

Section	International Institutional Consultancy to develop Standard Operating Procedure for establishment of effective communication function at public healthcare sector in line with UNICEF and WHO standards, including a sample crisis communication plan.
Background	<p>The COVID-19 pandemic imposed new challenges to the countries, their health systems and specifically to immunisation programmes. The disruptions in global supply chain, nationwide lockdowns and a major strain on health systems and medical personnel in the countries of the region, have endangered routine immunisation processes.</p> <p>One of the factors of refusal to vaccinate is the lack of reliable information from official sources, and absence of well-planned strategic communication and community engagement from the official government agencies. COVID-19 pandemic has become a catalyst for deepening this problem, and also showed the gaps and the weaknesses in the work of the communication departments of the health care organisations in the demand generation activities. One of the reasons for unsuccessful work is the lack of qualified and relevant human resources both at national and sub-national levels. Communication, demand generation and community engagement functions play a key role in organization of effective response to any pandemic. Implementation of these functions require highly qualified personnel empowered to deliver evidence-based efficient communication and demand generation campaigns. These include assessing if the interventions are integrated in national policies programmes and budgets; have adequate human and financial resources; have adequate organisational structure, expertise and capacity; are prioritised and targeted (if needed) and are adequately monitored and evaluated.</p> <p>Given the sharp increase in the number of COVID-19 cases in Kazakhstan, low vaccination rates and the need to intensify the state communication activities, UNICEF plans to support the Ministry of Healthcare (MoH), National Centre of Public Healthcare (NCPH), regional healthcare units and healthcare centers with an establishment of effective communication, demand generation and community engagement functions at the public healthcare sector.</p>
Objectives, Purpose & Expected results	<p>UNICEF in Kazakhstan is looking for an international institution/company to provide a technical support in conducting a comprehensive assessment and analysis of the state of communication, demand generation and community engagement functions at the public healthcare sector and development of a Standard Operating Procedure (SOP) for effective establishment of these functions in Kazakhstan in line with UNICEF and WHO standards.</p> <p>The purpose is to ensure that the Government of Kazakhstan is equipped with the guidance (regulation) on how to structure the communication departments of the health care organization both on national and sub-national levels, and understands the efficiency and necessity of the developed regulation of the communication functions, including the national budget allocations for demand generation interventions, especially during the crisis periods.</p> <p>Expected results:</p> <ol style="list-style-type: none"> 1. Established a Special working group consisting of the representatives from the MoH, NCPH, other republican health care centers, UNICEF, WHO, USAID (with an official Order on its establishment including the list of its members). Minimum 3 meetings of this special working group is conducted (it is expected that the national consultant should be hired by the international institution/company (in consultations with UNICEF Kazakhstan Office) for arranging the dialogue with the local authorities). 2. Developed 1 report on comprehensive assessment and analysis of communication, demand generation and community engagement functions at the national and sub-national healthcare state organizations, including recommendations with the focus on

