TERMS OF REFERENCE (TOR)

AWARENESS AND FUNDRAISING CAMPAIGN – MARKETING AGENCY SERVICES

1. TOR Information

TOR Information	Details
Procuring entity	Médecins Sans Frontières – Eastern Africa (MSF EA), Nairobi, Kenya
Requesting Unit	Communications and Fundraising, MSF Eastern Africa
Assignment	Campaign strategy, creative development, content production, media management and approved influencer activations
Contract Duration	Up to three (3) months; any extension subject to prior written agreement and approvals
Indicative Campaign Period / Location	15 January to 30 March 2027 (provisional, subject to onboarding and agreed workplan); Kenya target audiences, with hybrid/remote coordination

2. Background

Médecins Sans Frontières (MSF) is an independent medical humanitarian organisation operating in more than 75 countries. MSF Eastern Africa, based in Nairobi, supports humanitarian operations, regional engagement, communication and fundraising activities.

MSF Eastern Africa intends to engage a marketing agency for a major awareness and fundraising campaign in Kenya. The agency will support campaign strategy, creative output, audience acquisition, public engagement and donation conversion under the direction of MSF Eastern Africa's Communications and Fundraising teams.

3. Purpose and objectives

The purpose of this assignment is to plan, produce, execute and evaluate an integrated major awareness and fundraising campaign using approved channels and budgets.

1. Increase awareness and understanding of MSF's humanitarian and medical work among priority audiences in Kenya.

2. Encourage donations from existing and new supporters and improve the effectiveness of relevant donation journeys.

3. Build an audience acquisition and engagement approach appropriate to the Kenyan market.

4. Develop credible creative concepts, messaging and content consistent with MSF's identity and humanitarian principles.

5. Identify, assess and coordinate suitable influencers/partners where their inclusion is approved by MSF.

6. Track campaign performance, optimise approved activities and document results and lessons for future campaigns.

Donation, audience-acquisition and awareness targets are intended outcomes rather than unconditional contractual guarantees. Baselines, target values, attribution arrangements and available MSF-verified donation data will be agreed during the inception phase after agency onboarding.

4. Scope of services

The agency shall deliver the following workstreams. All proposed channels, messaging, commitments and expenditures remain subject to MSF Eastern Africa's written approval.

4.1 Campaign planning and strategy

- Review MSF's campaign brief, available past performance information, approved fundraising mechanisms and Kenya audience context; document material assumptions and risks.
- Develop one integrated campaign strategy with priority segments, positioning, communication objectives, channels, messages and a detailed workplan covering the agreed campaign period. Detailed channels and asset volumes will be finalised during inception with MSF.
- Produce a channel and media plan showing timing, proposed allocation by channel, targeting principles, success indicators and dependencies on MSF-owned platforms.
- Develop the KPI definitions, reporting dashboard, measurement tools and data-verification responsibilities during inception, taking account of available baselines and the limits of campaign attribution.

4.2 Creative development and content production

- Develop campaign concept(s), key messages, calls to action, visual direction and proposed assets, all aligned with MSF branding and communication approvals.
- Produce the agreed quantity of digital, social, display, video and other assets, including accessible formats and variants for approved audiences and languages. The detailed asset schedule and revision allowances will be approved during inception before production.
- Provide editable working files, final exports, an asset register, proof of relevant licences/consents, and agreed revision rounds.
- Do not publish personal stories, patient images, field material, donor information or fundraising claims without MSF approval and required rights or consent.

4.3 Media and campaign execution

- Set up and implement approved activities across paid, owned and earned channels, with defined roles for any MSF-managed channels or donation pages.
- Recommend audience targeting, media placements and optimisations; no paid advertising, subcontracting or third-party spending without the agreed written approval and budget limit.
- Maintain a live execution calendar and delivery log with links to published assets, platform evidence and any variances from the approved plan.
- Provide clear invoices and proof of third-party media spend, distinguishing direct spend from agency fees, management charges and other mark-ups.

