



## TERMS OF REFERENCE (TOR)

### GENERAL INFORMATION

<b>Services/Work Description:</b>	Awareness and Fundraising Campaign for the African Solidarity Financing Mechanism
<b>Project/Program Title:</b>	UNDP/UNICEF Joint Financing Flagship: African Solidarity Financing Mechanism
<b>Duty Station:</b>	Home-based
<b>Type of the Contract:</b>	International Consultancy Firm
<b>Duration:</b>	100 days spread over 12 months
<b>Closing Date:</b>	07 December 2021

### I. BACKGROUND / RATIONALE

#### a. Background

**COVID-19 is having a massive impact on public finances across Sub-Saharan Africa (SSA).**

The socioeconomic impacts of the pandemic have reversed a decade or more of development gains and triggered a human development crisis in most places. Among many pressing needs, considerable resources are required to carry out vaccination programs, treat COVID-19 patients, expand social protection programs, and sustain the delivery of basic public services, such as education, health, nutrition, water and sanitation. In addition, many ailing businesses and enterprises require public assistance in order to survive and recover from the severe economic shock. The UN Economic Commission for Africa estimates that governments across the continent face a financing gap of around US\$425 billion over the next 3 years just to recover from the pandemic.

**Now, more than ever, the implementation of SDGs requires an integrated vision of the Financing of Sustainable Development, where every actor must play its part.**

The catastrophes surrounding climate change and the collapse of biodiversity make it all the clearer that the current neoclassical economic paradigm – focused solely on the pursuit of profits and growth is unsustainable. It's not just about a self-contained market, with a zero-sum game, but rather an interconnected ecosystem where enterprises, households, the governments, and the natural environment must keep a delicate balance to allow each other to thrive. Recognizing that it's impossible for public domestic resources alone to meet the current investment, financing, and funding needs to restore that balance is a crucial step towards the solution.

**Against this background, UNDP and UNICEF are working together on a SSA Financing Flagship Initiative to support governments and the private sector to increase investments in human capital, ESG, and green/sustainability sectors.** This collaboration ultimately aims to anchor within the ongoing Integrated National Financing Frameworks (INFF)<sup>1</sup> related initiatives and improve the

<sup>1</sup> <https://inff.org/> -The INFF is a comprehensive framework that helps government and government partners (including private sector, development partners,

amount and impact of financing to these priority sectors through an African Solidarity Mechanism that can draw on both public and private financing flows to help finance the post-COVID recovery across SSA, while recursively replenishing the initial investment made by public entities and contribute to that longer term vision of SDG Achievement in Africa.

## b. Context of required services

**UNDP and UNICEF are planning to launch a Global wide Fundraising and Awareness raising/Advocacy campaign** that calls on governments, private sector, diaspora and philanthropy partners to join forces within the African Solidarity Mechanism and support with funding and financial support the poorest countries and communities that have been hardest hit by the pandemic and other shocks, ranging from cyclones, droughts and floods to locust invasions and conflict. Beyond supporting the funding of urgent needs in Africa, from the short term and emergency perspective (vaccines, support to informal/MSME sector, education, fight poverty, help in climate disasters), the campaign aims to create awareness around the idea that achieving the SDGs in the short, medium and longer term is an ambition that requires all actors in a society and that **joint efforts are therefore needed** to bridge the financing gap. A core message to be transmitted here, aligned with the Addis Ababa Action Agenda (AAAA) recommendations, is that the effort implies profound reforms in terms of how finance is mapped and channelled towards SDGs and how such processes are monitored and coordinated within a whole-of-society approach, in line with the INFF paradigm.

