

## Terms of Reference (ToR)

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### Production of Communications Materials on Digital Financial Services

#### 2) *Project Title*

**Production of communications materials for reaching out micro-merchants, MSEs, women and youth on digital financial services**

#### 3) *Project Description*

**UN Capital Development Fund (UNCDF) and Inclusive Finance:** UNCDF provides investment capital and technical support to both the public and the private sector. It provides capital financing -- in the forms of grants, soft loans and credit enhancement -- and the technical expertise to unleash sustainable financing at the local level. UNCDF's work on inclusive finance seeks to develop inclusive financial systems and ensure that a range of financial products is available to all segments of society, at a reasonable cost, and on a sustainable basis. UNCDF supports a wide range of providers (e.g. microfinance institutions, banks, cooperatives, money transfer companies) and a variety of financial products and services (e.g. savings, credit, insurance, payments, and remittances). UNCDF also supports new delivery channels (e.g. mobile phones, digital platforms) that offer tremendous potential for scale.

**Shaping Inclusive Finance Transformations:** The Shaping Inclusive Finance Transformations (SHIFT) programme framework for the South Asian Association for Regional Cooperation (SAARC) countries is a regional market-facilitation initiative aiming to improve livelihoods and reduce poverty in SAARC countries by 2021. SHIFT - SAARC seeks to stimulate investment, business innovations and regulatory reform to expand economic participation and opportunities for women and help small and growing businesses to be active agents in the formal economy.

SHIFT SAARC is currently implemented in Bangladesh where it has two major streams of work: i. *accelerating* the uptake and usage of Digital Financial Services (DFS) to respond to the needs for greater digital financial inclusion and; ii. *enhancing* the growth and competitiveness of retail micro-merchants through "Merchants Development Driving Rural Markets" project. SHIFT – SAARC does this through: i. Growing the awareness and demand for DFS through communication, advocacy, and industry research; and. ii. Stimulating expansion of digital technologies for micro – merchant segments by encouraging innovation and linkages between retail and financial services industries.

SHIFT SAARC's four major intervention areas are: a) *Policy and Advocacy* focusing on partnerships and alliances with policy makers, financial service providers, and governments to enable financial markets be more responsive to the broader development priorities, emphasizing gender strategies in financial inclusion policy to meet the needs of women; b) *Data and Analysis* focusing on strengthening the availability and use of demand and supply side big data analytics to inform research and practice; c) *Learning and Skills Development* focusing on developing learning and investment readiness tools and

platforms to strengthen knowledge and skills among financial service providers, entrepreneurs and business development service providers; and d) *Challenge Fund Facility* providing financial support to innovative projects, business models and technologies aiming to improve the lives of low – income people. Through these interventions, SHIFT SAARC looks to forge strong partnerships with market actors to influence behavior change, stimulate investments, business innovations and regulatory reform to catalyze systemic changes in economic participation and opportunities for low income groups and women especially.

**Digital Financial Services context in Bangladesh:** Bangladesh has made remarkable progress over the past two decades lifting millions out of poverty and sustaining expanding levels of economic growth. This has led to a rise in Bangladesh’s gross national income (GNI) increasing by 79% from \$985 GNI per capita in 2000 to \$1,768 in 2010. Its Gross Domestic Product (GDP) has grown at an average of 6% per year over the FY11 – 15 period compared to just above 2% between 1971-1990. Bangladesh progress on the Millennium Development Goals (MDGs) and Human Development Index (HDI) has been remarkable in the areas of poverty reduction, education, gender equality and health but there are still significant disparities between men and women in health, education and income. By 2010, over 43% of the population lived below the International Extreme Poverty Line of \$1.25 per person per day at 2005 PPP, compared to a poverty headcount of 58% in 2000. Poverty is particularly acute in rural areas, where 36 % of people live in poverty compared to 28 % in urban areas. Lack of access to financial services is of a particular concern in Bangladesh where essentially 57 % of the population does not have any financial account. Or to put it in perspective just over four in every ten Bangladeshis is financially included<sup>7</sup>. But, the percentage of Bangladeshis with formal financial services accounts almost doubled from 20% to 37% between 2013 and 2017. Financial inclusion among the rural poor grew faster than among the population as a whole – and stood at 34% in 2017 compared to 30% in 2016. With the introduction of Mobile Financial Services (MFS) in 2011 the number of mobile money registered accounts reached 33 million. Nonetheless, while the access to MFS is improving (for example there is abundance) of MFS points and agents across the country, the use of MFS is still at par with access. Intermedia suggest that *“the growth in formal financial services accounts in the last year mainly reflects the increase in the number of adults who are mobile money account holders (18% in 2017 versus 13% in 2016); unregistered over-the-counter (OTC) use did not increase in 2017. However, OTC users (27% of adults) still far outnumber registered users, preventing users from taking advantage of advanced features, such as electronic bill payments. The growing prevalence of phones and phone skills, such as text messaging, means a high proportion of the population has the potential to convert to registered mobile money use. Beyond sending and receiving money, however, engaging adults in more advanced mobile money activities remains a challenge.”*<sup>8</sup> The Government of Bangladesh (GoB) has prioritized Financial Inclusion and Digital Financial Services (DFS) as one of the key strategies towards achieving financial inclusion.

