

**Terms of Reference for  
Developing a Communication Strategy for the “Strengthening Development Planning and  
Management in Greater Cairo” Project**

<b>ORGANIZATIONAL LOCATION:</b>	GOPP
<b>DUTY STATION:</b>	Cairo, Egypt
<b>FUNCTIONAL TITLE:</b>	Consultancy firm
<b>CONTRACT DURATION:</b>	9 Months
<b>CLOSING DATE:</b>	Two Weeks from Post Date

**Background**

Greater Cairo, which includes the geographic scope of the governorates of Cairo, Giza and the urban part of Qalioubiya is characterized by being one of the largest urban agglomerations in the world with a population of about 18 million. Greater Cairo hosts the headquarters of government, government institutions, foreign embassies, prestigious universities, hospitals, Egyptian and international finance institutions, as well as the most famous and important world tourist sites.

Greater Cairo is facing many challenges in terms of the pressure on all public utilities, infrastructure, traffic, the environment and urbanization. The future vision and strategic trends for Greater Cairo were prepared through the Strategic Urban Plan for the Greater Cairo Region Project (SUP-GCR) during the period between 2007 and 2014 as joint programme between the General Organization for Physical Planning (GOPP), the United Nations Development Programme (UNDP) and UN-Habitat. A group of studies and plans were prepared which, when implemented, will improve the quality of life and achieve social justice for all segments and economic strata of the population.

The Strengthening Development Planning and Management in Greater Cairo project (SDPM-GCR) derives in the light of the SUP-GCR findings. The SDPM-GCR Priority Development Projects will intervene to achieve the strategic objectives, as an active contribution to realizing the strategic vision for the development of Greater Cairo. The SDPM-GCR therefore aims at achieving social justice and economic competitiveness, as well as being environment-friendly. Subsequently, the project will examine and implement viable and priority projects that will lead to achieving the overall strategic objective as well as the specific project objectives.

**Scope of Work**

The Strategic Vision for Greater Cairo Region proposed a number of development projects with aims of boosting economic growth, promoting social well-being and access to public spaces in the city, limiting unplanned growth in inner city, and revitalizing historic city center. In the light of the current urban challenges facing the GCR, the SDPM-GCR would focus on the economic aspects of the strategic vision, as well as the social well-being of the GCR residents. Within this framework, the communication strategy to be developed for the " Strengthening Development Planning and Management in Greater Cairo" Project.

The communication strategy would mainly focus on a number of priority urban interventions that would enable the implementation of strategy development plans for urban upgrading projects in historic areas in central Cairo and islands along the Nile, urban management and metropolitan finance, and promoting sustainable urban mobility. These interventions mainly

aim at improving access to the public and communities space to address the role of GOPP in development as well as the foundation for each project separately.

### **Goals, Outcomes and Objectives**

The project seeks to enhance partnership and communication with respect to the development of Greater Cairo by developing and activating a four-year communication strategy for the “Strengthening Development Planning and Management in Greater Cairo” project based on the lessons learned from the previously developed strategy for GOPP in 2011. The proposed strategy would achieve the following main objectives:

1. Promote better understanding of the impacts of implementing development projects on the lives of individuals and communities
2. Enable effective communication channels between different stakeholders at multiple levels;
3. Build bridges of communication through bases of confidence, trust, transparency, and project support from development partners and communities concerned with development on the level of the project as part of the Greater Cairo strategic vision.
4. Demonstrate progress, achievements and lessons learned from project implementation.

The strategy is also expected to contribute to: Assisting the project task force in achieving the project objectives and ensuring that all relevant parties are familiar with the updated information related to the project.

### **Responsibilities and Tasks:**

The consultant functions shall include, but are not limited to, the following:

#### **Phase I: Baseline Analysis, Review of previous Communication Strategy and Develop New Communication Strategy:**

- Review and analyze the previously adopted communication strategy of GOPP (2011) and evaluate its implementation efficiency and effectiveness of its proposed communication tools (in the light of the assignment scope of work);
- Develop the communication and integration strategy and action plan for the “Strengthening Development Planning and Management in Greater Cairo” project to be inclusive for all including gender and people living with disabilities;
- Develop the communication tools and channels in the new strategy building on the proposed ones in the previous strategy, to include state-of-the-art communication channels (i.e. online platforms, website, social networks, radio, TV ...etc.) to be inclusive for all including gender and people living with disabilities;
- Updating target groups to communicate the proposed messages and identify the most efficient mechanisms to communicate with them;
- Identify spokesperson(s) from GOPP.

#### **Phase II: Activating the Strategy and Developing Communication Package:**

- Develop an implementation plan to activate the proposed strategy throughout project different phases (designing, implementation, operational phases);
- Arrange workshops to develop mission of vision GOPP for commercial publicity for different projects.
- Identify and develop messages at the project level to deliver to each of the targeted groups;

- Activating communication mechanisms with the different targeted groups to deliver the proposed messages;
- Manage and conduct needed outreach activities (i.e. seminars, focus group discussion, predetermined interviews...etc.) if necessary.

### **Phase III: Conduct Project Awareness Activities and Capacity Building:**

- Prepare project related publications;
- Develop Communication products;
- Implement a series of coordination meetings on project development;
- Hold a series of workshops with development partners if necessary;
- Organize a conference / seminar to present project outputs (if necessary) according to the project action plan;
- Promoting and marketing the project idea through the media/social networks...etc.;
- Conduct training(s) for the staff of the communication unit of GOPP.

