

## TERMS OF REFERENCE

### Institutional consultancy to develop evidence based SBCC strategy and tools for community and school WASH in rural areas of Viet Nam

#### 1. Summary

<b>Title</b>	Creative agency to develop Social and Behavior Change Communication (SBCC) strategy and tools for community and school water, sanitation, and hygiene (WASH) in rural areas of Viet Nam
<b>Purpose</b>	To develop a SBCC strategy and tools for community and school that inspire adults and children in rural areas of Vietnam to invest and adopt safely managed water and sanitation and healthy personal hygiene practice
<b>Expected fee</b>	Lumpsum contract
<b>Location</b>	Home-based with field visits to pre-test campaign and communication package in UNICEF support provinces: Dien Bien, Gia Lai, Soc Trang
<b>Duration</b>	Sep. 2022 – Jan. 2023
<b>Start Date</b>	Sep. 2022 (tentative)
<b>Reporting to</b>	SBCC Specialist, Child Survival, Development and Environment (CSDE) Section

#### 2. Background

Water, sanitation, and hygiene (WASH) are core elements of human capital development that drive Viet Nam's current and future productivity and growth. It is also one of the key elements that need additional focus if Viet Nam is to achieve its Sustainable Development Goals (SDGs). Human capital development consists of knowledge, skills, and health acquired over the course of one's lifetime. It, therefore, requires investment in children – especially in their early years and for those who are most vulnerable – so that they can achieve their full potential when they become adults and be productive.

With a population of 96.2 million (2019), Viet Nam's access to improved water supplies increased from 65% in 2000 to 97% in 2019, while access to basic sanitation jumped from 52 to 89% during the same period<sup>1</sup>. Despite the progress made, 10.7 million people (10.15 million in rural areas and 550,000 in urban areas) still practice open defecation<sup>2</sup>. Additionally, only 13% of the population wash their hands with soap at key moments. In addition, data from WHO/UNICEF Joint Monitoring Programme for Water Supply, Sanitation & Hygiene shows that the major population without clean water and improved latrines are poor, near poor and ethnic minorities (EM). Specifically, the 2020 survey measuring SDG indicators on children and women conducted by the General Statistics Office (GSO) with support from UNICEF shows that:

- The prevalence of stunting is high at the national average of 20% while among ethnic minority children is nearly twice (32%). Only 42% of children 6-23 months received a minimum acceptable diet.
- 44% of households whose water source was tested had E. coli contamination, it was also found that in drinking water this rate is 41% of households.
- Only 60% of ethnic minority households had access to improved sanitation compared to almost 90% at a national level.

<sup>1</sup> WHO & UNICEF (2019). Joint Monitoring Program for WASH – JMP ( [link](#) ).

<sup>2</sup> GSO (2018). 2018 Viet Nam Household Living Standard Survey.

- Only 8% of household members use an improved on-site sanitation facility from which a service provider has removed waste for treatment off-site.

The lack of access to water and sanitation coupled with poor hygiene practices contributes to high rates of diarrhoea, pneumonia, and parasitic infections. As a result, and in addition to other factors, one-fifth of children under the age of five in Viet Nam suffer from stunting<sup>3</sup>.

UNICEF is shifting to a new partnership phase with Viet Nam for 2022-2026 Country programme. WASH continues to be one of the core components in the partnership strategy. UNICEF Viet Nam will support both at national and provincial levels, particularly supporting the achievements of safely managed water, sanitation, and hygiene for hard to reach and vulnerable groups in Dien Bien, Gia Lai, and Soc Trang project provinces.

Base on the evidences and findings from the WASH and Nutrition formative research to understand demand, supply and enabling environment for affordable and climate-resilient water and sanitation-related products and services conducted by UNICEF in the project locations, UNICEF supports the National Center for Rural Water Supply and Sanitation (NCERWASS), Viet Nam Health Environment Management Agency (VIHEMA) and project provincial counterparts to develop and implement an evidence based SBCC strategy and tools, market-based approaches and capacity-building/business development efforts to strengthen the availability of WASH products and services in low-income rural households for the next 5 years of 2022-2026 Country programme.

UNICEF's support will also include the development of communication action plans, campaigns, materials package and the informed choice catalogue and sales and marketing toolkits for service providers/suppliers on WASH which targets different audience groups at different levels, including parents, child caregivers, young adults, front line workers/motivators, community opinion leaders and influencers, health staff/collaborators and journalists.