**RFP Objective:** Develop, design and produce creative communications materials targeting micro-merchants, MSEs, women and youth on Digital Financial Services.

*The purpose of soliciting request for proposal (RFP) is to support the UNCDF’s SHIFT in Bangladesh in its mandate to accelerate use of Digital/Mobile Financial Services (DFS/MFS) as part of ‘Merchants*

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<sup>7</sup> For more details about Bangladesh’s financial sector refer to:  
[http://www.upu.int/uploads/tx\\_sbdownloader/caseStudyBangladeshEn.pdf](http://www.upu.int/uploads/tx_sbdownloader/caseStudyBangladeshEn.pdf)

<sup>8</sup> For more details about the current state of Financial Inclusion and Digital Financial Services in Bangladesh refer to:  
<http://finclusion.org/country/asia/bangladesh.html#overview>

Development Driving Rural Markets (MDDRM)’ component under the SHIFT SAARC Programme in Bangladesh supported by the European Union.

**The focus of this RFP: is on undertaking production of communication materials so that users and non-users of digital financial services better understand benefits of using DFS and become more aware and self-reliant users.** DFS services in the existing Bangladesh market includes various mobile financial services, agent banking services and other fintech platforms offering wide range of products and financial services. These are financial services users can access through mobile phones, such as transfer money, receive payments, or pay someone through digital and electronic means. The communication activities are defined as: DFS educational messages shared using print, digital and audio-visual mediums. In overall, the educational message will focus on providing information and knowledge that people need to adopt for use of MFS. The communication materials need to be developed targeting the wider current users of DFS and potential future users with focus on enhancing awareness and interests of low income groups, women, retail micro-merchants, youth etc. The communication materials will be widely disseminated in all regions of the country with priority in four pilot districts of MDDRM component: Sherpur, Jamalpur, Tangail and Sirajganj. The target groups for the communication materials are segmented as follows:

Target Group:

<i>Women</i>	<i>Youth</i>	<i>Small micro-businesses</i>
Likely semi-literate or illiterate	Literate/semi-literate	Likely semi – literate
Average age 38	18 – 34	Average age 38, mostly male
Has a family	Does not have a separate family	Has a family
Likely knows of MFS as “bKash”	Likely knows of MFS as “bKash”, IPAY, rocket	Likely knows of MFS as “bKash”, rocket etc.
Has very limited experience with MFS might have only superficial knowledge	Likely more familiar with MFS due to age group	Very familiar with MFS but lacks understanding of best uses

Selected bidders will be responsible for developing, designing and production of communications materials that will have to communicate four key knowledge areas<sup>9</sup>: 1. *Safety and Security of MFS*: “MFS are financial services are safe and secure to use”; 2. *Choice of MFS*: “Many providers offer MFS therefore it is important to shop-around”, “As a MFS client you have the right to ask question about prices charged”; 3. *Risks of MFS*: “Keep mobile money PIN only known to yourself”; 4. *Aspire Use*: a) among women: “MFS helps you keep your own money safe”; b) Youth “You can send money easily to your friends” and c) small micro – merchants “Merchant Accounts help you do your businesses.” The contents & messaging approach need to be well-thought for the expected target groups, appropriately reflected in the produced materials, sponsored by UNCDF and EU<sup>10</sup>.

