



# TERMS OF REFERENCE

Oxfam is a global movement of people who are fighting inequality to end poverty and injustice. Across regions, from the local to the global, we work with people to bring change that lasts.

OVERVIEW	
<b>Title and brief description of the assignment</b>	<b>Consultancy to Develop the Oxfam in Southern Africa Cluster Communication Strategy</b>
<b>Assignment location</b>	Southern Africa Cluster: Zambia, Mozambique, Malawi and Zimbabwe
<b>Contract start date</b>	15th June 2025
<b>How to apply</b>	Interested candidates are invited to submit: 1) A proposal describing how the evaluation will be conducted (including a budget in a separate file) 2) CV (s) 3) A written example of an evaluation already carried out <i>See section '8. Application Process' for further details</i>
<b>Application deadline</b>	1 <sup>st</sup> of June 2025
<b>Specific considerations</b>	Model Review findings will be provided to the successful Consultant which will serve as a key input into this assignment.

## 1. PURPOSE OF THIS CONSULTANCY

The objective of this consultancy is to lead the development of a comprehensive, unified, and contextually relevant **SAF Cluster Communication Strategy** that aligns with Oxfam's regional vision, programming goals, and global brand standards. The strategy will guide internal and external communications, digital engagement, media relations, storytelling, and strategic visibility over the next 3–5 years.

## 2. BACKGROUND AND CONTEXT

The Southern Africa (SAF) Cluster is a regional Oxfam entity with offices and hubs in Malawi, Mozambique, Zambia, and Zimbabwe, working in close collaboration with local and national partners. Oxfam is part of a global movement advocating for transformative development models and systemic change by working alongside marginalized and vulnerable communities to challenge structural inequalities.

Our regional strategy framework is rooted in the belief that empowering local actors to influence systems and institutions is essential for achieving social justice. Guided by values of equality, empowerment, solidarity, inclusiveness, accountability, and courage, Oxfam in Southern Africa contributes meaningfully to national development plans, the UN Sustainable Development Goals (SDGs), and the African Union's Agenda 2063.

In April 2025, Oxfam concluded a comprehensive review of the SAF Cluster Model, which identified strategic shifts and key areas for improvement to strengthen our regional impact. One of the core recommendations was the importance of a unified and strategic approach to communications. The Cluster operates in a complex regional landscape where effective, coherent, and inclusive communication is critical to advance programmatic objectives, strengthen advocacy, and amplify local voices. A comprehensive communication strategy is essential to align efforts across the SAF Cluster and enhance internal and external stakeholder engagement.

### 3. SCOPE OF WORK

Specific tasks related to this scope of work are outlined as: The consultant will be expected to build on the SAF Cluster Model Review findings and recommendations through:

1. Conducting a **communication landscape analysis** to assess existing communication channels, tools, platforms, and target audience profiles.
2. Conduct a detailed digital media analysis for the Cluster to inform effective digital media engagement. This will largely cover; audience insights, analysis of the digital media eco system and landscape that will lead to the development of an integrated content framework using the right analytics.
3. Assesses internal capacities, and gaps across the SAF Cluster regarding the Communications function that will enable efficient utilization of resources.
4. Developing a **draft Cluster Communication Strategy**, covering:
  - a. Strategic communication objectives
  - b. Target audiences and stakeholder segmentation and channels
  - c. Key messaging framework and brand alignment
  - d. Guidelines and Protocols for internal and external communications coordination protocols guiding all cluster communication and engagement efforts both internally and externally
  - e. A clear communications monitoring and evaluation framework to measure and track the effectiveness of the SAF Clusters communications work.
5. Present and validate the draft strategy with key stakeholders
6. Finalize the Communication Strategy incorporating feedback.
7. Provide a Communications Plan for the first year with an **implementation roadmap**, including roles, responsibilities, and capacity-building needs.
8. Accompany the Communication Team in implementation of the roadmap over a 30-day period.

### 4. EXPECTED OUTPUTS

**Specific outputs: The consultant is expected to deliver the following outputs:**

- 1) **OUTPUT 1** – Communication Strategy
- 2) **OUTPUT 2** – Digital Media Engagement plan
- 3) **OUTPUT 3** – Communications Capacity Needs Assessment plan
- 4) **OUTPUT 4** - Communications Plan

### 5. METHODOLOGY

The Consultant may propose how they will go about the assignment to ensure the objectives of this consultancy are met.