### 3. Justification

The proposed assignment requires **a national or international creative agency** that has strong expertise and experience in developing evidenced based communication strategy, action plans, designing communication consumer awareness campaign, and producing creative, innovative communication products and assets. The agency needs to have relevant experience to Viet Nam's context in the areas of WASH's SBCC and sales and marketing.

UNICEF and counterparts do not possess all the required creative expertise neither the time required to dedicate to this assignment, which requires extensive work. Hence it would be time and cost effective to engage a high-quality agency to conduct the consultancy. The Child Survival, Development and Environment (CSDE) programmes including WASH and Social and Behaviour Change (SBC) team will provide technical guidance and quality assurance to the consultant in all stages of the designing, developing, and pre-testing the campaign and materials package.

### 4. Objectives and Audiences

#### Objective

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<sup>3</sup> National Institute for Nutrition (2020). Data from 2019 survey on nutrition.

The overall goal of the assignment is to develop an evidenced based 5-year SBCC strategy and tools that will inspire the target audiences to stop open defecation and using unsafely water; invest in safely managed water and sanitation and adopt healthy personal hygiene practice.

The strategy will be an integrated platform with a recognizable brand that achieves the following objectives among the target audiences:

1. Create a need to adopt healthy practices, e.g., stop open defecation, stop using unsafe water for drinking and domestic use
2. Stimulate desires of households and school children for safely managed water, improved sanitation and personal hygiene including drinking and domestic use water, an improved latrine, handwashing, menstrual hygiene.
3. Create consumer awareness about locally available WASH products and services.

The SBCC strategy will clearly address the detailed creative brief (to be provided) and the identified communications objectives. Specific outputs of the assignment are to:

1. Use an iterative, rapid prototyping process to design, test and finalize the SBCC strategy, action plan and tools including all creative concepts, messages, and tools (including communication materials and assets).
2. Package finalized tools into a menu of communications tools that outlines how to use each tool and other practical details on action plans execution.
3. Develop a 5-year SBCC Strategy, and 1-year action plans, including schedule, budget, and resourcing needs, for executing the plan for national and sub-national levels.
4. Support sector-wide consultation process, stakeholder, and target audience engagement for finalized strategy, action plans and tools by conducting regular meetings, consultation, reviews and documenting outcomes and decisions at each step in the process.

#### **Target audience group:**

- *National level:*
  - WASH, health, and communication officers of government-related ministries (Ministry of Health - MOH and Ministry of Agriculture and Rural development - MARD), Ministry of Education and Training and mass organizations
  - Journalists who are in charge of WASH/health related column/section.
- *Sub-national level: Northern Mountains, Central Highlands, and Mekong River Delta, focusing on UNICEF supported provinces including Dien Bien, Gia Lai and Soc Trang:*
  - Household: Parents, child caregivers, young adults, adolescents, children especially vulnerable groups including ethnic minority groups (Gia Lai: Bhana, Jrai; Soc Trang: Khmer; Dien Bien: Hmong) and people with disabilities.
  - Community: opinion leaders, influencers and other community motivators including community leaders, religious leaders, etc.
  - School at different levels (primary, secondary, and high schools): teachers and students
  - WASH, health and communication officers of line departments, mass organizations (Women Union, etc.) of project provinces
  - Journalists who are in charge of WASH/health related column/section.

## **5. Scope**

Specific tasks and activities under each output will include:

**Output 1: Design, test and finalize the 5-year SBCC strategy and action plans including all creative concepts, key messages, and tools**

- Initial consultations and review of market research and Creative Brief to understand the programme context and linkages.
- Rapid review of exiting WASH communication strategy, plan, materials and approaches and other examples of sanitation marketing communications campaigns in Viet Nam and different countries to gather inspiration
- Develop initial creative concepts and identify specific tools (each to be outlined in a Tool Brief and approved for further testing)
- Iterative, rapid process for testing prototype concepts and tools (this must include at least two rounds of field testing with target audiences, including households, promoters, and businesses)
- Finalize the strategy and action plans of 5 years, 2022-2026.