In overall the communications materials have to be (contents-messaging-visual presentation etc.):

- Affirmative in nature but not promotional: encouraging informed use.

<sup>9</sup> These messages will be finally fine-tuned with a selected firm.

<sup>10</sup> The contractor will receive further guidance on donor visibility upon commencement of the assignment.

- Informative and knowledge based: no product or brand can be promoted; the messages must benefit all industry players and not select one specific player.
- Gender sensitive: gender stereotyping or promotion of paternalistic norms must be avoided.
- Rights based: ensuring that audiences understand their rights (i.e. right to information, right to fairness).
- Truthful and factual: messages must inform, providing true facts and information.
- Unbiased: focus must be on sharing information and not promoting a particular attitude or a behavior.
- Client centric: messages needs to help users make informed choices when it comes to MFS.
- Consistent: throughout the all channels used.
- Localized: the content of the messages needs to be tailored to the four districts and audiences in the districts with appropriate choice of language for the districts.
- Creative: aiming to convey the message in the best possible way.

- 4) **Scope of Services, Expected Outputs and Target Completion:** Based on the inputs from UNCDF SHIFT, and key messages that will be shared by UNCDF SHIFT, selected bidder will be responsible for the following:

**c.1. Scope of Services:**

- Planning and executing a set of communications products for the target audiences in the four focus districts (Sherpur, Jamalpur, Sirajganj & Tangail).
- Production and rightly placement of key messages of applicable printed materials through design & development. The bidders are highly encouraged to think innovatively about the printed materials to reach out the aforementioned target groups. By innovative we mean: considering new design of printed materials, considering new color schemes, presentation through unique pictorial/ story telling techniques etc.
- Take photographs if needed (the selected bidder can use photographs taken from UNCDF stock if applicable. If not applicable, the firm can also collect/buy photographs from any photographer. Source must be acknowledge in all produced materials).
- Adaption of previously developed or existing visuals.
- Reporting on the accomplished activities of the campaign.

**c.2. Materials to be produced:**

- The selected bidder will ensure production of seven (7) communications materials in **Bangla versions** under this assignment. These are :
  1. Wall calendar-4000 copies
  2. Plastic stand table calendar-2000 copies
  3. Sales pitch (3 types: For distributors, DFS agents and Customer Centric) : 30,000 copies
  4. Hand fan (plastic)- 2000 Pcs
  5. Roman banner- 800
  6. Merchants slip pad (used for product sale): 10,000 pads
  7. Dangler (two sided) with thread for hanging-2000

Note: The key specifications and some ideas mentioned in the annexure

**c.3. Expected outputs and target completion:**

Output	Description	Target Completion
Output 1:	Plan of activities with proposed ideas (including design, contents & messaging) of each of the communications materials shared with UNCDF	By End of October , 2018
Output 2:	Draft design of all listed materials shared with UNCDF for feedback	By 1st week of November, 2018
Output 3	Final design of all listed materials incorporating UNCDF's feedback shared for final approval (prior to print)	By Mid of November, 2018
Output 4	Printed materials of each (full sets of the printed materials) handed over to UNCDF.	By End of November, 2018
Output 5	Final deliverables of the assignment that will contain: <ul style="list-style-type: none"><li>○ E-versions of each material (file size has to be max. 1MB-2MB of each) handed over to UNCDF for dissemination in web platforms</li><li>○ All soft copies (main files/Ai files) to be handed over to UNCDF</li><li>○ A full report of the entire assignment.</li></ul>	By 1 <sup>st</sup> week of December, 2018

**D. Institutional Arrangement**

The bidder will closely work and will be supervised by the UNCDF's Communications Officer and will report to the UNCDF Country Coordinator in Bangladesh.

To achieve the above-mentioned objectives, UNCDF will share available resources, reports of previous research on information need assessment and will provide timely feedback to all deliverable submitted by the bidder.

*UNCDF recourse in the case of unsatisfactory performance:* In case of unsatisfactory performance the contract will be terminated by notification letter sent 5 days prior. In the meantime, UNCDF will initiate another selection in order to identify appropriate organization/company.

