



CALL FOR EXPRESSION OF INTEREST FOR BRAND PROPOSITION

**SELECTION OF A CREATIVE AGENCY TO DEVELOP A UNIQUE
MARKETING / FUNDRAISING BRAND PROPOSITION TO ENGAGE
AND INSPIRE NEW AUDIENCES IN EUROPEAN AND NORTH
AMERICAN MARKETS.**

EOI NO./AMREF/07/12/2022/016

Table of Contents

Preamble	3
Section 1: Invitation to Tender	4
Section 2: What we're looking for (The Agency)	4
Our ideal partner agency:	5
Section 3: Why work with Amref Health Africa?	6
3.1: The impact	6
3.2: The experience	6
Section 4: Deliverables	6
Section 5: Timelines	7
Section 6: Evaluation Criteria	8
A: Preliminary Evaluation Criteria	8
B: Technical evaluation criteria	9

Preamble

Amref Health Africa is Africa's leading health NGO. We partner with communities in 35 countries to sustainably strengthen health systems and improve access to life-saving care. The belief that health is a human right underpins everything we do. We are working to create a world where high-quality healthcare is accessible and affordable to all.

Amref Health Africa was created in 1957 as the Flying Doctors of East Africa, when our founders used a fleet of aircraft to connect remote and marginalized communities with high-quality healthcare. More than six decades later, our guiding purpose remains the same. We still set out to bridge the gap between people and services: but the way we do this has evolved and expanded.

Today, we are an African-led organization that remains rooted in the communities we serve. Every year, we support millions of people across the continent in exercising their human right to health. We provide pre- and post-natal care to women in remote regions. We develop mobile and online learning solutions that make top-class training available to health workers across the continent. We support communities committed to ending female genital mutilation or cutting (FGM/C), shifting centuries-old norms in the process. Since the spring of 2020, we have been at the forefront of Africa's COVID-19 response; now, we're using mobile clinics and outreach campaigns to make life-saving vaccines available where people live and work, as well as addressing the longer-term impact of the pandemic on the physical and mental well-being of people across the continent.

In recent years, Amref has seen significant growth across a range of income streams, as well as increased brand recognition. The COVID-19 pandemic has further shifted the parameters within which we are working, pushing issues of public health and global health security to the front of people's minds and creating an urgent need for our unique expertise.

Despite these positive trends, unrestricted funding - funds which are not earmarked for a specific project or activity - has not kept pace. Unrestricted funding is vital to organizational resilience: but it currently makes up a small proportion of Amref's overall budget. This creates a dependence on institutional donors and partners and means we are too often tied to their programmatic priorities, with limited freedom to explore and develop our own, responding to the needs of the communities we support.

To secure Amref Health Africa's future well-being and stability, we are ready to invest in the organization's fundraising capacity. **We are ambitious: by 2037 (i.e. 15 years from now), we aim to have \$100 million USD in unrestricted funds available in Africa annually, the majority of which (80%) will derive from individual giving.** This represents a radical and decade-long shift towards a new paradigm for the global Amref family.

Our initial focus will be on individual giving (i.e. public fundraising), beginning in several mature markets in Europe and North America. These markets are not just mature: they are also, to varying degrees, saturated - and as such, fiercely competitive. We know that a bold, values-led brand will be the bedrock of this growth. In an increasingly competitive environment, we know we need to zoom in on what makes us stand out.

Section 1: Invitation to Tender

1. Amref Health Africa invites bids from eligible marketing Agencies for the Expression of Interest in a marketing / fundraising brand proposition for Amref Health Africa.
2. Completed bids for preliminary and technical requirements must be submitted ONLY via email to eoifundraising.submissions@amref.org on or before **Tuesday 20th December 2022**. No bids will be accepted after **5PM EAT, 2PM GMT (UK), 3PM CET** on the closing day.
3. Interested eligible agencies are invited to a virtual Pre-bid conference on **Tuesday 13th December 2022** starting **3PM EAT, 12pm (noon) GMT (UK), 1PM CET** to **4.30PM EAT, 1.30PM GMT (UK), 2.30PM CET**.