4.4 Influencer and partner engagement

- Propose, screen and conduct due diligence on three to five suitable influencers or partners against MSF criteria. The requirement is for three to five actual signed activations, subject to MSF's approval of each partner, its outputs, contract and associated costs.
- Provide a due-diligence summary for each proposed partner covering audience relevance, authenticity of reach, reputational risks, brand suitability and conflicts of interest.
- Obtain advance written approval from MSF Communications and Fundraising before engaging, contracting or paying any influencer, disclosing an MSF association, commissioning content or publishing material. Each activation and associated cost is approved case by case.
- Coordinate approved influencer briefs, contracted activations, content approvals, publication and performance evidence, and agreed rights to reuse materials. Disclose all third-party fees and interests. Teresia Opany is the MSF operational focal point for influencer coordination.

4.5 Monitoring, optimisation and close-out

- Provide regular performance reports using agreed indicators and verifiable sources; distinguish estimated platform results from MSF-verified donation and acquisition records.

- Recommend and document changes to creative, targeting, frequency and budget allocation; major variations require prior written approval.
- Complete final financial reconciliation, asset and account handover, campaign performance evaluation, evidence of spend and recommendations for subsequent campaigns.

5. Deliverables and acceptance criteria

The deliverables below define the required outputs. Detailed asset quantities, channel mix, baselines and final milestone dates will be agreed at inception after agency onboarding, without authorising costs beyond the signed contract.

Deliverable	Minimum acceptance evidence	Indicative timing / approval
1. Inception and workplan	Kick-off summary; responsibilities, detailed timetable, dependencies, assumptions and risk log.	Provisional kick-off: 15 January 2027; final date agreed after onboarding
2. Campaign strategy and measurement plan	Audience segments; concept rationale; channel strategy; KPIs, baselines, target proposals, attribution and data access rules.	Before creative production or media commitment
3. Creative concept and production plan	Concept, messages, visual direction, itemised asset list, formats, quantities, revision rounds, usage rights and production calendar.	Before production; written Communications approval
4. Final campaign assets	Approved creative outputs, variants, source files, licensing and consent records, and organised asset register.	According to agreed schedule; written approval prior to publication
5. Influencer/partner due-diligence package	Shortlist and due diligence on 3–5 proposed partners, including proposed terms, deliverables, fees and approvals for actual signed activations.	Before signing any influencer/partner activation; prior MSF approval required
6. Campaign activation and control log	Approved launch checklist, media/channel plan, live delivery log, proof of publication and approved budget tracking.	During active campaign
7. Performance and optimisation reports	KPI dashboard, spend-to-date, performance trends, conversion evidence where available, tests, actions and decisions.	Weekly during campaign execution
8. Final performance and financial report	Results versus baseline/targets; attributable donations where MSF-verifiable; reach, engagement, conversions, spend and media invoices; recommendations.	Provisional close-out: 30 March 2027; final date in approved workplan
9. Handover package	Editable files, approved account/admin access arrangements, campaign data exports where permitted, asset rights record and supplier closure checklist.	Before final acceptance/payment

MSF will review each deliverable against the approved brief and agreed quality criteria. The agency must address documented corrections within the agreed review window. Approval by silence must not be assumed.

6. Campaign outcomes, KPIs and measurement

The agency will propose KPI definitions, baselines and targets in collaboration with MSF Communications and Fundraising during inception. MSF will validate donor-related data; the agency must not claim independent access to, or verification of, MSF donation values.