Bidder will have to comply with the UNCDF branding guidelines while developing any communications products/materials.

**E. Duration of the Work**

The duration of the assignment will be a maximum of 3 months, expected starting date is October , 2018 and completion of the assignment to be made by December , 2018.

## **F. Location of Work**

The selected bidder will be working in coordination with UNCDF team in Dhaka, Bangladesh.

## **G. Qualifications of the Successful Service Provider**

The bidder should meet these qualifications:

- Company Profile, which should not exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured
- Business Licenses – Registration Papers, Tax Payment Certification, etc.
- Bank solvency certificate issued by authorized bank.
- Minimum 05 years overall working experience as a firm in developing and producing communication products targeting the awareness raising, social and behavioral change (knowledge and experience with financial service providers, especially digital financial services providers is considered a strong advantage). (Certification of work completion certificate and work order/ Purchase order must submit for the evidence of vendors qualifications).
- Successful completion of basic understanding and knowledge of digital financial services (DFS) and fast-moving consumer goods (FMCG) supply chains, strong expertise in Digital Financial Services, at least two (2) similar assignments in the last 3 years must be attached with proposal as an evidence or with the evidence of Job Completion Certificate/ Work Order/ Purchase Order from competent authority.
- 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.

### **Additional Capacity**

- Strong practice background in creative graphic design, including the use of design software such as Adobe Illustrator, Adobe Photoshop, Adobe In-Design, Adobe Acrobat etc.
- Proven experience of graphic production from start to published/printed product with knowledge of printing processes and color management
- Have the arrangement for taking photographs by professional photographers if usage of context specific photographs required for the selected materials based on the contents
- Have ability to advise on how to appeal to the target audiences, selecting appropriate messages, making messages effective and the like.
- Have ability for production of all forms of media materials, including traditional (i.e. print, digital etc.)
- Basic understanding and knowledge of digital financial services (DFS) and fastmoving consumer goods (FMCG) supply chains, strong expertise in Digital Financial Services will be considered a strong advantage.
- Have ability to identify relevant issues and compose appropriate messages/ contents on digital finance, micro-merchant business operations and relevant issues targeting wider consumers, DFS agents and retail micro-merchants.
- Previous experience of working with UN agencies in Bangladesh in undertaking communication assignments is an asset
- Excellence in English language, written and oral.
- Excellence in Bangla language and understanding of context is mandatory.

## Team Composition and Qualifications

All the team members are expected to be Bangladeshi nationals. International team members are also welcome. CVs of the Team leader and key expert members containing their experiences on relevant issues must be submitted with detailed proposal. Beside that the evaluation team is expected to fulfil the following qualifications.

### Minimum Eligibility Criteria for Key Personnel:

#### Project Team Leader Qualification:

- Should have at least a bachelor's degree (4 years degree) in any discipline
  - at least 03 years experiences in the field of developing and producing communication products targeting the awareness raising, social and behavioral change (knowledge and experience with financial service providers, especially digital financial services providers.
- Experience on Digital Financial Services, should include a short-term expert in the proposed team who can provide technical input on DFS/FMCG messages for target audience.

#### Proposed Implementing Team Combination/

#### Eligibility Criteria

- 03 years professional experience of the graphics designer (s) and copywriters (minimum 3 years) in developing high quality communications materials
- 03 years' relevant experience on creative communications materials development (minimum 3 years) working with financial service providers and FMCG companies

### **H. Recommended Presentation of Proposal:**

The bidder should prepare a proposal in word file and submit it in PDF form. The following structure should be followed, and the information provided:

#### **Technical Proposal Format**

- General Information:** company name, contact details, web page, contact person, their email and the like information
- Expertise of Firm:** section a) Brief Description of Proposer as Entity; and section b) track record and experience. The track record and experience should be presented in a table form outlining the following information: name of project, client, contract value, period of activity, types of activities undertaken, completion date and reference contact. Bidders should submit up to 5 most recent similar assignments. For 2 out of 5 bidders should submit final report/evaluation as attachments.
- Approach and Implementation Plan:** Section 1: Approach to Work: a) understanding of the assignment; b) important issues to consider when designing communication campaign; c) proposed approach – detailed phases and overall approach to work – how will the contractor execute the assignment; d) monitoring approach including approach to determine audiences statistics; Section 2: Technical Assurance and Quality Assurance Approach; Section 3: Detailed implementation plan; Section 4; Key risks and mitigation approach; 5. Reporting. Proposers should ensure they address the communication campaign criteria.
- Personnel:** Management structure, personnel proposed for assignment, CVs of personnel proposed. **It is**