**Output 2: Finalize and package a menu of communications tools (including communication materials and assets)**

- Finalize a set of messages and production-ready tools for relevant key audience groups (all final artwork, photography, etc. must be completed for final materials), including:
  - 01 set for national level: the standard communication tool including training manuals and the guidance to customize communication materials/assets to sub-national levels.
  - Based on the national set, tailor made of 03 sets for 3 regions (Northern Mountain, Central highland, and Mekong River delta) particularly for 3 UNICEF project provinces: Dien Bien, Gia Lai and Soc Trang: communication tools/materials/assets and training manuals. Beside Kinh language sets, the sets of communication tools/materials/assets will also to be developed in ethnic languages: Bhana, Jrai (Central highland), Khmer (Mekong River delta), Hmong (Northern Mountain).
  - Each of national and regional set includes, but are not limited to, the following types of tools, materials, and assets:
    - ✓ **Print materials:** poster, leaflet, counselling cards and other appropriate types.
    - ✓ **Non-print materials (mass, social and digital media):** video clips in different formats (TV and social media including Zalo, YouTube, Facebook), radio spots and commune loudspeakers spots.
    - ✓ **Develop the template of the press pack** (including press release, fact sheets, FAQs) for journalists.
    - ✓ **Develop the guidelines** on how to customize, redesign materials to suit different target groups in terms of format, contents, and languages, for example, in major ethnic languages and featuring ethnic minority characters will need to be developed
    - ✓ **Develop training manual** on how to use and disseminate the BCC materials, and sales/marketing materials package to each specific target audience groups.
- Collate final production-ready tools into a menu that outlines how, when, and where to use each tool, material, and asset, how much they cost, and other details (e.g., all tools should be packages together with final Tool Briefs).

**Output 3: Develop the action plan for national and sub-national levels**

- Develop 1-year action plan including, schedule and locations of activities, budget, monitoring plan, training, and resource allocation for campaign execution
- The action plan should articulate how the different elements of the communications plan are linked together, and how different activities are practically integrated with other CSDE programme activities.

**Output 4: Support to garner sector-wide support for finalized 5-year SBCC strategy and action plans**

- Present during regular meetings of the national and sub-national stakeholder committees to advise and contribute to strategy and plan development
- Document outcomes and key decisions through the review and approvals process
- Support UNICEF to advocate national partners for strategy's approval, action plan implementation at national and sub-national levels. This also include the facilitation of the workshop to hand-over communication tools, materials, and assets for UNICEF implementing partners at national and provincial project levels.

## 6. Methodology and technical approach

To ensure buy-in from all stakeholders and target audiences, the development of the SBCC Strategy, execution plans and tools will be a consultative and participatory process, engaging key stakeholders. The key stakeholders should include parents, young people, community groups/influencers, and community leaders and their inputs on social roles, opportunities for influencing social norms and behaviours, and what they see as their potential engagement in the SBC WASH strategy/campaigns should be sought from the beginning of the process. The SBCC principles will be incorporated throughout the intervention package to encourage target audiences to apply this information to adopt healthy personal hygiene behavior and invest in safely managed water and sanitation. All products for use with community members and children should be very visual and have limited text so that they can be understood by a low-literacy audience. The products will be developed through an iterative process that will include several rounds of development, field testing, and revision.

In developing all materials and tools, the agency should review the existing BCC and sales materials in WASH from UNICEF and other organizations with the idea of building on existing materials. If current materials do not exist or do not fit within the campaign strategy, then new materials should be developed.

In addition, best practice calls for multiple concepts and message versions to be pre-tested against each other. The agency is required to submit a pre-testing plan that will include the following activities:

1. Pre-testing of umbrella concepts and full set of materials to ensure comprehension, attraction, persuasion, identification, and acceptability etc. among the target audiences. Materials should be tested in 3 selected provinces including Dien Bien, Gia Lai, and Soc Trang.
2. Based on the above pre-test results, draft toolkits, and training materials whereby community workers and teachers will use the materials to conduct actual SBCC activities.
3. Revise materials and present entire SBCC strategy and toolkits at a Consultative Workshop for relevant stakeholders. UNICEF with relevant partners will be responsible for the organization and financing of this workshop.

All pre-testing should include women, men, boys, and girls among different ethnic groups so that their needs and aspirations, motivations, breaking barriers, myths, social norms are reflected in the final packages. For media production, the agency is also expected to conduct media scoping, based on the literature and their own expertise, of Vietnam to understand effective and efficient ways to maximize reach and impact in hard to reach and low-income populations.

The agency will work closely with UNICEF CSDE, Communication and Advocacy Section, Education Section, and related programmes.

The agency will maintain a strong working relation with National Center for Rural Water Supply and Environmental Sanitation (NCERWASS/MARD), Viet Nam Health Environment Management Agency

(VIHEMA/MOH), Physical Education Department/MoET, mass organizations, NGOs, and UN agencies (WHO, etc.).

UNICEF will facilitate community entry for field testing in UNICEF project areas and accompany the agency/consultant(s) on field trips as needed. UNICEF will facilitate the meetings of the national advisory committee.