Area	Illustrative measure to define	Data source / validation
Awareness	Qualified reach, impressions, awareness/brand-lift measures where available.	Advertising dashboards; third-party evidence if survey commissioned
Engagement and acquisition	Click-through rate, engaged visitors, new audience opt-ins where lawfully captured.	Platform reports and MSF-approved analytics
Fundraising conversion	Donation-page visits, completed donations, conversion rate and donor acquisition [only where data is available].	MSF-owned donation platform/Finance confirmation
Efficiency	Cost per click, cost per qualified visit, cost per verified acquisition, media spend versus plan.	Reconciled invoices, media dashboards and verified transactions
Influencer output	Approved posts/videos, posting dates, actual reach/engagement and trackable traffic where possible.	Approved influencer evidence and campaign trackers

Return on investment, if requested, must state the calculation method, included costs, verified income, attribution period and limitations. MSF Finance/Fundraising remains responsible for validating donation amounts.

7. Roles, reporting and approval controls

Role	Responsibility
Communications and Fundraising / contract owner	Approve brief, campaign strategy, content, safeguarding/brand compliance, performance targets, paid media budgets and deliverable acceptance.
Procurement	Run the tender and contractual review, manage agreed commercial terms and variations, ensure procurement record and approved order.
Finance / budget owner	Confirm affordability, applicable tax treatment, required payment evidence and spend authorisations.
ICT / DPO / relevant focal points	Review campaign platform access, analytics and personal-data processing arrangements where relevant.
Agency account lead	Coordinate workplan, milestones, resources, weekly status, issue escalation, spend evidence and subcontractors.

The agency shall attend coordination meetings at a frequency agreed with the contract owner. Written approvals must identify the content or cost authorised. Any proposed additional work, channel, influencer, subcontractor or spending above agreed limits requires a documented change approval before execution.

8. Ethical standards, confidentiality, data and intellectual property

- Comply with MSF's applicable communication guidelines, humanitarian principles and contractual supplier obligations. Avoid misleading or exploitative narratives, unverified claims, discriminatory targeting and unauthorised use of beneficiary or patient content.
- Comply with applicable Kenyan data-protection law and MSF requirements, including ODPC registration where legally applicable. No access to donor databases, personal data or third-party analytics without prior authorisation and appropriate safeguards.
- Apply access restrictions, secure credential management, approved tracking/consent mechanisms and data retention/deletion rules. Notify MSF promptly of any data or security incident; cooperate with incident assessment and remediation.
- Identify all third-party software, stock content, music, footage, fonts and influencer rights needed for the intended campaign use. Ensure deliverables are transferred or licensed to MSF on terms agreed in the contract.
- All MSF accounts, audience lists, tracking assets and organisational data remain under MSF control. No agency or subcontractor may use MSF's name, brand, campaign results or confidential materials for publicity without written approval.

9. Service provider qualifications and mandatory documents

Bidders shall provide proportionate, verifiable evidence of their legal standing, relevant experience, staffing and capacity to deliver this assignment. At least five years of experience in integrated marketing, performance marketing or fundraising campaigns is expected, together with relevant Kenyan-market capability.

Requirement	Evidence / evaluation treatment
Registration and legal standing	Valid registration/incorporation; authority to operate; applicable tax-compliance evidence. Mandatory (pass/fail) if relevant.
Experience	At least five years of relevant integrated marketing, performance marketing or fundraising-campaign experience.
Relevant portfolio	Case studies showing comparable campaign objectives, budgets, channels, outputs and demonstrable performance; relevant NGO/humanitarian work is advantageous, not compulsory.
Team qualifications	Named account lead, strategy, creative, media and analytics roles; CVs and allocation of effort; disclose material subcontracting.
References	Three relevant client references or written recommendations, with verifiable contacts or examples.
Commercial and ethical compliance	Conflict-of-interest declaration; commitment to confidentiality, data protection and MSF supplier obligations; required insurance where contractually justified.

10. Pricing and commercial conditions

Bidders shall complete one uniform pricing schedule (Annex A), clearly separating agency charges from external campaign expenditure. Indicative media or influencer budgets, if issued, must be the same for all bidders for like-for-like comparison.

