

TERMS OF REFERENCE

SUMMARY

Type of Contract (tick the appropriate box)	<input checked="" type="checkbox"/> Institutional Contractor	<input type="checkbox"/> Individual Consultant	<input type="checkbox"/> Technical Assistance to IP (individual)
Title	Integrated marketing communications services		
Purpose	Development of a communications campaign for the SCT Grievance Mechanism		
Location	Zambia		
Duration	Six months		
Start Date	November 2019		
Reporting to	UNICEF Chief, Social Policy and Research		

BACKGROUND

The Social Cash Transfer (SCT) programme is one of Zambia's major social protection interventions, aiming to reduce extreme poverty and prevent its intergenerational transmission in families and communities. The programme began as a pilot in 2003 in Kalomo District, Southern Province, and has since expanded to all districts in the country. It provides programme beneficiaries with a bi-monthly cash transfer to support their livelihoods, complemented by guidance on how to best make use of the funds received. The programme is implemented by the Government of the Republic of Zambia (GRZ), Ministry of Community Development and Social Services (MCDSS). Key implementers include District Social Welfare Officers (DSWOs) and their assistants, Community Welfare Assistant Committee (CWAC) members, and Pay Point Managers (PPMs).

The nationwide coverage of the SCT has resulted in a need to improve transparency and accountability mechanisms for both GRZ and Cooperating Partners. MCDSS has responded to this need by putting in place a formal Grievance Mechanism (GM). The GM gives beneficiaries and non-beneficiaries an official platform through which to voice and register their concerns, which are then tracked and resolved following clearly defined rules and timelines. With the introduction of a formal GM, pre-determined channels and standard resolution procedures are in place to ensure uniformity in the investigation and resolution of grievances, thereby replacing the informal channels through which complainants previously lodged their grievances.

The grievance mechanism aims to:

- Materialize the rights-based nature of the programme.
- Increase the transparency of the government and implementing partners.
- Increase the SCT's credibility amongst beneficiaries and non-beneficiaries.
- Collect grievance data to improve the SCT programme.

JUSTIFICATION

Effective communication is a key ingredient for the success of the Grievance Mechanism. In order to ensure that all relevant stakeholders are aware of and understand the SCT GM, a comprehensive, creative, and integrated campaign catering to a variety of audiences must be developed and implemented. The capacity to do so is not present within the MCDSS, nor is there sufficient capacity at hand to undertake this task within the UNICEF Zambia Country Office (CO). The Social Policy and Research (SPR) section must therefore procure the services of a qualified marketing communications agency to ensure the professional conceptualization, development and implementation of the campaign. A qualified marketing communications agency will provide UNICEF and partners with the expertise

needed to run a nationwide campaign (focusing on pilot districts), with careful attention to target audiences, messaging and media.

OBJECTIVES / TARGET

The objective of this assignment is for an institutional contractor to develop and implement a comprehensive, creative, and integrated communications campaign to raise awareness on the SCT GM.

The institutional contractor is expected to:

- Provide creative direction for the SCT GM communications campaign through both above-the-line (ATL) and below-the-line (BTL) activities.
- Provide training to Ministry of Community Development and Social Services provincial and district staff.
- Implement the campaign.
- Provide media planning, buying and monitoring services.
- Provide an evaluation report at the close of the campaign.

In delivering the above, the contractor is expected ensure alignment with the SCT GM communications strategy as well as the broader SCT communications strategy. The contractor is therefore expected to ensure familiarity with both strategies at the beginning of the contract.

UNICEF Zambia's Social Policy and Research (SPR) section, with the support of the Communications section, will oversee and manage the technical aspects of the contract, ensuring that the campaign meets all set objectives as well as adhering to brand guidelines.

DESCRIPTION OF THE ASSIGNMENT (SCOPE OF WORK) / SPECIFIC TASKS

The support required of the marketing communications agency relates to the conceptualization and development of artworks and copy, and their various iterations through above- and below-the-line channels, specifically, radio, television, newspaper, leaflets, posters, website, community meetings, community drama presentations, etc., as outlined in the SCT GM communications strategy. Further, the agency will be expected to provide media planning, buying and monitoring services so as to provide a full service – from design to implementation – to UNICEF and its partners. This will require close consultation with the Social Policy and Research section to ensure that the final campaign meets its objectives. The institutional contractor is expected to undertake the following tasks:

1. Develop a creative concept

The agency is expected to propose at least two creative concepts. The concepts will outline the proposed campaign themes, artworks and copy, and iterations of these through both ATL and BTL channels in line with the SCT GM communications strategy. Specifically, this will include:

- Photography: to visually demonstrate key messages of the campaign through print material.
- Videography: to visually demonstrate key messages of the campaign through electronic media.
- Design and layout: to visually demonstrate what will be the final look and feel of print material.
- Copywriting: to inform and educate stakeholders through creatively crafted copy.
- Translations into seven major local languages: to ensure that all beneficiaries are reached in the language best known to them.
- Online: to provide a quick and easily accessible reference to GM communications.