#### Coordination of the Assignment

The consultant will collaborate with the Oxfam in Southern Africa, Policy Advocacy and Influencing Lead and other relevant Communications staff to define key deliverables and timelines. The development of the Communications Strategy and the associated package will be conducted over a period of 12 weeks (3 months).

A detailed time schedule of various activities to be undertaken during the consultancy must be provided by the Consultant. The key steps to be followed though not explicit and the detailed modality and work plan will be agreed during consultation meeting will include,

#### Planned timeline

Activity / Milestone	Outputs or Deliverables	Estimated days	Timeline
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## 6. DELIVERABLES AND PAYMENT SCHEDULE

- Remuneration is based on submission of final deliverables according to the schedule below.
- The consultancy, with a budget allocation of **USD12,000-00**, will be conducted over a **3-month period** (12 weeks), starting from the contract signing date.

No.	Deliverables or Documents to be delivered	Estimated Dates	% Payment
1	<b>DELIVERABLE 1: Inception Report with detailed methodology and work plan</b>	Within 2 weeks of contract signing	[% total budget]
2	<b>DELIVERABLE 2: Communication landscape reports</b>	Within 4 weeks	[% total budget]
3	<b>DELIVERABLE3: Communication strategy package</b>	Week 8	[% total budget]
4	<b>DELIVERABLE 4: Final Communication Strategy (with implementation plan &amp; M&amp;E framework) this deliverable will also come with an accompaniment for the Communication Team in implementation of the roadmap over a 30-day period.</b>	By Week 12	[% total budget]
<b>TOTAL</b>			<b>100%</b>

## 7. PROFILE REQUIREMENTS

The company/ individual(s) should have the following competencies:

### ***Essential***

- Master's degree or equivalent in Strategic Communications, Mass Communication, Marketing, Behaviour Change or any other relevant field.
- Proven experience (minimum 7 years) in developing communication strategies for international NGOs, donor-funded programs, or regional organizations.
- Strong understanding of regional and national communication and political contexts in Southern Africa.
- In-depth knowledge of NGO operations and the development landscape in Southern Africa for programmes in areas such as humanitarian action, gender justice, just economies, accountable governance and civic space.
- Strong analytical and conceptual capabilities to synthesize findings, develop practical recommendations, and prepare comprehensive reports.
- Demonstrated ability to lead inclusive consultation processes.
- Excellent writing, facilitation, and analytical skills and technically savvy.

## 8. APPLICATION PROCESS

### **Submission deadline**

Quotations and applications must reach Oxfam no later than 1<sup>st</sup> June 2025, 17: 00hrs CAT

### **Submission instructions**

Responses must be submitted electronically to: [Zimtenders@oxfam.org.uk](mailto:Zimtenders@oxfam.org.uk)

The subject of the mail should be: [TOR Reference – Communications Strategy + [Name of bidder]]

### **Clarifications**

Any questions, remarks or requests for clarification can be sent up to 7 days before the submission deadline in writing. The (anonymised) questions will be answered to all applicants.

### **Administrative compliance**

Responses must be submitted and prepared in English and received by the deadline.

To be shortlisted for evaluation against award criteria, the following documents must be included in the application:

Administrative Criteria		Importance
1	<b>Technical proposal / approach paper</b> to conduct the assignment and achieve objectives including methodology, proposed work plan and timelines	Mandatory
2	<b>Financial offer</b> (price quotation) including budget and pricing <ul style="list-style-type: none"> <li>All prices must appear in USD, with and without VAT (specify the VAT rate if applicable)</li> <li>The total budget, which must include a detailed breakdown of costs by [deliverables / day / working hours].</li> <li>The total budget proposed by the Consultant must include all costs that will be invoiced to Oxfam in the financial offer<sup>1</sup>: <ul style="list-style-type: none"> <li>a) all technical services and activities e.g. research, report writing, analysis, instrument development costs.</li> <li>b) office related costs e.g. communications (phone), printing, IT costs (laptop), mail/courier;</li> <li>c) travel related costs (including flights, taxi, car, visas, vaccination, prophylaxis, accommodation, food);</li> <li>d) and travel to destination and from countries (economy class).</li> </ul> </li> </ul> <p>Please provide a detailed breakdown of your daily rate and the number of days and resources required per activity, as well as the associated cost.</p>	Mandatory
3	<b>Curriculum Vitae(s) (CV) of the proposed consultant(s)</b> , proving relevant experience and/or qualifications. If multiple people are involved, an outline of roles/ responsibilities also needs to be included.	Mandatory
4	<b>Two relevant references</b> (minimum) for previous comparable assignments	Mandatory
5	<b>Proof of registration:</b> <i>The bidders also must include a copy of their registration at the relevant Chamber of Commerce and / or document showing self-employed tax registration.</i>	Mandatory
6	<b>Evidence of previous work</b> <ol style="list-style-type: none"> <li>Communications Strategy</li> <li>Communications Protocols</li> <li>Digital and Mass Media Analysis reports</li> <li>Communications plans</li> <li>Any other documents proving similar experience and technical and thematic knowledge</li> </ol>	Mandatory