- Quote fees by deliverable or defined period, identify staff level of effort, specify all included revision rounds and distinguish recurring from one-off costs.
- Separate media/platform spend, influencer/partner fees, photography/video production, licences and other pass-through costs. State agency management commissions or mark-ups and whether costs are based on third-party quotations or estimates.
- Quote fees in Kenyan shillings (KES) and identify applicable taxes, statutory deductions, mandatory charges and assumptions. Any final tax or invoicing provisions will be governed by the signed agreement and applicable law.
- Any paid media, influencer or partner cost, external production, reimbursable expense or change in scope requires case-by-case prior written approval from MSF Communications and Fundraising and other authorised approvers as applicable. Provide itemised supporting evidence for every approved third-party charge.
- Payment milestones shall be linked to agreed and accepted deliverables and supported by valid invoices. Any deposits, prepayments or cancellation liabilities require approval in the final contract.
- The assignment is initially for three months. Any extension or future campaign engagement must follow the applicable Procurement approval and be expressly agreed in writing; extension is not automatic.

11. Implementation schedule and dependencies

Phase	Main activities	Dependency / milestone
Mobilisation	Kick-off, review of brief and baseline, detailed resource plan.	Written order and access to approved briefing materials
Strategy and approvals	Audience, concept, messaging, KPI plan, channel and spend proposal.	MSF sign-off before production and budget commitment
Production	Content creation, formatting, quality checks, influencer due diligence.	Rights, approvals and asset quantities agreed
Campaign execution	Media and content launch, reporting, testing, authorised optimisation.	Approved launch date, functioning donation channels and budgets
Close-out	Results and cost reconciliation; reports; source files and account handover.	MSF data validation and final acceptance

Bidders shall propose a feasible implementation schedule for an assignment of up to three months. The provisional period is 15 January to 30 March 2027, subject to the agreed onboarding date, mobilisation plan and written approval of campaign milestones. Proposals shall allow time for MSF review and approval.

12. Proposal submission requirements

- Signed technical proposal covering assignment understanding, strategy, creative concept approach, workplan, delivery arrangements, risk management and measurable outputs.
- Proposed project team, roles, CVs and allocation of effort; identify third-party partners and proposed subcontractors.
- Relevant campaign portfolio and case studies with measurable results, plus verifiable client references.

- Proposed channel plan, approach to data protection/ethical communications and influencer due diligence.
- Completed standard Financial Proposal / Pricing Schedule (Annex A), including costs, assumptions, exclusions, taxes and proposed payment milestones.
- Company documents and compliance declarations identified in the RFP, including any conflict-of-interest disclosure.

13. Evaluation and award methodology

13.1 Evaluation stages

1. Administrative and mandatory screening (pass/fail): documentation, legal status and eligibility stated in the RFP. Any clarification opportunities must be applied consistently.

2. Evaluation against the ten published criteria and their maximum scores set out below. The Cost Effectiveness criterion is included within the 100-point matrix.

3. Commercial review: examine the standard financial proposal, agency fees, third-party spend, applicable charges and exclusions on a consistent basis. No separate financial score will be added to the 100-point matrix.

4. Award: MSF will make one campaign-specific award, subject to administrative compliance, evaluation results, affordability, due diligence, documented approval and agreed contract terms.

13.2 Technical and Value-for-Money Evaluation Criteria (100 points)

EVALUATION CRITERIA	DESCRIPTION	MAXIMUM SCORE
Understanding of the Assignment & Strategic Approach	Demonstrated understanding of MSF Kenya's fundraising context, objectives and challenges. Quality of the proposed strategic approach, including how the agency would develop the campaign strategy, identify and prioritise audiences, develop messaging, and select appropriate channels.	10
2. Creative & Content Approach	Quality of the agency's creative thinking and approach to developing fundraising concepts, messaging and content. Demonstrated ability to develop compelling donation-focused communications and adapt creative content across relevant audiences, platforms and formats, supported by relevant examples of previous work.	15
3. Campaign Execution & Media Management	Strength and practicality of the agency's proposed approach to campaign implementation, including coordination of paid, owned and earned channels, media planning and buying, audience targeting, campaign optimisation, content production and delivery.	15
4. Influencer Strategy & Due Diligence	Proposed approach to identifying, assessing and managing influencers and other relevant partners. Assessment will consider audience relevance, credibility, brand alignment, reputational due diligence, content management, contracting, coordination and performance monitoring.	10

