- Demonstrated ability to create impactful messaging for diverse audiences, particularly in sub-Saharan Africa and the US.

## 2.Governance & Ways of Working

- The consultant will report to the Global Senior Director of Development
- Regular check-ins will be agreed at project start.
- Key stakeholders include:
  - Development Team
  - Country teams (Uganda, Zambia, Ghana)
  - PEAS USA
  - Senior Leadership Team
- The consultant will be expected to work collaboratively and iteratively, incorporating feedback at key milestones.

## 3.Key performance indicators

- To be agreed at the start of the project.

## Appendix: Additional Information

### 1. Audience-Specific Messaging & Content Frameworks

#### Global Audiences

- **Big Philanthropy:** Positioning PEAS as a bold, influential leader; articulating a compelling solution; communicating impact and cost-efficiency; increasing visibility.
- **High-Net-Worth Individuals:** Messaging that emphasises impact per £, emotional resonance, differentiators, and layered societal impact.

#### African Audiences

- **African Governments:** Refine PEAS' expertise narrative; develop memorable soundbites; create polished, shareable collateral; tailor messaging for Uganda, Zambia, and Ghana.
- **Programme Champions:**
  - Parents: sharper marketing messages aligned to decision-making factors.
  - Teachers: viral, movement-building concepts.
  - **Alumni:** digital community concept and engagement pathway.