	<p>social mobilisation for demand generation for routine immunisation and COVID-19 vaccination; advocacy through collaboration with religious leaders and media engagement. Report should be presented in 3 languages (English, Russian, Kazakh), including a brief version (2-4 pages in a reader-friendly format for the Government).</p> <ol style="list-style-type: none"> Developed 1 SOP in 3 languages (English, Kazakh and Russian) for establishment of effective communication, demand generation and community engagement functions at healthcare organizations, including a sample crisis communication plan. Conducted 5 presentations in Russian and English languages for UNICEF and key stakeholders to share the results of the analysis and advocate for the need to introduce (adopt) a new standard at the national level to improve the communication function, as well as demand generation interventions for social mobilisation and advocacy are well integrated in the national policy framework, including the contribution from the national budget.
Description of the assignment and deliverables	<p>Due to COVID19, consideration should be given to holding all assignment implementation activities, including presentations, meetings of the special working group in online format.</p> <p>The selected company will be responsible for implementation of the listed below tasks.</p> <ol style="list-style-type: none"> Establishment of the special working group and conducted analysis of the communication functions at national and sub-national levels (eligible methods – desk research and interviews). The sub-tasks for this deliverable are: <ol style="list-style-type: none"> desk review of the sources and information provided by UNICEF and partners. in consultations with UNICEF, engaged at least 2 national experts, speakers to support with an establishment of the Special working group and overall dialogue and work with the local authorities. conducted surveys in Russian and Kazakh languages (research questions should be developed at the inception phase of the consultancy in consultations with UNICEF Kazakhstan relevant staff). conducted minimum 3 meetings of the special working group in Russian and/or Kazakh languages. organized and delivered a comprehensive assessment and analysis of communication, demand generation and community engagement functions. assessment report (25-30 pages) is provided in 3 languages (English, Kazakh and Russian). the structure of the report must contain recommendations on improvement of the communication functions. based on the analysis and assessment, prepare a structure for SOP for establishment of effective communication functions at healthcare organizations in Kazakhstan and agree it with UNICEF and the Ministry of Health and, if necessary, with the relevant state bodies. provide proofreading of all translations and professional design of the report in three languages. provide a brief version of the report in 3 languages in a reader-friendly format. 3 presentations of the analysis and the SOP structure to the key stakeholders in English and Russian languages, with simultaneous translation into Kazakh. Development of a Standard Operating Procedure, based on the assessment findings, for re-establishment of effective communication, demand generation and community engagement functions at the public healthcare sector. SOP should include a procedure for risk and crisis communication during pandemics and disease outbreaks with a sample crisis communication management plan. The sub-tasks for this

	<p>deliverable are:</p> <ol style="list-style-type: none"> a. on the basis of the agreed structure, develop SOP (no more than 30 pages) and discuss it with UNICEF, the Ministry of Health of the Republic of Kazakhstan and, if necessary, the relevant state bodies. b. SOP, including the sample crisis communication plan, should be in line with UNICEF and WHO standards, including the best practices from other countries. c. SOP must be submitted in three languages: English, Kazakh and Russian. d. Provide proofreading of all translations and professional design of the final SOP in two languages. <p>3. Presentaion of the final SOP to the key stakeholders. The sub-tasks for this deliverable are:</p> <ol style="list-style-type: none"> a. Oganize and facilitate minimum 2 presentations in English and in Russian with the simultaneous translation into Kazakh. b. Advocate for adoption of the developed SOP at the national level to strengthen the role and significance of the communication function by building social and political will. <p>All materials, articles and information messages, as well as speakers, must be agreed with UNICEF prior to their publication or participation.</p> <p>Any use of the UNICEF brand (logo, mention) must be agreed with the UNICEF responsible persons.</p> <p>The involvement of the above-mentioned advisory services is based on the UNICEF work plan in Kazakhstan for 2021, as part of the implementation of the program to strengthen immunization, including a response to COVID-19 pandemic. The contractor will perform the duties in line with UNICEF standards and procedures.</p>
Requirements for the timing of the assignment	<p>Desk review of the materials within 1 week after signing the contract.</p> <p>Special working group is established within 2-3 weeks after siging the contract.</p> <p>Draft report on analysis of communication functions at central and regional healthcare organizations is prepared in English within 5 weeks after signing the contract.</p> <p>Minimum 3 meetings of the special working group is conducted during the validity of the contract.</p> <p>1 presentation of the final assessment report to the partners in English is conducted within 2 weeks after approval of the final version by the UNICEF office in Kazakhstan.</p> <p>1 presentation of the final assessment report to the partners in Russian (with simultaneous translation into Kazakh language) is conducted within 2 weeks after approval of the final version by UNICEF office in Kazakhstan.</p> <p>1 presentation of the SOP to the UNICEF Kazakhstan Country Office in English is conducted within 1 week after presentations to the key stakeholders.</p> <p>1 Draft of the SOP in English, including a crisis management plan is prepared within 2-3 weeks after validating its content and structure with UNICEF in Kazakhstan and MoH.</p> <p>Final SOP for effective communication functions at healthcare organizations, including a crisis communication plan is prepared in 3 languages within 2 weeks after receiving the final comments from the UNICEF office in Kazakhstan and MoH.</p> <p>1 presentation of the SOP to the partners in English is conducted within 2 weeks after approval of the final version by the UNICEF office in Kazakhstan.</p>