### **Phase IV: Follow-up**

- Follow up on proposed strategies implementation and activation;
- Documenting project studies;
- Documenting lessons learned from the assignment.

### **Deliverables and Expected Output**

The following are the expected deliverables and outputs in each of the phases:

#### **Phase I**

- *Inception Report*: including the workplan, baseline analysis (previous communication strategy), review and evaluation of the previously adopted communication strategy and its proposed communication tools
- *Report*: including the proposed communication and integration strategy of the “Strengthening Development Planning and Management in Greater Cairo” project, proposed communication channels, and breakdown of the target groups.

#### **Phase II**

- *Report*: including the detailed implementation plan to activate the proposed strategy, proposed messages that needs to be communicated to each group.
- Conduct the needed activities to activate the strategy according to the implementation plan (seminars, focus group discussion, predetermined interviews...etc.) if necessary.

#### **Phase III**

- Project publications (at least Two designed materials per capita)
- Series of coordination meetings and workshops with development partners as the action plan entails that aims at identifying roles, responsibilities...etc.
- Assist in organizing for conference/Seminar (if necessary)
- Promotion and marketing of project outputs through media/social media
- Training for GOPP communication unit on the key priority areas of the developed communication plan.

#### **Phase IV**

- Documentation of project studies
- Documentation of lessons learned from the project and best practices

All project outputs shall be delivered in Hard Copy format (2 copies) and digital copy in Arabic and English.

### **Expected Results:**

The expected results of the consultancy include:

- Raised awareness on the main project outputs and their social and economic impact
- Promotion and marketing of the project outputs to facilitate the physical implementation
- Setting precedence in the development of communication strategies for development projects that could be replicated in other projects

### **Level of efforts and terms of payment**

The period for completing all study work shall be nine months from the date of signing the contract, and the payments shall be reimbursed at the following percentages:

<b>Payment</b>	<b>% of Contract Value</b>	<b>Deliverables</b>	<b>Time Frame</b>
1 <sup>st</sup> Payment	20% (Twenty Percent) of contract value shall be payable to the Contractor after the submission of all deliverables of Phase I	Inception Report and Report on the communication strategy and action plan	2 Month
2 <sup>nd</sup> Payment	30% (Thirty Percent) of contract value shall be payable to the Contractor after the final submission of all deliverables of Phase II	Communication Package	3 Months
3 <sup>rd</sup> Payment	30% (Thirty Percent) of contract value shall be payable to the Contractor after the final submission of all deliverables of Phase III	Awareness activities and training(s)	3 Months
4 <sup>th</sup> Payment	20% (Twenty Percent) of contract value shall be payable to the Contractor after the final submission of all deliverables of Phase VI	Documentation of lessons learned	1 Month
<b>Total</b>			<b>9 Months</b>

- The consultant shall provide the following:
  1. A detailed technical offer and timetable showing the periods required for the different study phases, which would be adhered to after being approved and shall be deemed an integral part of the contract to be concluded.
  2. Financial Offer

### **QUALIFICATIONS**

**The Consultancy firm and/or the working team should meet the following qualifications:**

- Experience: Substantive and demonstrated professional experience in the field of communication strategies for development projects in Egypt. At least 5 years of professional experience.
- Extensive knowledge of the key urban challenges in Egypt
- Good knowledge and experience of the use of social media platforms
- Professional: Strong Conceptual skills combined with a proven ability to write specialized documents.
- Vision: Identifies strategic issues, opportunities and risks in line with UN-Habitat strategic goals. Generate and communicate board and compelling organizational direction, inspiring others to pursue the same direction.
- Respect for Diversity: Displays culture, gender, religion, race, nationality and age sensitivity.
- Ability to operate in teams and in a flexible manner, familiarity with multi-national and multi-cultural working environments. Displays a high level of respect, diplomacy and tact when dealing with partners: excellent interpersonal skills, able to establish and maintain effective working relations in a multi-cultural environment.
- Communication: Demonstrates strong oral and written communication skills, including ability to convey complex concepts in a clear and concise style.
- Fluency in written and spoken Arabic & English.

**Evaluation Standards:**

The evaluation will be done on three phases. First evaluating the submitted offers technically on the below criteria, firms who will pass 30 points only will qualify to the second phase. Secondly shortlisted firms will be invited to present their Previous experiences', adopted methodologies and outcomes on the selection panel to decide who will be awarded. Noting that the firms will only be considered "technically qualified" if obtained the minimum score of 50 points out of the 70 points. Third phase and in case of achieving two or more technical offers achieved same points the financial offer will decide the awarded firm.

1. Firm Previous experience : 10 points
2. Vision and the Adopted methodologies 10 points
3. Working with Governmental and/or international Organizations 5 points
4. Knowledge on Urban Matters 5 points
5. Time Schedule: 10 point
6. Team Leader & Members Resume: 5 points
7. Shortlisted firms Presentation: 25 point

All the bidding offices/firms shall assessed using the following Points System:

- Technical offer =70 points.
- Financial offer = 30 points.
- **Total = 100 points**

**Please submit your applications on the following link:**

<http://ouda.org.eg/purchasing.php>