## II. OBJECTIVES OF THE SERVICE / WORK

The overall key objectives of this assignment are the following:

- Design and implement an advocacy campaign that will raise awareness around the problem African Solidarity Financing Mechanism is trying to solve and the ways the target group could contribute together with the wider set of partners on the ongoing efforts towards COVID19 response recovery and the achievement of SDGs.
- Design and initiate a fundraising campaign with the aim of engaging and attracting potential private and public resources through the African Solidarity Financing Mechanism to respond to the urgent and pressing financing needs that the African countries are facing (vaccines, support to informal/MSME sector, education, fight poverty, help in climate disasters), in line with the Addis Ababa Agenda and the INFF approach.
- Establish a strong look/feel/identity for the Africa Solidarity Financing Mechanism, in line with the INFF transformative movement. More information about the INFF can be found on the [inff.org](http://inff.org) and here.

In this context, UNDP and UNICEF seek a Consultancy firm to create and roll out an inspiring and engaging advocacy/public awareness and resource mobilisation campaign. We are interested in exploring key messages that are linking private and public finance behind socially geared investment projects: "one vaccine-one person", "one municipality-one bond". The activation could dovetail with the INFF integrator role towards building a sustainable and resilient future in Africa, visually featuring the potential of the continent in terms of human capital/resources versus current challenges, with solidarity and the Africa Promise, as the Africa We Want, as the core message. The case of Tigray<sup>2</sup> that has set up community based social safety-net systems could be used to picture the idea of a whole of society approach. In 2011, the local government of Tigray, supported by UNICEF, piloted a social cash transfer programme where the community contributed in putting up a pot of money to keep afloat those that were most affected in their region.

We are therefore looking for ambitious, uplifting, innovative and engaging ideas that will appeal both to high income governments – at political and public servants level - and private sector, both national and international: connecting the disconnected, organising groups that want to hear from each other and sending personal messages to people who want to get them. A special focus on attracting the already engaged and motivated

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south-south partners) to have a comprehensive understanding of the full range of financing options (public and private, domestic and international) a country has and coordinate efforts to combine them with appropriate policies and reforms to directly respond to SDG aligned national development priorities.

<sup>2</sup> <https://bit.ly/3HsEq11>, page 169

youth will also be sought. The campaign should celebrate existing partnership frameworks while influencing or lobbying for new collaborations on building the future of Africa. In addition, the campaign should sensitise, increase appreciation and understanding of the audience around the idea of collective investment that is required of the private and public sector in order to bridge the financing gap for the COVID19 recovery, and the achievement of SDGs by 2030.

### **Key elements**

- The theme should be around the Integrated National Financing Frameworks or the Addis Ababa Action Agenda concept – with the sense of the emergency COVID and Climate response: unifying all public and private, national, and international stakeholders behind policy measures, so everyone plays their part in the recovery and building the path towards a resilient and sustainable Africa.
- The tone should be emotive, positive, convincing/influential, and celebratory.
- The call to action should be innovative, contextualized, concise, consistent, timely and visibly applied to meet the objectives of the campaign.
- The campaign shall use storytelling to deliver the campaign messaging centered on impact driven, evidence-based and people centered approach.

### **Target audience:**

- For the fundraising campaign: Governments (mainly developed countries), philanthropy, corporate donors, IFIs, DFIs, diaspora.
- For the awareness campaign: sensitize public sector, investors, development partners and academia on the need to bring together private and public finance.
- Geographical Spread for Public Engagement: global level.

## **III. SCOPE OF THE SERVICE / WORK**

### **The agency is expected to:**

- Design the branding of the African Finance Solidarity Mechanism with a strong look/feel/identity and the guidelines for content assets.
- Design and launch a dedicated website (min 2 page).
- Articulate and implement the awareness campaign framework (vision, mission, objectives, audiences, resources, partnerships) and strategy.
- In tandem with the awareness campaign, design and initiate a fundraising campaign with the aim of engaging and attracting potential private and public resources through the African Solidarity Financing Mechanism, including:
  - Undertake and keep continuous analysis of donor funding streams and priorities in order to formulate a donor pipeline and strategically target donors and partners for engagement.
  - Monitor the fundraising/awareness campaign across digital and mainstream media channels in order to acquire new one-off and pledge donors, investors and drive income.
  - Organize lobbying and fundraiser events targeting the public and private sector: States (mainly developed countries), philanthropy, corporate donors, diaspora.
- The consultancy firm will be in charge of the production of content and dissemination, and other related activities around the campaigns and key events related to the Africa Finance Solidarity Mechanism, as mentioned in the deliverables.