	<p>1 presentation of the SOP to the partners in Russian (with simultaneous translation into Kazakh language) is conducted within 2 weeks after approval of the final version by UNICEF office in Kazakhstan.</p> <p>The language of submitted materials will depend on each specific deliverable: English, Kazakh, Russian. All submissions should be in electronic version (Word and Power Point) and in a designed version for printing (PDF).</p> <p>All translations should be proof-read by professional proof-readers – native speakers. UNICEF reserves the right to return any product for additional check and proof-reading upon finding of any mistake.</p>
Location and Duration	<p>Starting period: September 2021</p> <p>Foreseen finishing period or duration: end of December 2021 (3,5 months.)</p> <p>Location: online meetings and presentations.</p> <p>The exact schedule of activities will be agreed with the service provider based on the application and work plan for project implementation.</p>
Qualification requirements	<p>Qualifications and specialised knowledge/experience required from the service provider:</p> <ul style="list-style-type: none"> • Must be a company providing Public Relations, Communication management, communication for development (C4D) in immunization, demand generation, strategic planning and implementation, quality assurance, research and analytical services. • Must have strong knowledge of Eastern Europe and Central Asian region and healthcare sectors. • Must be a company with proven experience (at least 3-5 years) in C4D, behavioral changes and research activities. • Flexibility in responding to the needs of the contractor. • Holder of the long-term agreement with UNICEF at the global and/or ECARO levels. • Knowledge and understanding of government communication system and best practices in this sphere. <p>General Qualification requirements for national experts to be engaged by the contractor in consultation with UNICEF:</p> <ul style="list-style-type: none"> • Minimum 5 years of experience in working with the government agencies (health care and communications) with a good knowledge and understanding of the government structure. • Excellent analytical, presentation and academic writing skills in Russian languages. • Fluency in English for the work with the Supplier. Knowledge of Kazakh language will be an asset. • Proven professional experience at the selected area of consultancy.
Evaluation process and methods	<p>UNICEF is requesting proposals from qualified companies. Technical proposal should address all aspects of the present Terms of Reference. It will be evaluated against the pre-established technical evaluation criteria.</p> <p>As a minimum, the technical proposal should include the following:</p> <ol style="list-style-type: none"> a) Description of the methodology and approach for performing the assignment in accordance with the requirements of the Terms of Reference, including the timeline. b) Organisational background/Professional portfolio with relevant experience in similar research and policy development projects.

- c) CVs of proposed team and experts including their educational background and relevant experience.
- d) Minimum 2 references from previous or current clients, partners.
- e) Description of proposed online platform for using for purposes of online presentations.

Financial proposal. Financial proposal should include all suggested costs related to implementation of the tasks under the present TORs including staff and national experts' costs. UNICEF does not provide or arrange health insurance coverage.

1. Proposal evaluation criteria:

Please make sure to provide sufficient information/supporting documentation to address all technical evaluation criteria. The assessed technical score must be equal to or exceed 70 of the total 120 points allocated to the technical evaluation in order to be considered technically compliant and for consideration in the financial evaluation.

Technical Criteria	Technical Sub-Criteria	Maximum Points 120
Overall Response.	Completeness of response	10
	Understanding of objectives, issues, necessary results, and how they propose to perform the tasks in order to meet the objectives and requirements of the ToR	20
Points		30
Institution & Key Personnel	Range and depth of contractor's experience with similar projects	20
	Samples of previous work	15
	Key personnel: relevant experience and qualifications for the assignment	15
Points		50
Proposed Methodology and Approach	Description of approach, strategic thinking, creativity, applicability; timeline	25
	Description of approach to ensure quality of services	15
Points		40

Administrative issues

The service provider will be responsible for:

1. Arranging on-line platform for conducting all meetings and presentations for entire duration under this ToR with technical possibilities for simultaneous translation (UNICEF does not provide equipment, software (including servers and license) needed for running the assignment. The company should ensure availability of equipment and software necessary for conducting meetings of the special working groups and 6 presentations to the key stakeholders.
2. Timely submission of deliverables.
3. Informing UNICEF of any changes related to the assignment.
4. Submitting all materials in the form of presentations, videos, assessment forms etc.
5. Other as necessary.

