

## TERMS OF REFERENCE

## Communication and Outreach Support for Education Cannot Wait

**1. Background and context**

Education Cannot Wait (ECW) is the world's first global fund and movement dedicated to education in emergencies and protracted crises. Established at the World Humanitarian Summit in May 2016 by international humanitarian and development aid actors, along with public and private donors, ECW repositions education as a priority in emergencies and protracted crises, encourages a more collaborative and coordinated response and catalyzes financing to ensure that quality education is delivered to the 75 million children and youth living in crisis-affected countries. Based on the recognition that continuous access to quality learning is a priority for children and families affected by conflicts, natural disasters and displacement and that no organisation can do it alone, ECW comes as a ground-breaking initiative bringing together public and private partners eager to work together differently and mobilise the funding required to deploy immediate and sustainable programmes tailor-made to the educational needs of these children.

Temporarily hosted at UNICEF, the ECW Secretariat is a standalone and independent initiative with a distinct brand, visual identity and dedicated outreach channels and platforms.

To date, ECW's communication and outreach activities have been undertaken without an overarching strategy. As a movement, ECW relies on a broad base of stakeholders globally, eager to advocate and fundraise on its behalf provided they receive clear communication tools and messaging to promote its added value, unique positioning, modus operandi and achievements. ECW is seeking to devise a comprehensive communication, outreach and engagement strategy to equip its supporters and meet its ambitious advocacy and fundraising goals.

ECW's stakeholders – and target audiences – may be categorised as follows:

1. **Humanitarian and development organisations (e.g. UN agencies and NGOs):** implement education programmes in crisis settings. Some may already be ECW founders/constituencies and grantees/implementers (e.g. UNICEF, UNHCR, UNESCO, Save The Children, Plan International). Others may be interested to apply for funds and become ECW grantees.
2. **Bilateral donors and multilateral institutions (e.g. USAID, DFID, European Commission):** ECW's largest donors and constituencies.
3. **Governments, Ministries of Education, civil society organisations and communities where ECW-supported programmes are implemented (e.g. Uganda, Nepal):** ECW's primary stakeholders and targets for increased investment, policies, improved coordination and scaled-up interventions.
4. **Private foundations and funds (e.g. Dubai Cares, Climate Change Fund):** not necessary specialised in education and/or emergencies but could provide funding if we are able to establish a personal connection with their head representative and/or a link with their programmatic focus.
5. **Businesses:** often eager to support but require guidance to contribute in a meaningful and substantial manner (e.g. more cash, less in-kind, advocacy tools).

6. **Public at large (individuals and civil society organisations):** mobilized on the issue of education in emergencies but require guidance to join the ECW movement and advocate the cause in an effective manner (e.g. accurate facts and data, compelling advocacy tools, visuals and campaigns).
7. **Academics:** looking for data, contacts and studies to deepen their understanding of education in emergencies or opportunities to lend their expertise, share of voice and research skills (career or volunteer).
8. **Media:** interested in highlighting breakthrough initiatives, contributions and alliances that can tangibly advance the situation of children living in crisis-hit countries.

## 2. Purpose and objective of this RFPS

ECW is seeking support from a strategic communication agency to devise a global communication, outreach and engagement strategy. The agency will also produce a comprehensive set of communication tools to promote its work and mission with a wide range of stakeholders.

## 3. Deliverables

- 1) Develop a comprehensive communication, outreach and engagement strategy for each target audience, including key components such as a theory of change, communications objectives, KPIs, preferred format, content priorities and key messages, activations, distribution strategies and appropriate media channels.

Specific deliverables include:

- key findings of brand audit and 'competitive' review informed by ECW's existing branding, message and editorial;
  - recommended unique brand positioning and offering;
  - outline of brand values and tone of voice;
  - revise existing branding guidelines including secondary colour palette, secondary typefaces, email signature, letterhead and the PowerPoint presentation template; newsletter template;
  - mapping and analysis for audiences, stakeholders and competitors mapping (with, for each category: who they are, what ECW wants from them, what they'll get in return, what's the best way to reach them, what tools they'll need to deliver what ECW needs from them);
  - Recommended communication tactics, channels/platforms, targets and KPIs (generic + for each target audience).
- 2) Produce a number of communications and advocacy materials and tools to advance the strategy through dedicated ECW materials, including briefings, brochures and creative content.