## **IV. EXPECTED OUTPUTS / DELIVERABLES**

1. Pitching 3 ideas for the Awareness and Fundraising Campaign to UNDP and UNICEF and elaborating the umbrella concept, the workplan for the advocacy (1) and fundraising (2) campaigns and the calendar for 2022, in compliance with UNDP and UNICEF Communication strategy and Social Media Plan which will ensure the relevance and consistence in all messages.
2. Undertake and keep continuous analysis of audience and promotional platforms for targeted outreach.
3. Design the branding of the African Finance Solidarity Mechanism and the guidelines for content assets (templates for online and offline interactions, taglines, hashtag, messaging, visuals, etc);
4. Design and launch a dedicated website and produce assets for the web page.

5. Create social media platforms (twitter, linkedin, facebook, instagram, youtube) and curate content for the digital and mainstream media channels e.g. about the initiative, archival footage, relevant data, upcoming events, etc.
6. Guided by UNDP’s message and editorial standards, identifying regional and global social influencers who would be a good brand match for UNDP possibly drawing on UNDP/UNICEF and other UN Goodwill Ambassadors.
7. Creating visual and outreach materials conveying the key messages of the campaign, including at least: one hero video; a 1-minute animated announcement video to launch the campaign; a 3-4 minute video summarizing the project with narration, animation, subtitling, music, interview footage; 2 promotional videos, including with the ambassadors; at least 3 key stories featuring local voices and actors that help to anchor and contextualize the advocacy campaign; infographics, GIFs, web banners, event flyers, quote cards, publications, roll up banner design, 1-page brochure, PowerPoint presentation etc.
8. Elaborate the needed materials and provide support for the Africa Finance Solidarity Mechanism launch: invitations, powerpoint presentations, elaborating communication materials for the event and following the event (social media cards/GIFs, press release, instructional content, flyers, interviews, twits, posts).
9. Design and implement the advocacy/awareness raising campaign.
10. Design and initiate the fundraising communication campaign strategy, including:
  - o Undertake and keep continuous analysis of donor funding streams and priorities in order to formulate a donor pipeline and strategically target donors and partners for engagement.
  - o Distribute tailored materials through key channels.
  - o Monitor the fundraising/awareness campaign across digital and mainstream media channels in order to acquire new one-off and pledge donors, investors and drive income.
  - o Organize at least one lobbying and fundraiser event targeting the public and private sector: States (mainly developed countries), philanthropy, corporate donors, diaspora.
11. Submit a narrative report containing an analysis of the performance of the campaign with metrics on key indicators and recommendations for sustaining the campaign.

## **V. METHODOLOGY / APPROACH OF THE SERVICE (WORK)**

The Service provider is expected to closely coordinate conceptualization of ideas and decisions at every step of the process with the Regional Adviser for SDG Finance and South-South Cooperation of UNDP’s Africa Finance Sector Hub and the Regional Adviser for Social Policy for UNICEF’s Eastern and Southern Africa Regional Office, and respective Regional communications Advisers for UNDP and UNICEF.

## **VI. LOCATION, DURATION AND TIMEFRAME OF THE WORK /DELIVERABLES/OUTPUT**

In case of travel, travel costs will be covered by UNDP according to UNDP travel rules and regulations. The elaboration and dissemination of deliverables will be linked to key UNDP events.

