

Terms of Reference for an external service provider to develop and implement the marketing and communication strategy of the South African Impact Investment Wholesale Vehicle Project



January 2021

1. This Terms of Reference (ToR) or the “Assignment” is an invitation for, a single/company consultant,

- Well-versed in the South African financial ecosystem;
 - Familiar with the global sustainable/impact investment sphere, and conversant with the industry vernacular;
 - Achieved success in building communication campaigns that have advocated for and help bring about positive change;
 - Capable of demonstrating expertise and previous practical experience (incl. evidence of previous work in this or related field) and
 - Compliant with the relevant BB-BEE accreditation preferred (as applicable),
- to bid for the **development and implementation the marketing and communication strategy of the Impact Investment Wholesale Vehicle Project** (the “Project”).

This Project includes working with South African funders and enterprises across the finance spectrum including pension funds, foundations, DFIs, corporates and small businesses amongst others.

2. Background and rationale

The Project is defined as the feasibility assessment and design of a South African Impact Investment Wholesale Vehicle (the “Wholesaler”), essentially a type of fund-of-funds, comprising different pools of funding working together under a collective investment mandate and structure to bring about impact in an intentional, measurable manner in South Africa (SA).

The Wholesaler will aim to mobilise funding from institutional and other key actors of the SA financial ecosystem, to under-financed components that includes sector agnostic Small and Growing Businesses (SGBs)¹. Its market-building mandate will include: (i) attracting new sources of local commercial capital (notably Pension Capital) alongside more traditional impact investment from DFI’s/ corporates/ foundations/ HNWLs, (ii) knowledge//track record development, (iii) anchoring new intermediaries, and (iv) promoting impact integrity.

The Project, funded by the UK Foreign Commonwealth Development Office (FCDO), will run for a duration of ± nine months starting 1 December 2020² and forms part of a range of projects that have been seeded through Impact Investing South Africa (IISA)³ and the UCT GSB Bertha Centre for Social Innovation and Entrepreneurship (BC).

¹ SGBs commercially viable businesses with five to 250 employees that have significant potential, and ambition, for growth. Typically, SGBs seek growth funding from \$20,000 to \$2 million (ANDE). The parameters of the SGB definition for South Africa is being refined under the Project

² Based in South Africa, a two-week hiatus was agreed over the December holiday period with the Grantor

³ IISA is a Global Steering Group affiliate made up of a coalition of senior decision makers in public and private sector who have joined forces to advocate for the acceleration of deployment of funding towards impact investment in South Africa

Importantly the grant forms part of the IMPACT Programme, managed by Palladium International (“Grantor”), which aims to increase investment that benefits the planet, people and economies of Sub-Saharan Africa and South Asia. The Project is administered by Tshikululu Social Investments (“Project Administrator”) and was designed by a Core Technical Team (TT) co-led by Dr Susan de Witt⁴ and Tracey Austin⁵. All parties referenced here are deemed Project Parties with the exception of IISA.

3. Context of the Assignment

As a first of its type in South Africa, the purpose of this Assignment is to build a public profile for the Project, and to support the delivery of it, according to the overarching Milestones defined under [Appendix A]. The Project should be approached in the spirit of build a template for the future related activities that may emanate from this Project, e.g. the fund-raising stage or the building of a fit-for-purpose vehicle during implementation stage (not contemplated under this specific Project) of Wholesaler and embrace a culture of learning and market development.

Please note as this is a Donor-funded Project, all intellectual property and data, will be retained by FCDO; and publicly disseminated in accordance with FCDO/Impact Programme Manager approval. The point of contact managing this Assignment will be Tshikululu.

The Project (common for such Donor-funded projects) has numerous Project Parties and will require a Consultant who can manage numerous parties, including working with other service providers, which the Project retains the right to appoint as needed.

4. Objectives

To raise the profile of the Project in local and international markets with a view to:

- Providing evidence of the progress made to galvanize the South Africa market in terms of achieving environmental and social impact in a financially sustainable way and providing insights to stakeholders for future market building efforts
- Raising investment from across a spectrum of local and international investors including pension funds, DFIs, foundations, high net worth individuals etc. during the follow-on implementation phase
- Raising awareness of the existing and potential contribution of institutional investors (particularly pension funds) to highly impactful and underserved segments of the economy, with a view to affecting behaviour change within that investor segment

All communications will be developed in line with FCDO Branding and Messaging Guidelines and made available to the final bidders.