- Production – TV (where applicable) and radio: to make the campaign accessible through electronic media.
- BTL: to provide access to the campaign through drama presentations at community level.

Creative direction for each proposed concept should be clear, compelling, and powerful yet simple enough to be understood by the intended stakeholders. UNICEF in this regard will be looking for a strong campaign that immediately resonates with different target audiences that need to be reached for the SCT GM to be successful.

Taking into consideration the platforms suggested in the SCT GM communications strategy, the proposal will clearly outline the media platforms to be used and will demonstrate a strong understanding of available platforms, audiences to those platforms and expected reach. The agency will be expected to provide their expertise where alternative platforms to those suggested in the SCT GM communications strategy are deemed more suitable.

Furthermore, the proposal will demonstrate how the agency will monitor communications activities across the planned media platforms.

Lastly, the proposal will clearly outline how and when implementation of the campaign will be undertaken. It will provide a detailed description of proposed timelines for key milestones such as the completion of design and production works, and travel dates to pilot districts for implementation in target districts.

Should both proposed concepts be dissatisfactory, UNICEF will require the agency to produce alternative proposals accordingly with no additional cost to UNICEF.

The agency must provide an itemized quote containing a detailed description of the specifications and inputs (e.g. photography, drama presentations, radio production, etc.).

The agency will be expected to propose a realistic timeline from conceptualization to implementation.

2. Train provincial and district staff

The communications agency will be expected to undertake training for provincial and district staff prior to the launch of the campaign. The training will take place in Lusaka and will include participants from the five pilot districts: Kalulushi, Kalabo, Mpika, Mporokoso and Lusaka.

The objective of the training is to create awareness of the communications campaign, its objectives and roll-out strategy among implementers of the grievance mechanism.

The content of the training will include:

- An overview of the campaign demonstrating the thinking behind the creative concept, the intended channels through which it will be rolled out and expected timelines.
- The role of implementing staff in the execution of the campaign.

The communications agency will further be expected to design the materials required to undertake this training, including:

- PPT presentation outlining the creative concept.
- Games, role play activities, charts, placards.
- Carry-away communications pack including a folder, notebook and pen, a brochure outlining key points regarding the campaign and an infographic outlining the role of implementers in the execution of the campaign.
- Additional or alternative materials as proposed by the communications agency.

Logistics for the training – that is, booking of a venue, management of participants, etc. – will be managed by UNICEF. However, the selected contractor will be expected to provide leadership in the management of the programme from start to finish.

3. Implement the creative concept.

Once all design work has been approved and signed off and all materials produced, the contractor shall proceed to implement the campaign.

a. Media planning, buying and monitoring:

To effectively deliver on this task the agency will be expected to:

- Strategize on the best media platforms to reach the intended audience and create a media plan accordingly.
- Negotiate best rates on behalf of UNICEF in order to make efficient use of campaign funds.
- Act as liaison between UNICEF and the media to procure space and make placements in accordance with the signed-off media plan.
- Monitor the media daily on all channels on which the campaign is running.
- Provide a monthly media report demonstrating the frequency of placements made, estimated reach and ad spend.

b. Campaign implementation:

To effectively deliver on this task the agency will be expected to:

- Finalise all media placements with radio stations and other media houses and ensure they begin to run according to schedule.
- Travel to pilot districts to manage community drama presentations (drama groups will be locally sourced from within their communities but contractor will be expected to provide stage and sound equipment).
- Provide updates to UNICEF weekly on the progress of campaign roll-out, and to inform the organisation of any challenges faced and how these are being resolved.
- Monitor the campaign for audience reaction and provide recommendations for any changes that may need to be effected in order to successfully meet campaign objectives.
- Continually manage relationships with the media to ensure consistency in placements and to negotiate value-add.

3. Report on the implementation of the creative concept

The agency will be expected to provide UNICEF a report at the close of the campaign. This report will detail *all* campaign activities and include an assessment of the end cost-effectiveness of the campaign against outputs. Further, it will include the following:

- Evidence of below-the-line activities as conducted by MCDSS district officers and the agency.
- Evidence of above-the-line activities as executed through various media.
- Evidence of community responses to the campaign e.g. attendance at community meetings.