<b>No.</b>	<b>Deliverables</b>	<b>Location and Action to be Undertaken</b>	<b>Duration (approx. 100 days over 12 months)</b>
1	3 ideas for the Awareness and Fundraising Campaign pitched to UNDP and UNICEF; Umbrella concept and workplan; brand kit; The concept of a two-page website.	Remotely	<b>Inception phase of the mechanism</b> 27 days
2	Content creation (videos, stories, graphics etc) and setting-up social media pages.	Remotely	<b>Pre-launch of the mechanism</b> 35 days
3	Communication materials for the launch event and following the event. Website launch.	Remotely	<b>The Launch of the mechanism</b> 3 days

No.	Deliverables	Location and Action to be Undertaken	Duration (approx. 100 days over 12 months)
4	The advocacy/awareness campaign strategy launched.	Remotely	<b>Post launch: advocacy and fundraising campaign</b> 35 days
5	The fundraising campaign strategy launched.	Remotely	
6	Consultancy firm sends out FINAL toolkit and narrative report.	Remotely	

## VII. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

- a. The consultant will work under the close guidance and supervision of the Regional Adviser for SDG Finance and South-South Cooperation of UNDP's Africa Finance Sector Hub (based in Pretoria, South Africa) and the Regional Adviser for Social Policy for UNICEF's Eastern and Southern Africa Regional Office (based in Nairobi, Kenya).
- b. The primary risks of this assignment are that the production of the different deliverables is either delayed or of poor quality. To mitigate these risks, UNDP and UNICEF will work closely with the consultant to ensure that timelines are being closely adhered to and that the different outputs are of strong quality. UNDP and UNICEF will also facilitate contacts with key respondents where needed. The consultant will ensure the quality of deliverables and maintain regular communication with UNDP Africa Finance Sector Hub and UNICEF Eastern and Southern Africa Regional Office to ensure deliverables are on track.
- c. The frequency of progress reporting will be weekly to both UNDP and UNICEF the Regional Adviser in responsible of the Joint Flagship.

## VIII. PAYMENT MILESTONES AND AUTHORITY

Prospective Service Provider will indicate the cost of services for each deliverable when applying for this consultancy. The Proposer will be paid based on the effective UN exchange rate (in case of other currency denomination), and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder. Payment is made on satisfactory completion of deliverables duly authorized by the Regional Adviser for SDG Finance and South-South Cooperation of UNDP's Africa Finance Sector Hub and the Regional Adviser for Social Policy for UNICEF's Eastern and Southern Africa Regional Office. It is expected that each deliverable be submitted to and reviewed by the Advisers prior to proceeding to the next stage of the contract. All comments and inputs are expected to be addressed by the consultant, either through revision or justification.

A winning Proposer shall then be paid the lump sum contract amount upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Installment of Payment/ Period	Deliverables or Documents to be Delivered	Approval should be obtained from:	Percentage of Payment
1 <sup>st</sup> Installment	Development of the work plan, core outreach materials and templates	Regional advisor	20%
2 <sup>nd</sup> Installment	Launch and roll out of the campaigns	"	50%
3 <sup>rd</sup> Installment	Narrative report and recommendations	"	30%

## IX. MINIMUM ORGANIZATION AND CONSULTANCY TASK FORCE REQUIREMENTS

### 9.1 Minimum Organization Requirements

## **ELIGIBILITY CRITERIA – PROFESSIONAL SKILLS AND EXPERIENCE**

- At least 8 years of demonstrated practical experience in design, conceptualization and implementation of advocacy campaigns
- Eligible contractor must have team members that hold certificate and/or professional training in public relations and marketing, communications and mass media, graphic design and film production, public and development policy or awards in the related fields.
- Demonstrated extensive experience in managing and producing advocacy campaigns as well as managing production crews.
- Previous work experience with private sector, development partners, international organisations, government and media
- High grasp in development of content targeting multiple audiences.
- Proof of experience to be provided with the bid application as portfolio examples and samples of previous work
- Understanding of Africa’s development context and priorities, and as well as donor priorities

## **ELIGIBILITY CRITERIA - COMPANY QUALIFICATIONS**

- Company Profile, which should not exceed fifteen (15) pages, relevant to the services being procured
- Latest Business Registration Certificate
- 2020 and 2021 Financial Statement – including income statement and balance sheet to indicate its financial stability, liquidity, credit standing and market reputation.
- Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List (See Annex 4 Form for Submitting Self-Declaration).
- Must be operating within the Africa region or has representatives based in the region