EVALUATION CRITERIA	DESCRIPTION	MAXIMUM SCORE
5. Monitoring, Optimisation & Measurement	Proposed approach to defining campaign KPIs, tracking performance, testing and optimisation, reporting and learning. Demonstrated ability to use campaign data to identify opportunities, optimise performance and provide actionable recommendations.	10
6. Relevant Experience & Team Capacity	Demonstrated experience delivering fundraising, donor acquisition, digital, humanitarian or NGO campaigns, particularly in relevant African/Kenyan contexts. Includes quality and relevance of case studies, demonstrated results, and the experience and capacity of the proposed team.	10
7. Timeline Feasibility	The agency should provide a clear and realistic implementation schedule demonstrating its ability to deliver all required outputs within the specified timeframe. The proposed timeline should adequately account for key activities, deliverables, dependencies, internal review and approval processes, resource allocation, campaign preparation, implementation, and reporting.	10
8. Business Verification	Provision of verification documents Certificate of registration Tax Compliance Certificate CV of the lead consultant 3 Recommendations	5
9. Post-Campaign Evaluation & Learning	Proposed approach to evaluating campaign performance, documenting key insights and lessons learned, and providing recommendations to inform future MSF Kenya fundraising activities.	5
10. Cost Effectiveness	Overall value for money, considering the proposed fees, level of effort, resources, deliverables, and demonstrated capability.	10
Total		**100**

13.3 Financial assessment and contract award

One agency is expected to be appointed for the campaign. The ten criteria below total 100 points, including 10 points for “Cost Effectiveness”. Financial proposals will be reviewed on a comparable scope and the Cost Effectiveness assessment will be applied consistently under the evaluation instructions in the RFP; no additional financial points are created.

The comparable commercial amount comprises mandatory agency and production fees, applicable management charges or mark-ups against a common set of assumptions, and applicable taxes or mandatory charges. Identical third-party budgets passed through at cost will be disclosed separately for affordability and reconciliation.

A low nominal agency fee will not be treated as the complete price if material charges are excluded, unpriced or embedded in media or influencer commissions. All bidders shall disclose agency fees, pass-through costs, mark-ups and material assumptions.

Annex A – Standard Financial Proposal and Pricing Schedule

Bidders shall quote the mandatory activities in Kenyan shillings (KES), stating unit rates, line totals where quantities are specified, applicable taxes, assumptions and exclusions. For variable-volume services, provide a firm unit rate; final asset and activation quantities will be agreed during the approved inception process. The RFP may specify common quantities or budgets for bid comparison.

Ref / Standard service item	Pricing unit	Estimated qty	Unit rate (KES)	Line total (KES)
A. CAMPAIGN STRATEGY & PLANNING				
A1 Campaign strategy development	Lump sum	1	_____	_____
A2 Audience segmentation and targeting plan	Lump sum	1	_____	_____
A3 Channel/media plan and KPI measurement framework	Lump sum	1	_____	_____
B. CREATIVE DEVELOPMENT & CONTENT PRODUCTION				
B1 Campaign creative concept and visual identity	Lump sum	1	_____	_____
B2 Social media graphics and static digital advertising assets	Per asset	Unit rate; final quantity at inception	_____	_____
B3 Short promotional videos and video editing	Per video	Unit rate; final quantity at inception	_____	_____
B4 Copywriting and donation-focused campaign messaging	Per item	Unit rate; final quantity at inception	_____	_____
B5 Creative adaptations for platforms, formats or languages	Per version	Unit rate; final quantity at inception	_____	_____
C. CAMPAIGN EXECUTION & MANAGEMENT				
C1 Campaign set-up and launch	Lump sum	1	_____	_____
C2 social media and digital campaign management	Per month	3	_____	_____
C3 Paid media management, targeting and optimisation	Per month	3	_____	_____