To access the pre-bid conference kindly join through Zoom link

<https://amref.zoom.us/j/83244580103?pwd=Q0hFTzluRnB1UkcxajRiN2ZadHFIUT09>

Meeting ID: 832 4458 0103

Passcode: 7*178=27pB

Section 2: What we're looking for (The Agency)

Amref Health Africa seeks to partner with a creative agency that can help us develop a clear, unique, and engaging marketing / fundraising brand proposition. We are looking for a dynamic, forward-thinking agency to support and stretch us throughout this journey.

As Africa's leading health NGO, Amref is constantly championing African voices, perspectives and expertise. We want our storytelling and branded content to reflect our commitment to, and respect for, the communities we serve. The stories we share will be not just an extension of the brand, but an integral part of it.

It's not the fact that Amref is headquartered in Africa that's unique, nor the fact that most of our staff are African. It's our unparalleled understanding of the challenges communities are facing. It's the relationships we hold, from the grassroots to the global. It's our unique combination of expertise. It's our community-centered approach, which begins with listening to the people we serve.

Simply put, the fact that we're an African-led organization makes us powerful and effective: we get more done because we understand the challenges communities face, and we are able to mobilize the right people and resources to find a solution. Amref Health Africa = change from within. Our fundraising brand should reflect this key element of our identity, and our mission.

By extension, fundraising content should showcase the vital role our supporters play without positioning them as saviors. Rather than swooping in and "saving Africa", they are backing the people who are already driving change in-country. By supporting Amref rather than (or perhaps as well as) another INGO working on health, and / or in Africa, they are showing that they understand that international development can and should be done differently. We are looking for an agency that shares this conviction.

Knowing all this, our marketing / fundraising brand should give existing and potential supporters

the feeling that they:

- Are part of a **movement**;
- Belong to a small, but growing, **community**;
- Are **making a meaningful and measurable difference** via their support;
- Are doing more than donating: they are **investing in Africa**;
- Are **enlightened**: they know how they can make the biggest possible difference with their money;
- Are helping to **subvert stereotypes and change minds**;
- Are **learning something**: we should be offering them insight that they cannot get elsewhere;
- **Can trust us** to make the best possible use of their donation;
- **Can trust us** to keep them informed and to be honest and transparent.

Future-proofing the Amref brand is key: we will also need to ensure the fundraising brand speaks to a younger demographic. These people may not be in a position to give significant donations now - but they are the donors of the future. And in the meantime, they can engage with us in other, meaningful ways, allowing us to build trust and bolster brand credibility.

Our ideal partner agency:

- Is as excited as we are to grow Amref's visibility in European and North American fundraising markets in order to grow our individual giving programs.
- Can show significant and recent experience and expertise of developing successful fundraising brands and campaigns;
- Has capacity to produce discrete / time-bound creative campaigns that are designed to engage different audiences and bring on board significant numbers of new donors;
- Is willing to empower Amref staff by creating assets for donor acquisition and retention that can be adapted across the organization , i.e. providing a suite of editable files (this is particularly important to teams in non-Anglophone markets);
- Has a physical presence in at least one African country, with staff of African heritage who will be assigned to the project, from conception to roll-out - or at least, collaborates regularly with African creatives and freelancers;
- Will be prepared to challenge us and question our assumptions;
- Is able to accommodate focal persons in different countries and timezones;
- Has a vision of how we can combine shifting widely-held false perceptions of African countries and African people with raising large sums of donations from individuals;
- Shares our commitment to ethical, inclusive storytelling and representation;
- Is willing to engage with conversations about sensitive topics like anti-racism and the legacy of colonialism in the countries Amref operates in;
- Adopts a data-driven / evidence-based and iterative approach to decision-making;
- Prioritizes audience / market research in the early stages of the partnership, as well as consulting key internal stakeholders;
- Is willing to partner with us in the long term: this first piece of work will serve as a springboard for our individual giving activities in the next few years.