⁴ Former co-lead of IISA Secretariat and lead on the first impact bonds in South Africa

⁵ Former Task Force member, head of DIFD (now FCDO) Impact Fund-of-funds and current IISA Board member

5. Assignment scope and deliverables

The assignment is split into Part A “Branding and Design” and Part B “Comms and Media”.

You can either bid for Part A **and** B or Part A **or** Part B, however the Project retains the right to match the best bidders, and in unlikely event that the bids received do not comply with expectations, only award a portion of the bidder’s bid.

Activity	Deliverable
PART A: BRANDING AND DESIGN	
Branding and design: Create a unique look and feel for the Project that supports the objectives and is primarily engaging to principal Project parties and other stakeholders	<ul style="list-style-type: none"> • Design of logo and CI guide • Design templates for letterhead, stand-alone short document, Power Point Presentation and report • Provide templates in ready-to-use Office format • Format and design of public facing reports based on template including: <ul style="list-style-type: none"> ○ 6 Reports (±40 pages) ○ 3 Learning Briefs (±10 pages) ○ 1 Case studies (±5 pages) ○ 1 Guideline (±10 pages) ○ 2 PPP presentations (±20 pages) ○ 1 Infographic
PART B: COMMS AND MEDIA	
Communication and Media relations: Build and facilitate a coherent set of key messages, strategy and tactical action plan ⁶ in support of the objectives of Project	<ul style="list-style-type: none"> • Development of key messages for the Project • Development of set of unique related key messages for two components of the Project including (i) the Asset Owners Forum South Africa (AOFSA)⁷ and (ii) Unclaimed Assets campaign⁸ • Communication strategy • Tactical action plan including but not limited to print, online, conference, social media and TV/radio channels⁹ • Facilitation of plan¹⁰

⁶ A go-to-market strategy

⁷ The AOFSA is a group of the ±20 largest state and industry sponsored pension funds under the leadership of Batseta who have convened in order to increase allocation of investment into infrastructure and other alternative assets.

⁸ Advocacy strategy based on legal review of unclaimed assets and business case that supports the allocation of said assets into early stage and impact investment.

⁹ This should include local and international key audience channels

¹⁰ This includes the support of ±5 written op-ed equivalents and ±5 press releases

Event support: Design and support of process for online events	<ul style="list-style-type: none"> • End to end replicable process design for online event¹¹ • Support for ±5 online events
Reporting	<ul style="list-style-type: none"> • Monthly progress report on all activities including analysis on number of unique views (readers) by region for all published articles, briefs, case studies, and other communications products

Please note: these activities have deliberately been shared at a high-level as bidders are encouraged to expand on their understanding, experience and wider best practice, as part of their Technical Proposal.

6. Roles and Responsibilities

The Consultant will work closely with Project Parties, Tshikululu and the TT, in order to carry out the deliverables outlined above. In light of the numerous Project Parties, the roles and responsibilities of each Party is set out below as follows:

The role of Project Administrator Tshikululu:

- Manage contracting process
- Manage communication between Consultant, TT and other third parties
- Manage timeline to ensure outputs are delivered according to schedule
- Manage quality of deliverables by providing feedback on alignment with objectives and branding/formatting
- Support consultant in facilitation of action plan to the extent of five hours per month. The use of this time is to be agreed by the consultant and Tshikululu.
- Make existing Tshikululu media platforms and networks available for use of the Project

The role of the TT:

- Support development of brand, CI guide, strategy and action plan by providing contextual, technical input
- Provide technical content for communications material
- Facilitate introduction to relevant content generators
- Provide final editorial comment for all comms materials developed

Please note although these are the two primary Project Parties managing this Project, all branding, communications and external references to this Project are subject to pre-approval by the IMPACT Programme Manager.

¹¹ This should include the editing of online event and placement on dedicated YouTube channel

7. Timeline

Due to the short-term nature of the Project, there is no flexibility to alter the timelines shown below, and performance will be assessed in relation to achievement thereof.