## 7. Summary of specific tasks and deliverables with a timeline

The following tasks and deliverables are expected from the agency over a period of the assignment. The exact timing of deliverables will be determined in close coordination with the UNICEF Team. All reports, documents and deliverables under this assignment will be developed both in Vietnamese, English. Besides, the campaign **tools, materials and assets** will be developed in **ethnic languages in UNICEF project areas**.

Regarding TV spots and video clips production of production-ready tools/materials/assets package for national and regional levels, each spot/video will contain two sets: 1) Vietnamese language narration, 2) Vietnamese language narration with English subtitles, 3) and **ethnic languages in UNICEF project areas**. All pictures, music, footages, and related materials used for the development of the videos, tools and materials under this assignment need to have copyrights for any types of public broadcasting, airing, posting, and publishing.

The consultant(s) will be expected to produce the following deliverables:

**a) Deliverable 1:**

- Assignment workplan, setting out methodology and timeframe for activities.
- Brief reports on results of rapid field testing of strategy messages and tools
- Final creative concept

**b) Deliverable 2:**

- Final production-ready communications materials and fully developed tools
- Draft and final menu of communication tools including materials and assets and tool briefs
- Draft and final SBCC strategy, action plans, and 1-year action plan execution

**c) Deliverable 3**

- Participation in review and approval meetings with advisory group
- Facilitation of the hand-over workshop for UNICEF implementing partners at national and provincial project levels.

No.	Task	Deliverable	Timeframe
1	<b><u>Workplan</u></b> <ul style="list-style-type: none"> <li>- Study creative brief, review reports of existing formative research, studies, and communication materials.</li> <li>- Identify resources people who are experts from related MOH/MARD departments (NCERWASS, VIHEMA) and other related counterparts/partners for consultation and technical support.</li> <li>- Plan activities, timeline to conduct the assignment.</li> </ul>	<b>(Deliverable 1)</b> <ul style="list-style-type: none"> <li>- Assignment workplan, setting out methodology and timeframe for activities in <b><u>English and Vietnamese</u></b></li> <li>- Brief reports on results of rapid testing of creative concepts <b><u>English and Vietnamese</u></b></li> <li>- Final creative concept in <b><u>English and Vietnamese</u></b></li> </ul>	Sep. -Oct. 2022



No.	Task	Deliverable	Timeframe
	<ul style="list-style-type: none"> <li>- Develop and test the creative concept with key audience groups.</li> </ul>		
2	<p><b><u>Implementation</u></b></p> <ul style="list-style-type: none"> <li>- Develop, test with target audience, and finalize strategy, action plans including 1-year execution plan.</li> <li>- Identify and develop different types of print and non-print tools/materials/assts targeting appropriate audience groups at national and sub-national levels.</li> <li>- Develop, pre-test and finalize the national and provincial sets of production-ready materials, assets, and tools.</li> <li>- Consult with resource people, UNICEF, and partners - NCERWASS, VIHEMA.</li> <li>- Conduct field visits to pre-test with target audience on the draft strategy, action plan, tools, materials, and assets in UNICEF project provinces: Dien Bien, Gia Lai, Soc Trang.</li> </ul>	<p><b>(Deliverable 2)</b></p> <ul style="list-style-type: none"> <li>- Final production-ready communications materials and fully developed campaign tools in <u>Vietnamese and ethnic languages in UNICEF project areas</u></li> <li>- Final menu of communication tools including materials and assets and tool briefs <u>Vietnamese and ethnic languages in UNICEF project areas</u></li> <li>- Final strategy, action plan, 1-year execution plan in <u>Vietnamese, English</u></li> </ul>	Oct.-Dec. 2022
3	<p><b><u>Finalization</u></b></p> <ul style="list-style-type: none"> <li>- Participate in review and approval meetings with advisory group.</li> <li>- Facilitate the hand-over workshop for UNICEF implementing partners at national and provincial project levels.</li> </ul>	<p><b>(Deliverable 3)</b></p> <ul style="list-style-type: none"> <li>- Final strategy, action plan, 1-year execution plan and products approved by UNICEF and UNICEF implementing partners</li> <li>- Hand-over workshops for UNICEF implementing partners at national and provincial project levels.</li> </ul>	Jan. 2023

**Duration and expected deliverables:** The timeframe for this consultancy is 100 working days. All deliverables are expected to be developed in Vietnamese, English and selected ethnic languages in UNICEF project areas, with the responsibility for translation in all meetings with partners/informants belonging to the contracted agency. UNICEF will introduce Long-term agreement contract vendors for translation services if needed.