Specific deliverables include:

- updated ECW brand narrative, key messages and FAQ (generic + addressing the roles and expectations of each key audience/stakeholder);
- updated copy for revised website architecture, incorporating the new narrative and content;
- updated factsheets, both content and design, incorporating the new narrative, including 1 generic brochure (2-3 pages) + 1 factsheet for the private sector (1-2 pages) + 1 factsheet for bilateral donors (1-2 pages) + 1 factsheet for in-country partners (2 pages) + 1 factsheet template with operations; overview (dashboard/snapshot of ECW programmes in 12 countries);
- ECW map + infographics (e.g. ECW what/why/where/how/who);
- Updated press kit;
- Toolkit for ECW advocates (that will enable them to advocate and fundraise on behalf of ECW).

The contracted agency will coordinate and report directly to the ECW Secretariat based in New York, who will oversee all contract and payment related issues with the support of UNICEF. ECW will monitor and evaluate the contract implementation and set out measurable criteria for a successful delivery. These criteria will be communicated to the contracted agency.

#### **4. Qualifications and specialized knowledge/experience required**

The contracted agency shall have the following qualifications:

- Expertise in supporting international nonprofit organisations with their strategic communications, advocacy and outreach objectives
- Expertise in developing comprehensive brand audit and strategy
- Expertise in developing comprehensive communication and outreach strategy
- Experience in mapping potential advocacy stakeholders and developing comprehensive advocacy roadmap
- Experience in developing, rolling out and monitoring global advocacy and fundraising campaigns and projects on humanitarian or education issues with wide proven impact
- Experience delivering toolkits and harnessing diverse audiences (from the general public to high profile decision makers) in support of a particular issue

#### **5. Mandatory document requirements**

The interested agency shall provide the below set of documents as a response to this tender:

1. Overview of the agency and brief presentation of the team that would be working on the project.
2. Credentials: examples of past work: description of at least three (3) similar projects, including name of organisations/campaigns/projects, scope of works, agency's role and provided services, duration, outcome as per Annex A.
3. Brief description of company's approach to accomplishing objectives, activities and deliverables described in Section 3.
4. Overall budget for implementation of the activities along with detailed breakdown.

**NB:** The Proposers are encouraged to submit offers based on the best industry standards and rates. We kindly request Proposers to take into consideration the fact that UNICEF is the non-for-profit, international development organization which works to improve the life of every child and, as such, we work with modest budgets.

#### **6. Evaluation process and methods**

The offers will first be reviewed from an administrative perspective - for their completeness in terms of all the requested information being provided (Section 5) and adherence to administrative instructions for submissions. Those that successfully pass the administrative check shall be subject to a technical evaluation and consequently a financial evaluation. A maximum of 70 points is allocated to the technical component and 30 points for the financial component, with a maximum possible total score of 100 points.

The proposal obtaining the highest score after adding the scores for the technical and financial offers is the proposal that offers best value for money and will be recommended for award of the contract.

##### **A. Technical evaluation**

The technical evaluation will consist of the desk review (**Round 1**) and presentation (**Round 2**). The total amount of points allocated for the technical component is 70:

- **Round 1: desk review** – total of 50 points and
- **Round 2: presentation** – total of 20 points.

The technical proposal must address all aspects and criteria outlined in this RFPS.

The desk review in Round 1 will evaluate the technical proposals against the criteria in Appendix B.