Deliverable	Date
PART A: BRANDING AND DESIGN	
• Branding and design including templates	• 22 February 2021
• Format and design of public facing reports • Facilitation of plan • Support for online events	• 8 February to 15 September 2021
PART B: COMMS AND MEDIA	
• Communication strategy	• 12 February 2021
• Tactical action plan	• 19 February 2021
• Development of Key Messages • Online event process	• 26 February 2021
• Facilitation of plan	• 8 February to 15 September 2021
• Monthly progress report	• Starting 4 weeks from start of project

8. Technical and financial proposal

- i. Company/ Individual details
- ii. Company B-BBEE level and certificate (unless exempt organisation)
- iii. CV of the consultant(s) demonstrating direct experience with similar assignments, with at least two testimonials, within the past 18 months (max two pages per person)
- iv. Critical Analysis of this ToR
- v. Part A: Provide a comprehensive methodology. The budget envelope for Part A has not been stipulated.
- vi. Part B: Provide a comprehensive methodology including motivation for inclusion of key components in strategy and action plan (max four pages). The envelope for Part B is ±GBP 10 000¹² thus the bidder will need to motivate most strategic allocation of funding within this limited budget.
- vii. Detailed Budget separated into Part A and B, including hourly/daily rates¹³ of consultants involved¹⁴
- viii. Implementation plan & timetable

¹² Bids will be accepted in ZAR or GBP but the contract amount will be committed in GBP according to the Head Agreement

¹³ Please note rates should be commensurate with this type of work being funded by a donor such as the FCDO

¹⁴ For components that are not precisely scoped and will partly depend on the development of the Communication Strategy itself please give indicative range of costs

9. Submission deadline and contracting arrangements

A comprehensive proposal must be submitted by 17h00 on 4 February 2021.

All final applications should be addressed and sent to both of the following contacts, namely:

- Sameera Munshi (SMunshi@tshikululu.org.za)
- Susan de Witt (drsusandewitt@gmail.com)

in a single pdf file. The final selection will be made public on 5 February 2021 at which time contacting will commence. Successful candidates will be notified and may be asked to provide further inputs as part of the final selection process.

Any questions on this ToR, should also be addressed to the above on email, and will be shared to all invited participants, ahead of the deadline date.

Please note you will be expected to contract under a contract format, based on the head Grant Agreement (between the Project Sponsor (FCDO) and the Project Administrator) and there is limited scope for adaptation or negotiation. However, a draft copy of the proposed contract, will be shared with the final list of successful applicants, in anticipation of selection. Shortlisted applicants may be asked for additional documentation.

Appendix A- Overarching Project Milestone Schedule

The overarching Milestones for the Project are shown for context and completeness

Project Deliverable No:	Deliverable sub-component	PROJECT Deliverable Due Date	Milestone Description
1	1	29/01/2021	1. Investment and Policy landscape mapped out.
2	1	26/02/2021	1. Commercial and concessionary capital funders identified and engaged
	2		2. Three Funding proposals developed
	3		3. Legal review and business case for Unclaimed Assets developed
	4		4. Asset Owners Forum (events ¹) conducted
	5		5. Impact Measurement Management (IMM) Framework developed
3	1	31/03/2021	1. Investment thesis developed (as part of IMPACT Grantee quarterly report)
	2		2. Learning outcomes report developed (as part of IMPACT Grantee quarterly report)
	3		3. Vehicle structuring (as part of IMPACT Grantee quarterly report)
4	1	30/04/2021	1. Business case for Unclaimed Assets finalised
	2		2. Impact Measurement Management (IMM) Framework finalised
5	1	28/05/2021	1. Asset Owners Forum conducted (incl. under Impact Grantee quarterly report) ²
	2		2. Management structure of fund developed (incl. under Impact Grantee quarterly report) ²
	3		3. Operational model of fund developed.(incl. under Impact Grantee quarterly report) ²
6	1	30/07/2021	1. Vehicle structure finalised
	2		2. Business case for structure finalised
7	1	15/09/2021	1. Learning outcomes report (incl. under Impact Grantee quarterly report) ³
	2		2. One briefing document is tailored into a public case study (with support of IMPACT Programme team) (incl. under Impact Grantee quarterly report) ³
	3		3. Volume funding(indicatively) interested/committed to the Wholesaler (incl. under Impact Grantee quarterly report) ³
	4		4. Update on investee pipeline (incl. under Impact Grantee quarterly report) ³

Notes:

¹ Events may include workshops, learning briefs or key pieces of strategy - variation to be finalised with the SG

² Review Point for the Project with reports due to the FCDO and IMPACT Programme

³ Impact Grantee Project Completion Report