EXPECTED DELIVERABLES

ACTION/TASK	EXPECTED OUTPUT	DELIVERABLES	TIMEFRAME
Development of creative concept and campaign materials including print and production Media planning and buying	Artworks and copy BTL Media outlets contracted, agreements entered into and space held for campaign placements.	Posters Leaflets Radio spots TV spots Newspaper ads Training materials Booklets Illustrated video Website Drama presentations Media plan	Month 1
Media monitoring	Status updates of media placements and review of efficacy of platforms used.	Media monitoring reports providing updates on media activities per month over four months.	Months 2,3, 4 & 5
Campaign implementation	Campaign is executed through the five pilot districts.	Campaign materials and activities are launched in five pilot districts.	Months 2,3,4 & 5
Development of campaign evaluation report	Campaign evaluated for cost-effectiveness against outputs, and reviewed for attainment of objectives.	End-of-campaign report detailing all communications activities over three months is delivered to UNICEF.	Month 6

The final products will be packaged according to the requirements of the proposed communications channels and must be handed over to UNICEF at the conclusion of the assignment. This includes:

Graphic design and layout

- Delivering final products in soft and hard copy.
- Preparing a PDF copy for producing CD/DVDs or preparing finished material for distribution on specific social media channels.
- Final print ready PDF files of final artworks for print and electronic distribution (low/ high resolution/ CD/DVD Rom).

A complete color laser “dummy” comprising exact size and specifications of the publication/printed material. This dummy will consist of the pages glued together, back to back in sequence and manually bound, resembling the final printed product.

- Video documentation of BTL activities, delivered on CD/DVD or other appropriate media.

Media planning, buying and monitoring

- Excel or other document showing media distribution through the duration of the campaign.
- Media monitoring report outlining channels utilised and associated reach, readership, listenership and viewership.

Campaign report

- Word, PPT or PDF document detailing campaign activities over three months of implementation.

REPORTING REQUIREMENTS

The institutional contractor will be contracted by UNICEF and report directly to the Chief, Social Policy and Research.

PROJECT MANAGEMENT

These TORs will be managed by the UNICEF Chief Social Policy and Research in close coordination with appropriate sections and in consultation with MCDSS, Department of Social Welfare.

LOCATION AND DURATION

The assignment is expected to commence on 1 October 2019 for a duration of six months. This assignment is expected to be carried out on the contractor’s premises with travel to the pilot districts.

PAYMENT SCHEDULE

Payment shall be made at **key deliverables** as illustrated in the table below with the total amount being that of the successful bid.

Liquidated damage as per UNICEF general terms and condition will apply for late delivery or non-satisfactory performance.

No.	Description	Amount
1	Development of creative concept and campaign materials; including print and production of materials Development of media plan	30%
2	Training to MCDSS provincial and district staff	5%
3	Media monitoring (paid as 10% monthly)	30%
4	Campaign implementation (paid as 10% monthly)	30%
5	Campaign evaluation report	5%

QUALIFICATION/SPECIALIZED KNOWLEDGE AND EXPERIENCE

The successful entity is required to meet the following criteria:

- Registered with legal entity: Certificate of incorporation or equivalent document verifying legal status/capacity
- Must have sound financial capacity: required to provide audit financial report for the last three years
- List of equipment needed to undertake the required tasks
- Strong theoretical and practical background in graphic design, including the use of design software such as Adobe Design Premium, In-Design, CorelDraw, web design tools such as Dreamweaver and Flash, etc.

- Show a clear and mature style of design, demonstrating an understanding of the communication requirements of a UN agency and its partners in government and international development
- Proven experience of graphic design processes from start to published/printed products, with knowledge of printing processes (offset and digital) and colour management
- Good understanding of new and evolving technologies and digital platforms
- Knowledge and possession of standard software packages, including MS Office– MS Access–MS Visio–Adobe Acrobat
- Working experience in a developmental or humanitarian environment is desirable

The agency must provide at least three client references for whom the agency has carried out previous similar work. The references must

- Be specific client references, indicating name and description of clients.
- Include names of senior staff in the agency who will be involved in the design and implementation of UNICEF’s campaign.

EVALUATION PROCESS AND METHODS

Item	Evaluation Criteria	Points
Technical Evaluation Criteria		
1.0	Overall Response	25
1.1	Understanding of, and responsiveness to, the requirements of the consultancy	
1.2	Understanding of scope and objectives, and completeness of response.	
1.3	Understanding of governance and accountability issues	
1.4	Overall concord between the requirements and the proposal	
2.0	Company profile and key personnel	20
2.1	Structure of management team	
2.2	Team leader: relevant experience, qualifications and position with the team	
2.3	Team members: relevant experience of similar scope and complexity	
2.4	Professional expertise and knowledge	
2.5	Samples of previous work	
2.6	Client references	
	List of equipment and tools to develop and implement the campaign	
3.0	Proposed Methodology and Approach	20
3.1	Quality of proposed approach/methodology	
3.2	Quality of proposed implementation plan i.e. how the bidder will undertake each task and ensure maintenance of project schedule	
3.3	Recognition of direct or peripheral risks, and methods to manage or mitigate them	
4.0	Proposers’ Presentation of campaign ideas	10
6.0	Total	75

Only proposals which receive a minimum of 59 points under a technical evaluation will be considered technically compliant.