## 8. Management

The assignment will be undertaken under the overall supervision of the Chief of CSDE with the day-to-day supervision of the SBC Specialist and WASH Specialist and closely working related UNICEF Programme staff. The Chief of CSDE will facilitate final sign off and approval of the outputs, based on feedback from the review committee.

All deliverables will be approved or rejected with comments within 2 weeks of the submission of outputs, with a standard revision period of an additional 2 weeks by the consultant(s).

UNICEF Viet Nam's focal point will ensure that a consolidated work plan for this assignment facilitates the joint work of both the contracted agency and any personnel assigned by NCERWASS, VIHEMA, MoET with quality assurance from UNICEF, NCERWASS, VIHEMA, MoET and the project provinces.

## 9. Inputs to be provided by UNICEF

UNICEF will provide a detailed Creative Brief, market research and other reports, example campaign tools, and available WASH materials and tools. UNICEF will facilitate community entry for field testing and accompany the consultant(s) on field trips as needed. UNICEF will facilitate the meetings of the national and provincial advisory committee.

## 10. Payment Schedule

The payment for the consultancy will be in three installments:

- The 1<sup>st</sup> payment upon the approval of Deliverable 1 (30% of total contract's value).
- The 2<sup>nd</sup> payment upon the approval of Deliverable 2 (40% of total contract's value).
- The last payment upon the approval of all deliverables and Deliverable 3 (30% of total contract's value).

## 11. Performance indicators for evaluation

- The quality of deliverables meets the standards set by UNICEF and specifications outlined in the contract.
- Deliverables are submitted in a timely manner, as per the timeline in the contract.
- Technical assistance is contextualized and draws on inputs provided by the partners.

## 12. Qualification

**The national and/or international agency need to have the following qualifications:**

- Prior experience and track record of developing Social and behaviour change communication strategy, in Viet Nam or middle and low-middle income countries with multi-ethnic composition
- Relevant expertise in creative communication materials/assets production, WASH, and marketing to rural consumers in Viet Nam, communication, social sciences, or related areas
- Demonstrated skills in creative concept design and execution
- At least 3 years demonstrated marketing experience in rural markets of Viet Nam. Experience with water, sanitation and hygiene sector is beneficial but not required
- High level of competence in working with people, especially partners in the Government, UN agencies and INGOs is required
- Strong understanding of local government and community contexts in Viet Nam
- Ability to create relevant and meaningful content across a variety of appropriate mediums
- Ability and proven experience crafting messages and products in various formats of materials
- Ability to develop and produce communication materials and assets targeting ethnic minority audiences
- Facilitation skills and ability to manage diversity of views in different cultural contexts

**The agency needs to deploy:**

*The National Behavior and Social Change Communication Expert cum Team Leader with following qualifications:*



- Minimum of Master level degree(s) in the relevant field, such as social sciences, public health, or economics, and at least eight years of relevant experience.
- At least eight years of proven and successful experience in the design and implementation of behavior change programs, preferably with at least five years' experience in rural WASH promotion. *(Note that strong experience within behavior change carries the greatest weight).*
- Strong experiences in development of BCC/IEC materials in Viet Nam is desirable; familiarity with the water, sanitation, and hygiene sector (including experience with community and school-based WASH)
- Ability to effectively and respectfully work with and lead a team of professionals with different cultural and sectoral backgrounds.
- Negative Vietnamese speaking and be fluent in English.

*The National Rural Water and Sanitation Engineer with following qualifications:*

- Minimum of Master level degree(s) in the relevant field, such as water and sanitation engineering, WASH sales/marketing, etc.
- At least eight years of proven experience in rural water and sanitation projects and programs, targeting climate change affected and vulnerable areas
- Proven prior experience with the design of low-cost on-site domestic WASH facilities
- Ability to work with a team of professionals effectively and respectfully with different cultural and sectoral backgrounds
- Negative Vietnamese speaking and be fluent in English.

*National Marketing Specialist with following qualifications and experience:*

- At least 5 years demonstrated marketing experience in rural markets of in Viet Nam
- Experience in commercial marketing, social marketing, behaviour change communication or related fields
- Demonstrated skills creative concept design and execution
- Proven expertise working with local enterprises in rural communities in Viet Nam
- Strong understanding of local government and community contexts
- Fluency in English.
- Experience with water, sanitation and hygiene sector is desirable but not required.