Ref / Standard service item	Pricing unit	Estimated qty	Unit rate (KES)	Line total (KES)
C4 Campaign coordination and account management	Per month	3	_____	_____
D. INFLUENCER MARKETING				
D1 Identification, screening and due diligence of influencers/partners	Per candidate	3–5 candidates	_____	_____
D2 Influencer coordination, content approvals and performance monitoring	Per activation	3–5 signed activations	_____	_____
D3 Influencer remuneration (third-party pass-through; separately disclosed)	Per influencer	3–5, individually approved	_____	_____
E. MONITORING, REPORTING & CLOSE-OUT				
E1 Performance monitoring and progress reports	Per month	3	_____	_____
E2 Post-campaign evaluation, KPI and ROI analysis; final report	Lump sum	1	_____	_____
E3 Editable assets, usage rights, evidence and account handover	Lump sum	1	_____	_____
F. THIRD-PARTY SPEND & OPTIONAL ITEMS (SEPARATE DISCLOSURE)				
F1 Paid media/platform advertising expenditure (common MSF budget)	Budget	1	Separate MSF-authorised budget	Separate MSF-authorised budget
F2 Other third-party production and specialist supplier charges, if required	Per item	Unit rate; final quantity at inception	_____	_____
F3 Optional services / reimbursables (itemise separately; only if approved)	Per item	Unit rate; final quantity at inception	_____	_____

Pricing and comparison rules

1. Mandatory A–E service lines: provide a unit rate for every applicable line. “Included” may be stated only where the charge is genuinely covered elsewhere; disclose the corresponding priced item. Optional or unrequired items may be marked N/A only if MSF has designated them as optional. No mandatory charge may be left unpriced.

2. Quantities: the three-month entries reflect the maximum contract period. For creative assets and influencer services, quote the required unit rates even if final volumes are agreed at inception. Three to five influencer activations are envisaged, individually approved and contracted before any expenditure.

3. Third-party expenditure: quote influencer remuneration (D3), paid media/platform expenditure (F1) and other approved production (F2) separately from agency charges. Disclose every agency commission, mark-up, rebate, discount or minimum fee and specify where it is priced. Individual spend commitments require written approval; no cost shall be charged twice.

4. Taxes, licences and exclusions: identify amounts before tax, applicable tax/mandatory charges, total payable by MSF, all third-party licence costs, planned revision rounds and any exclusions or assumptions. Bidders shall not change standard line descriptions or substitute alternative quantities; they may add explanatory notes and an optional-cost sheet.

5. Commercial comparison: the RFP will define the same comparison basis for all bids. Mandatory agency/production fees, material management fees or mark-ups and applicable taxes will be assessed consistently. Clearly separate media and influencer pass-through amounts from agency fees. Optional items are not included unless the RFP specifies a common basis.

Bidder financial summary (KES)

Financial component	Amount (KES)
1. Mandatory agency / production fees (A–E excluding D3)	_____
2. Additional mandatory management charges or mark-ups (if not included above)	_____
3. Comparable assessed price before taxes (1 + 2)	_____
4. Applicable taxes and mandatory charges	_____
5. Total comparable assessed price (3 + 4)	_____
6. Separately disclosed third-party pass-through budgets (D3, F1, F2)	_____

The estimated overall campaign cost is the comparable assessed agency price plus separately disclosed authorised third-party budgets, with no double counting of commissions or charges already included in agency fees.