Commercial Proposal Evaluation:

The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price; e.g.:

*Score for price proposal X = Max. Score for price proposal * Price of lowest priced proposal*

Price of proposal X

Total Technical and Price = 100 Pts

In normal circumstances, only those offer that score minimum and above points on technical proposals will be considered for commercial evaluation. However, UNICEF reserves the right to evaluate all commercial offers and/or shortlist selected suppliers from among those who score minimum and above technical scores.

All proposals must be in local currency. Financial proposal should provide detailed breakdown of the cost of each activity you have proposed for the implementation of your technical proposal. The contract will be a fixed lump sum contract therefore professional fees and all out of pocket expenses will be part of total price proposal. Travel and accommodation costs need to be built into the total budget. Flight costs shall be paid at economy rate to/from the city/country of residence regardless of duration. Costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC).

CONDITIONS OF SERVICE

- Whenever possible, the bidder shall be expected to provide an all-inclusive cost in the financial proposal. The bidder is reminded to factor in all cost implications for the required service/assignment.
- Bidder shall be required to include in the financial proposal the estimated cost of travel and accommodation for field trips.

The following general conditions shall apply:

- UNICEF shall not provide office space or other facilities to the contractor. The contractor is expected to conduct the assignment on its own premises and make use of its own facilities such as printers, laptops, required software, etc.
- Expected expenses should be part of the overall cost of the submitted quotation/estimates. Please note that UNICEF is TAX exempted. Therefore, VAT should not be included in the price proposal.
- UNICEF will not pay for any other expenses incurred while implementing this task.
- No contract may commence unless the contract is signed by both UNICEF and the contractor.

Confidentiality:

- The documents produced during this consultancy will be treated as strictly confidential, and the rights of distribution and/or publication will reside solely with UNICEF.
- The contract signed by the contractor will include other general terms defined by UNICEF.
- The contractor shall respect the confidentiality of all information that UNICEF advises the contractor is confidential and shall treat it no less confidentially than the contractor's most confidential information. Should the contractor be required to disclose UNICEF's confidential information by law, the contractor shall give UNICEF sufficient prior notice of such request for the disclosure of information, in order to allow UNICEF to have

reasonable opportunity to take protective measures or such other actions as may be appropriate prior to any disclosure being made.

- All bidders must sign the Declaration of Impartiality and Confidentiality Form.

(Annex A)

Approach to design and editorial work

Price list for required materials

Part A: Graphic Design and Production

1. POSTER

Size	Pages	Unit cost (design)	Remarks
A 3	1		
A2	1		
A1	1		

2. BROCHURE

Size	Pages	Unit cost (design)	Remarks
Less than A4	(1 fold)		
	(2 folds)		
	(3 folds)		
A4 and + +	(1 fold)		
	(2 folds)		
	(3 folds)		
	(4 folds)		

3. RADIO

Size		Unit cost (production)	Remarks
30 sec spot			
60 sec spot			
30 sec jingle			
60 sec jingle			
60 sec PSA			
90 sec PSA			

4. TELEVISION

Size		Unit cost (production)	Remarks
30 sec commercial			
60 sec commercial			
90 sec testimonial			
120 sec testimonial			

5. NEWSPAPER

Size		Unit cost (design)	Remarks
N/A			

6. BILLBOARD

Size	Pages	Unit cost (design)	Remarks
N/A			

7. BILLBOARD

Size	Unit cost (hire)	Unit cost (production)	Unit cost (flighting)	Remarks
Digital BB			N/A	
Print BB Landscape 6m x 12m 4m x 10m 3m x 6m				
Print BB Portrait 12m x 10m 10m x 7m 8m x 6m				

8. BOOKLETS

8.1 Designing cover/inner cover

Size	Pages	Unit cost (design and layout)	Remarks
Less than A4			
A4			

8.2 Designing inside pages/text

Size	Pages	Unit cost (design and layout)	Remarks
Less than A4	Up to 8 pages		
	More than 8 pages		
A4	Up to 8 pages		
	More than 8 pages		

8.3 Designing back cover

Size	Pages	Unit cost (design and layout)	Remarks
Less than A4			
A4			

9. ANIMATED VIDEO

Size		Unit cost (production)	Remarks
30 sec animation			
60 sec animation			
90 sec animation			

10. COPYWRITING, EDITING AND PROOFREADING COSTS PER A4 PAGE

Item	Unit cost (English)	Unit cost (local languages)	Remarks
Copy writing			
Editing			
Proofreading			

Part B: Social Media

Items	Unit	Unit cost (design)	Remarks
Cover photo for Facebook/Twitter	1		

Items	Unit	Creation/Production Fees	Remarks
Infographic	1		