UNICEF is responsible for:

1. Providing relevant information and coordination.
2. Providing feedback on deliverables of the services provided.
3. Coordination of participants' invitation for the final presentations.
4. Support in obtaining official permits to conduct interviews for assessment.
5. Other as necessary.

	Roles and responsibilities may be defined in more details following the selection of the service provider.								
Project management	<p>The assignment will be led by the C4D Officer of the UNICEF Office in Kazakhstan.</p> <p>The company will report to UNICEF and will work closely with the UNICEF Communication team. UNICEF responsible staff will interact with the company through e-mail correspondence, online meetings and calls.</p> <p>UNICEF will have sole ownership of all final deliverables; no produced materials will be reproduced without the permission of UNICEF.</p> <p>The performance of the selected company during the assignment will be assessed according to the following criteria: timeliness, responsibility, interaction and quality of work performed.</p>								
Payment Schedule	<p>UNICEF will only make payment upon submission and approval of outlined above deliverables divided into 3 tranches. Payments will be split by groups of deliverables. Also note that UNICEF does not make advance payment and UNICEF is exempted from paying VAT and any other form of taxes.</p> <table border="1"> <thead> <tr> <th>Results/deliverables</th><th>% Payment</th></tr> </thead> <tbody> <tr> <td>Report on assessment and analysis of communication, demand generation and community engagement functions at central and regional public healthcare organizations is submitted and accepted by UNICEF Kazakhstan and its partners in 3 languages (English, Kazakh and Russian)</td><td>35 %</td></tr> <tr> <td>Standard Operating Procedure is submitted and accepted by UNICEF Kazakhstan and its partners in 3 languages (English, Kazakh and Russian).</td><td>35%</td></tr> <tr> <td>5 presentations to demonstrate the results of the assessment report, introduce SOP to UNICEF and key stakeholders and advocate for its adoption are delivered in line with the ToR.</td><td>30%</td></tr> </tbody> </table>	Results/deliverables	% Payment	Report on assessment and analysis of communication, demand generation and community engagement functions at central and regional public healthcare organizations is submitted and accepted by UNICEF Kazakhstan and its partners in 3 languages (English, Kazakh and Russian)	35 %	Standard Operating Procedure is submitted and accepted by UNICEF Kazakhstan and its partners in 3 languages (English, Kazakh and Russian).	35%	5 presentations to demonstrate the results of the assessment report, introduce SOP to UNICEF and key stakeholders and advocate for its adoption are delivered in line with the ToR.	30%
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Any other information	<p>The UNICEF General Terms and Conditions will apply to the contract entered into with the selected contractor. Please note that when evaluating the technical requirements of each proposal, UNICEF will take into account any proposed amendments to the UNICEF General Terms and Conditions. The proposed amendments to the UNICEF General Terms and Conditions may negatively affect the assessment of the technical merits of the proposal.</p> <p>UNICEF reserves the right to withdraw all or part of the payment if the results are unsatisfactory, if the work / results are incomplete and not delivered in a timely manner, as indicated in the individual work plan of the contractor. This Terms of Reference is an integral part of the contract to be signed with the national company.</p> <p>UNICEF reserves the right to patent any intellectual property rights, as well as copyright and other similar intellectual property rights in any discoveries, inventions, products or works arising from the implementation of a project in cooperation with UNICEF. The right to reproduce or use the materials is transferred with the written consent of UNICEF on a case-by-case basis. The contractor selected should always refer to UNICEF Kazakhstan support when distributing products on social media and websites.</p>								

Prepared by:		
Saltanat Zhumanbayeva	<i>Saltanat Zhumanbayeva</i>	
C4D Officer		Signature and date

Reviewed by:		
Nelli Perevertova	<i>Nelli Perevertova</i>	
Procurement Officer		Signature and date

Endorsed by:		
Tatiana Aderikhina	<i>Tatiana Aderikhina</i>	
OiC Deputy Representative in Kazakhstan		Signature and date

Veronika Vashchenko	<i>Veronika Vashchenko</i>	
OiC UNICEF Representative in Kazakhstan		Signature and date