**highly recommended that, if the firm has no in-house expertise on Digital Financial Services, should include a short-term expert in the proposed team who can provide technical input on DFS/FMCG messages for target audience.**

#### **I. Scope of Proposal Price and Schedule of Payments**

- a) The contract price is a fixed output-based price regardless of extension of the herein specific duration if required by the bidder and accepted by UNCDF.
- b) Specify the key outputs or milestone activities for which payments will be made, the corresponding percentage of the contract price that will be paid per milestone/output, including all the conditions/documentations required prior to the release of any tranches of payment.
- c) Deliverables Linkage with Milestone payment.

<b>Delivery</b>	<b>Instalment</b>	<b>Duration of payment</b>
Submission of draft design of all listed materials shared with UNCDF for feedback	30% of the total contract amount	Within 30 days of contract signing
Final deliverables of the assignment, approved by the contract administrator that will contain: <ul style="list-style-type: none"> <li>○ Submission of all listed communications (printed) materials</li> <li>○ E-versions of each material for dissemination in UNCDF and relevant web platforms</li> <li>○ All soft copies (main files/Ai files)</li> <li>○ A full report of the entire assignment.</li> </ul>	70% of the total contract amount	Within 80 days of contract signing

#### **J. Criteria for Selecting the Best Offer**

A cumulative analysis weighted-scoring method will be applied to evaluate the firm. The award of the contract will be made to the tenderer whose offer has been evaluated and determined as:

- a) Responsive/ compliant/ acceptable with reference to this ToR, and;
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation, with the ratio set at 60:40 respectively (this is to reflect the high-level skills mix required).

Only firms obtaining a minimum of 70% of maximum achievable score (49 points) in the technical analysis would be considered for financial appraisal, and ultimately therefore, for contracting stage.

<b>Summary of Technical Proposal Evaluation</b>		<b>Points Obtainable</b>
A:	Qualification of the firm and background experience	30
B:	Proposed Methodology, Approach and Implementation Plan	40
C:	Qualification of key personnel & implementing team	30
<b>Total</b>		<b>100</b>



### Technical Proposal Evaluation Form

	Maximum Points	Point obtained
<b>A: Qualification of the firm and background experience</b>	<b>30</b>	
A1 : Demonstrated track record of years of experience on developing and producing communications and promotional materials	15	
A2: Demonstrated experience of developing communications and promotional materials for Bangladeshi financial institutions, FMCG companies targeting wider customers	15	
<b>B : Proposed Methodology, Approach and Implementation Plan</b>	<b>40</b>	
B1: Demonstration of understanding of the assignment, target groups and identification of thematic issues to be covered through contents of the communication materials	10	
B2: Demonstrated creativity and strategic thinking in proposed approach (the bidders are requested to submit a prior sample of similar material designed for other assignments/ outline of each listed material)	20	
B3: Detailed description of time bound implementation plan clearly explaining how the contractor plans to produce each material and deliver the overall assignment	10	
<b>C : Qualification of key personnel &amp; implementing team</b>	<b>30</b>	
<b>C1 : Project Team Lead</b>		
Education diversifications & overall professional experience in the area of creative communications materials development (minimum 3 years) in years working with financial service providers and FMCG companies in Bangladesh	10	
<b>C2 : Proposed Implementation Team</b>		
Professional experience of the proposed team in the area of creative communications materials development working with financial service providers and FMCG companies	10	
Number of years professional experience in the area of graphics designer (s) and copywriters in developing high quality communications materials	5	
Inclusion of DFS Expert (s) to guide Digital Financial Services (DFS) and Fast-Moving Consumer Goods (FMCG) related contents & messages	5	
<b>Total</b>	<b>100</b>	