*The national and/or international Creative Director or Concept Designer with following qualifications:*

- Minimum of University level degree(s) in the relevant creative fields
- At least eight years of proven experience in creative design, creative concept/content development
- Ability to work with a team of professionals effectively and respectfully with different cultural and sectoral backgrounds

*In addition, the agency is expected to mobilize other skills/experiences among the team members including graphic design, photograph, public health, gender and social aspects of water and sanitation, climate change... etc.*

#### **Association with other organization(s)**

The consultant agency may associate with other organizations (NGOs/ research and technical institutions/ profit agencies, etc.) to enhance their qualification and expertise for this Consultancy. In such instances, there should be a lead consultant agency and the other agencies should be its sub-consultant(s)/ associate(s). The assignment proposal should indicate the role and other details of the sub-consultant(s)/ associate(s). However, overall responsibility for planning, management, and coordination (technical, financial, administrative), M&E and quality assurance will vest with the lead consultant agency.

### 13. Structure of the Technical Proposal

Agencies interested are required to submit a brief technical proposal including:

1. Credential document outlining the expertise of the company, detailing general and specific experience with similar clients and assignments, including the samples (e.g., reports, materials, products) of past relevant works.
  - Expertise and previous experience in developing communication strategy, action plans and producing communication tools, materials and assets in WASH and marketing to rural consumers in Country.
  - Examples/portfolio of past innovative strategy, creative campaigns/products that are relevant to the assignment.
2. Brief narrative of proposed approach for carrying out tasks indicated above, including methods and techniques to be utilized.
3. Details of the proposed team for the assignment including the following information:
  - Title/Designation of each team member on the project
  - Experience in working on similar project and assignments – List similar projects they worked on and their roles on the project.
4. Assignment implementation plan and timeline.

**Notes:**

- Submissions must be made in English
- No price information should be contained in the technical proposal.
- Any submissions made outside of the allotted time frame or without adequate information will be automatically disqualified.

### 14. Evaluation process and methods

Weighted ratio between the technical and the price criteria: (80:20)

Only agencies who have technical proposal scores from **56 points** (70% of technical points) will be shortlisted.

Each technical proposal will be assessed first on its technical merits and subsequently on its price. A maximum of 80 points is allocated to the technical component and 20 points for the price component, with a maximum possible total score of 100 points.

The proposal obtaining the overall highest score after adding the scores for the technical and financial proposals is the proposal that offers best value for money and will be recommended for award of the contract. UNICEF will set up an evaluation panel composed of technical UNICEF staff.

In making the final decision, UNICEF considers both technical and financial aspects. The evaluation panel first reviews the technical aspect of the offer, followed by the review of the financial offer of the technically compliant vendors.

The proposals will be evaluated against the following two elements:

- a) Technical Proposal

Criteria		Points
1	Company Information	5

1.1	Legal Structure (Registration and taxes)	
1.2	Years of expertise and experience	
1.4	Financial capacities (Statement on consolidated sales and revenue in the past 5 years)	
<b>2</b>	<b>Technical Expertise</b>	<b>30</b>
2.1	Relevance of the approach to meet the specific objectives and reach the specific target audience	
2.2	Present/prior similar experience working with high profile customers (name of clients and project engagements)	
2.3	Technical services (Equipment, studio facilities, outsourcing suppliers, placement services)	
<b>3</b>	<b>Personnel</b>	<b>30</b>
3.1	Management position and technical competencies (CV)	
3.2	Number of key staff assigned to the project management	
<b>4</b>	<b>Innovative and Creative portfolio</b>	<b>15</b>
4.1	Samples of innovative SBCC strategy, creative concept development, tools and implementation	
4.2	Samples with demonstrated experience in WASH/community communication creative concept development, campaign tools development	
	<b>Total</b>	<b>80</b>

b) Financial Proposal

The Financial Proposal should be broken down for each component of the proposed work. Please make sure to have separate line items in your price proposal for the following:

- Campaign and planning
- Creative Conception and Execution
- Designing and development process

**Mandatories**

- All prices/rates quoted must be exclusive of all taxes as UNICEF is a tax-exempt organization.
- Financial Proposals must be submitted separately to Technical Proposals.
- The total amount of points allocated for the price component is 20. (The maximum number of points will be allotted to the lowest price proposal of the technically qualified proposals).
- UNICEF will award the contract to the vendor whose response is of high quality and meets the specific objectives.
- Proposals must be submitted in pdf. format, duly signed and stamped by the authorized representative of the organization/company.