The following samples are requested:

- Minimum four different examples of previous work showcasing experience of advocacy campaign strategy design and implementation.
- proposal and methodology responding to the TOR of the assignment (not more than 1000 words)

The multi-disciplinary team should comprise members with the following educational qualifications; experience and competencies:

### **9.2 Task Manager / Team Leader**

#### **Academic Qualification:**

- At least master’s degree in Communication, Journalism, Graphic design, Finance or related fields

#### **Experience:**

- A professional experience of at least 7 years spanning Strategic communication, management, and development.

#### **Competencies:**

- Ability to provide general leadership and direction to the communications strategy, structure and practice;
- Excellent management and resource allocation skills in relation to the consultancy
- Strong organizational skills;
- Strong communication skills;
- Proficiency should be in English and proficiency in French language will be an added advantage;

### **9.3 Lead Consultant / Senior Expert**

#### **Academic Qualification:**

- A post-graduate degree in communication, journalism, graphic design, finance or a related discipline.

#### **Experience:**

- A minimum of 5 years of proven experience of working in communications preferably in an international development context.

#### **Competencies:**

- Ability to undertake technical communications strategy work.
- Ability to work under pressure and to deliver in a timely manner without compromising quality standards;
- Strong communication skills;
- Strong team management skills;
- Proficiency should be in English and proficiency in French language (if any) will be an added advantage.

#### **9.4 Project Staff / Associate Consultants / Team Members**

##### **Academic Qualification:**

- A minimum of a University Master’s Degree in communications, journalism, graphic design, finance or a relevant field.

##### **Experience:**

- A minimum of 3 years of professional experience and proven expertise and experience in communications, journalism, digital content creation, graphic design, animation, and other related fields preferably in the context of communication for development with international organizations such as UN agencies.

##### **Competencies:**

- Training and hands-on experience in communications strategy and execution;
- Ability to work under pressure, and to deliver in a timely manner without compromising quality standards;
- Strong communication skills;
- Strong teamwork and ability to work in a multi-cultural context
- Proficiency should be in English and proficiency in French language (if any) will be an added advantage;

### **X. CRITERIA FOR SELECTING THE BEST OFFER**

#### **Evaluation Criteria**

Interested and qualified service providers are expected to submit both a Technical and Financial Proposal. Accordingly, offers from the service providers will be evaluated based on the following:

- a. The offer being responsive/compliant/acceptable, and
- b. Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

#### **Criteria Technical Proposal**

For the technical proposal, the service provider must receive a minimum score of 70 points to pass the technical evaluation. The technical proposal will be evaluated based on the following criteria:

<b>Criteria</b>	<b>Weight</b>	<b>Max. Point</b>
<b>Technical Competence (based on CV and proposal)</b>	<b>70%</b>	100
Understanding the Scope of Work; comprehensive articulation of the expectations of the assignment based on the proposal and methodology presented		45
Minimum educational and skillset of team members as required		20
Demonstrated relevant experience as required and portfolio review		35
<b>Financial (Lowest Offer/Offer*100)</b>	<b>30%</b>	100
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score * 30%</b>	

#### **Criteria Financial Proposal**

The respective weight of the technical and financial proposals are:

Technical proposal weight is 70%

Financial proposal weight is 30%

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

## XI. APPLICATION PROCEDURES AND RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

Interested candidates are required to submit application with subject line "Fundraising/awareness Campaign for the African Solidarity Financing Mechanism" by 24 November 2021 at 11:59 pm Johannesburg Time to XX, including: a cover letter (no more than 2 pages, summarizing relevant experience, qualifications, and skills), CV, a technical proposal (presenting an outline that specifies the assessment methodology details, steps and dates) and a financial proposal (indicating the daily rate required to undertake the terms of reference above, as well as availability to start on or close to 10 December 2021).