Section 3: Why work with Amref Health Africa?

3.1: The impact

By partnering with us on this strategically important project, you'll play a key part in making Amref Health Africa a household name across Europe and North America (referred to hereafter as E/NA). You will be helping us to raise our profile, to grow our community, and to achieve our fundraising ambitions. More importantly, you will be equipping us to expand the reach and impact of our work: work that has never been more urgent as Africa's health systems recover from the shock of COVID-19. In summary, you will be helping to transform the organization and to set us up for success in the years and decades to come.

3.2: The experience

You will be partnering with an organization that is ambitious - and willing to invest to achieve its ambitions. In terms of the project itself, you'll be working with a group of skilled, committed communications and fundraising professionals, located around the world and united by a belief in what Amref does, is, and can be. Our staff know their roles and their markets, but are keen to be part of a creative, iterative process. You will encounter a global senior leadership team who are supportive of this piece of work.

Section 4: Deliverables

Amref Health Africa is looking to partner with a creative agency that can help us develop a **clear, unified, and unique marketing / fundraising brand proposition.**

The deliverables outlined below should be applicable and adaptable to a range of geographies and markets, enabling each E/NA office to tailor their communications with existing and potential supporters. Outputs should be informed by research into key target audiences in each market, which can be conducted in partnership with Amref staff during the scoping / discovery phase: an important element of this project.

All deliverables should be designed with the ultimate goal of growing Amref's pool of individual donors in mind: across E/NA markets, we are looking to increase brand recognition, to build trust, and to inspire our audiences to take actions.

We are therefore seeking an agency that will be able:

- 1) To design a **bold visual identity** that is recognizable as authentically Africa without being tokenistic. This should include:
 - a flexible color palette;
 - templates for branded documents, videos, infographics and social posts in the form of a suite of editable files;
 - a series of adaptable icons representing e.g. different areas of work or countries of operation;
 - practical guidance aimed at Amref staff .

We will of course provide the winning agency with access to our existing brand book, etc.

- 2) To develop a **copy platform / messaging framework** that showcases our USPs and makes clear the role supporters can play in achieving our mission. This should include:
 - a refreshed tagline;
 - a clear value proposition statement;
 - an elevator pitch;
 - an outline of the defining elements of the Amref voice;
 - practical guidance aimed at Amref staff.

It's important to make clear at this stage that:

- This is not a re-brand but a strategic brand refresh with a particular aim and audience in mind;
- We do not wish to change our name, or our logo: these should be incorporated into the refreshed brand;
- Our key brand colors should remain the same, but there is scope to expand the palette by introducing some secondary colors .

NB. The estimated budget for the initial phase of work is between 70,000 and 100,000 euros **(inclusive of VAT)**.

We envisage a second phase of work, to begin in Q3 of 2023 - pending sign-off of the deliverables outlined above - which will build on the first and include the development and roll- out of a brand campaign, including a 'corporate' film and suite of related assets. Funding for this second phase has been secured.

Section 5: Timelines

December 2022

- **Tuesday, 7th December:** Launch of call for expressions of interest.
- **Tuesday, 13th December:** Pre-bid conference call. To access the pre-bid conference kindly join through Zoom link
<https://amref.zoom.us/j/83244580103?pwd=Q0hFTzluRnB1UkcxajRiN2ZadHFIUT09>
Meeting ID: 832 4458 0103
Passcode: 7*178=27pB
- **Tuesday, 20th December:** Proposals to be submitted by **5PM EAT, 2PM GMT (UK), 3PM CET**.
- **Wednesday, 21st December:** Bids to be opened at **3PM EAT, 12pm (noon) GMT (UK), 1PM CET**. Interested applicants who wish to attend the bids opening can join via Zoom link
Join Zoom Meeting
<https://amref.zoom.us/j/85378450302?pwd=NCtPMYthajdoLzJVWdVcmE3c0loQT09>

Meeting ID: 853 7845 0302
Passcode: 45?5v6&Q83

January 2023

- **Monday, 23rd January (latest):** Amref to communicate shortlist decision to all applicant

agencies.