The proposals which pass the minimum score of 45 will be invited to Round 2, presentation.  
The bidders which qualify for presentation will be notified by email. **The purpose of this stage of the evaluation is to further evaluate the offered services.**

**Only proposals that obtain a combined minimum score of 60 in Round 1 and 2 will be considered for financial evaluation. All other proposals will be disqualified from further consideration.**

## **B. Financial Evaluation**

Financial evaluation will have an allocated value of maximum 30 points and it will be based on the vendor's Financial Proposal submitted in the format outlined in *Annex II*.

If the Financial Proposal includes travel expenses, please note that 1) travel costs shall be calculated based on economy class travel, regardless of the length of travel; 2) costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC); and 3) travels and other incidental expenses that were not known ex ante or any additional costs with regards to the travel expenses submitted in the proposal should be justified by the vendor and accepted by UNICEF before this are incurred. Such expenses may be paid as reimbursable against actual cost incurred and in these cases necessary documentation shall be submitted with the invoice for reimbursement (e.g. proof of airline ticket purchased).

## **9. Payment**


Payments will be made 30 days net upon acceptance of the deliverables and submission of an invoice. The payment shall be made as follows:

1. Upon acceptance of the activities, deliverables and timeline - 30%.
2. Upon successful completion of the agreed activities and deliverables- 70%

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**Chief, Public Advocacy Section, Division of Communication**



**Director, Education Cannot Wait**

## Appendix A

**Please provide the following contact information for each client reference submitted:**

*(Please expand the form if needed)*

### Reference 1

Company Name:	
Contact Name and Title:	
Phone:	
E-mail:	
Address:	
Industry/Market Sector (private, public, non-for profit).	
Detailed description of the actual services provided by your company (i.e. types, geographical coverage etc).	
Duration of the services (months):	
Start date (month/year):	
Completion date (month/year):	
Protocol to follow by UNICEF for making contact.	

### Reference 2

Company Name:	
Contact Name and Title:	
Phone:	
E-mail:	
Address:	
Industry/Market Sector (private, public, non-for profit).	
Detailed description of the actual services provided by your company (i.e. types, geographical coverage etc).	
Duration of the services (months):	
Start date (month/year):	
Completion date (month/year):	
Protocol to follow by UNICEF for making contact.	

### Reference 3

Company Name:	
Contact Name and Title:	
Phone:	
E-mail:	
Address:	

Industry/Market Sector (private, public, non-for profit).	
Detailed description of the actual services provided by your company (i.e. types, geographical coverage etc).	
Duration of the services (months):	
Start date (month/year):	
Completion date (month/year):	
Protocol to follow by UNICEF for making contact.	

**Note:** UNICEF reserves the right to contact each client reference provided by the bidder. It is bidder's responsibility to ensure that the contact details provided above are accurate and to ensure that the client will be responsive to UNICEF's inquiries.

Note: Failure to include all the requested information may result in bidder's submission being viewed less favorably. Please provide additional documentation if required.

## Appendix B

### (Technical Proposal Evaluation)

The technical proposal should address all aspects and criteria outlined in this RFPS. The proposals which pass the minimum score of 45 during Round 1 (desk review) of the Technical Proposal will be invited to Round 2, presentation for which a total of 20 points are allocated. The total amount of points allocated for the technical component is 70.

UNICEF evaluators will read your technical proposal and supporting materials. Scores from the technical review will be allocated according to the table below.

Technical Proposals will be evaluated against the following:		
REF	Evaluation Criteria	POINTS
1	Bidder's expertise and experience in the areas of strategic communication, outreach and advocacy	10
2	Bidder's ability to translate strategy into creative, effective and compelling advocacy and communications products and results	10
3	Qualifications of the Bidder's personnel	10
4	Bidder's ability to map, analyze and harness diverse audiences on humanitarian or education issues	10
5	Bidder's approach to addressing ECW's requirements, communications challenges and opportunities	10
<b>TOTAL – Points allocated for the desk review of proposal</b>		<b>50</b>

Only proposals which receive a minimum of 45 points for the entire Technical Proposal desk review (Round 1) will be considered for the presentation (Round 2) of the Technical Proposal Evaluation.