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, a Service Provider is advised to use a proposed Table of Contents. Hence, your Technical Proposal document must have at least the preferred content as outlined in the respective RFP Proposal Submission Form (*See Next Page*).

## XII. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP and UNICEF.

## PROPOSED STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA

Herewith please find the **Standard Technical Proposal Evaluation Criteria** along with respective allocated weight template for Requester's subsequent review. As per the relevance of the proposed criteria it can either:

- a. Redistributed the allocated weight;
- b. Delete specific criteria if you find it irrelevant or less relevant; or
- c. Replace with new criteria along with corresponding allocated weight

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1	Expertise of Firm / Organization	30%	300
2	Proposed Methodology, Approach and Implementation Plan	40%	400
3	Management Structure and Key Personnel	30%	300
<b>TOTAL</b>		<b>100%</b>	<b>1000</b>

Technical Proposal Evaluation (FORM I)		
Expertise of the Firm / Organization		Points Obtainable
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	50
1.2	General Organizational Capability which is likely to affect implementation <ul style="list-style-type: none"> <li>- Financial Stability</li> <li>- Loose consortium, Holding company or One firm</li> <li>- Age/size of the firm</li> <li>- Strength of the Project Management Support</li> <li>- Project Financing Capacity</li> <li>- Project Management Control</li> </ul>	90



<b>1.3</b>	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.)	<b>15</b>
<b>1.4</b>	Quality assurance procedure, warranty	<b>25</b>
<b>1.5</b>	Relevance of: - Specialized Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region - Work for UNDP/ major multilateral/ or bilateral programmes	<b>120</b>
<b>SUB TOTAL</b>		<b>300</b>
<b>Technical Proposal Evaluation (FORM II)</b>		
<b>Proposed Methodology, Approach and Implementation Plan</b>		
<b>2.1</b>	To what degree does the Proposer understand the task?	<b>30</b>
<b>2.2</b>	Have the important aspects of the task been addressed in sufficient detail?	<b>25</b>
<b>2.3</b>	Are the different components of the project adequately weighted relative to one another?	<b>20</b>
<b>2.4</b>	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	<b>55</b>
<b>2.5</b>	Is the conceptual framework adopted appropriate for the task?	<b>65</b>
<b>2.6</b>	Is the scope of task well defined and does it correspond to the TOR?	<b>120</b>
<b>2.7</b>	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	<b>85</b>
<b>SUB TOTAL</b>		<b>400</b>
<b>Technical Proposal Evaluation (FORM III)</b>		
<b>Management Structure and Key Personnel</b>		
<b>3.1</b>	<b>Task/Project Manager / Team Leader /</b> General Qualification Suitability for the Project	
	- International experience	<b>25</b>
	- Training experience	<b>20</b>
	- Professional experience in the area of specialization	<b>45</b>
	- Knowledge of region	<b>30</b>
	- Language qualification	<b>20</b>
<b>SUB TOTAL</b>		<b>140</b>
<b>3.2</b>	<b>Senior Expert(s) / Lead Consultant(s)</b> General Qualification Suitability for the project	
	- International experience	<b>15</b>
	- Training experience	<b>15</b>
	- Professional experience in the area of specialization	<b>45</b>
	- Knowledge of the region	<b>25</b>
	- Language qualification	<b>20</b>
<b>SUB TOTAL</b>		<b>120</b>
<b>3.3</b>	<b>Project Staff/ Associate Consultants</b> General Qualification Suitability for the project	
	- International experience	<b>5</b>
	- Training experience	<b>5</b>
	- Professional experience in the area of specialization	<b>10</b>
	- Knowledge of the region	<b>10</b>
	- Language qualification	<b>10</b>
<b>SUB TOTAL</b>		<b>40</b>

	<b>Aggregate</b>	<b>1000</b>
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**This TOR is approved by:**

**Name:**

**Designation:**

**Signature:** \_\_\_\_\_

**Date Signed:**