February 2023

- Week of Monday, 13th to Friday, 17th February: Creative pitches from shortlisted applicant agencies.
Friday, 24th February (latest): Amref to communicate final decision to all shortlisted agencies.

▪ Section 6: Evaluation Criteria

Interested bidders are requested to respond with the following details:

A: Preliminary Evaluation Criteria

Mandatory Requirements		Max Score	Score	Comment/Remarks
1.	Certificate of Incorporation/Certificate of Registration.	1 or 0		
2.	Copy of Valid Tax Compliance certificate.	1 or 0		
3.	The company profile with a brief history about the company/ organization including senior management structure.	1 or 0		
4.	Evidence of minimum 3 examples of similar projects undertaken on behalf of non-profit clients, including contact details for clients. willing to provide references.	1 or 0		
5.	Must attach at least 2 CVs for the organization's lead consultants, or team members likely to be assigned to the project.	1 or 0		
6.	Confirmation that you have capacity to accommodate this work from late February / early March 2023 onwards.	1 or 0		

Note: Bids missing any of the above mandatory requirements numbered 1 to 6 will be considered as non-responsive bid and shall not proceed to the technical evaluation stage.

B: Technical evaluation criteria

Technical Requirements	Max Score	Actual Score	Comments/Remarks
<p>Understanding of the brief This should be a short text that addresses the following questions:</p> <p>a) What motivates you to take on the project? (10Mks)</p> <p>b) Based on what you know of Amref at the present time, what opportunities do you see for the organization when it comes to refreshing and reinforcing our global fundraising brand?.....(10mks)</p> <p>c) How would you ensure the fundraising brand meets the needs of supporters (and Amref staff) in a variety of different markets?.....(10mks)</p>	30Mks		
<p>Technical expertise; Creativity /innovation Your suitability for the project, as evidenced by:</p> <p>a) Portfolio (i.e. evidenced experience of fundraising brand projects undertaken for non-profit clients of different sizes, with different areas of expertise) (30mks)</p> <p>b) Experience of working in an African context (i.e. with key stakeholders in Africa); or evidenced experience of partnering with creatives who are of African heritage and / or in Africa..... (10mks)</p>	40Mks		
<p>Approach to project and relationship management</p> <p>a) An overview of your preferred way of working (both project and relationship management). What tools do you propose to use to monitor progress and spend? (Agencies may choose to include a standard or template project planning tool here.)..... (10 mks)</p> <p>b) Proposed project team: what skills/ perspectives would you want to include? Who would you expect to interface with at Amref Health Africa?..... (10 mks)</p> <p>c) Workplan A top-line timeline, detailing what will be covered during the scoping / discovery phase as well as key milestones related to the deliverables..... (10mks)</p>	30Mks		
Total Score	100 Mks		
<p>Note: Bidders who score below 80% in the Technical requirement will be considered as non-responsive and therefore will be eliminated at this stage</p>			

The Financial Proposal *(This should be an outline and is indicative only at this stage. Shortlisted agencies will be asked to develop a more detailed budget proposal as part of the second and final stage of the process)*

Description of Service	Quantity	Unit Price in USD\$	Total Amount in USD\$ (Inclusive of Applicable Taxes)
1.			
2.			
3.			

Completed bids for preliminary and technical requirements must be submitted ONLY via email to eoifundraising.submissions@amref.org on or before **Tuesday 20th December 2022**. No bids will be accepted after **5PM EAT, 2PM GMT (UK), 3PM CET** on the closing day.

Amref Health Africa reserves the right to accept or reject any or all bids and is not bound to give reasons for its decision