## Evaluation and award criteria

Incomplete applications will not be assessed, only quotations that meet the administrative criteria will be assessed.

Award decisions will be based on *best value for money criteria covering both technical quality and price*.

The award criteria are assessed according to the following distribution of points:

Award Criteria		Max. points
<b>Technical offer/ approach paper evaluation</b>		
<b>Experience/ competences</b>	Demonstrated expertise and experience in Strategic Communications and developing Communications Strategies	10
	Relevant experience with Oxfam	4
	Relevant experience with the NGO sector	6
	Positive references/reputation	5
	Relevance and quality of sample previous work, reporting etc.	5

Award Criteria		Max. points
	Knowledge of country, context, Southern Africa Context	5
	Knowledge of team languages ( Portuguese in Mozambique)	2
	Clearly indicated alignment with Oxfam values	3
<b>Technical quality</b>	Quality of application: complete, good presentation and format, etc.	4
	Understanding of the assignment and the scope of the project	6
	Quality of the methodology, workplan and feasibility of the timeline (concrete and realistic)	7
	Quality and experience of staff resources assigned to the services + sufficient assigned resources (where relevant)	7
	Ability to lead/manage a team (where relevant)	6
<b>TOTAL:</b>		<b>70</b>
<b>Financial offer</b>		
<b>Financial offer</b>	Total cost of the offer, all services included (without added tax)	25
	Level of detail/ breakdown and clarity of the financial offer (fees, travel expenses, accommodation, etc.) Payment terms (max 30% in advance)	5
<b>TOTAL:</b>		<b>30</b>

Oxfam withholds the right to conduct interviews with one or more potential suppliers before an award decision is made. The purpose of the interview is to seek further clarification on the submitted quotations and learn more about the background and previous experiences of the potential suppliers and their teams.

## 9. OTHER CONDITIONS

Issuance of this Terms of Reference does not constitute an award commitment on the part of Oxfam, nor does it commit Oxfam to pay for costs incurred in the preparation and submission of a bid.

The attached Annexes are an integral part of this Request for Proposals – see section 13.

Oxfam may contact bidders to confirm contacts, addresses, bid amount and to confirm that the bid was submitted for this solicitation.

### Quotation validity

- The quotation shall be valid for 90 days from the 1<sup>st</sup> of June 2025. If this is not possible, the bidder may propose a different timeframe.
- If the bidder is awarded the contract, all information provided in the quotation and negotiation process is contractually binding.

### Right to Select/ Reject

Oxfam reserves the right to select and negotiate with those firms it determines, in its sole discretion, to be qualified for competitive proposals and to terminate negotiations without incurring any liability. Oxfam also reserves the right to reject any or all proposals received without explanation.

### Reserved rights

All applications and quotes become the property of Oxfam, and Oxfam reserves the right in its sole discretion to:

- Disqualify any offer based on applicant's failure to follow solicitation instructions.
- Waive any deviations by the applicant from the requirements of this terms of reference that, in Oxfam's opinion, are considered immaterial defects requiring rejection or disqualification; or where such a waiver will promote increased competition.
- Extend the time for submission of responses after notification to all applicants.
- Terminate or modify the process at any time and re-issue the request for quotation to whomever Oxfam deems appropriate.
- Issue an award based on the initial evaluation of offers without discussion.
- Award only part of the activities in the solicitation or issue multiple awards based on solicitation activities.

## 10. CODE OF CONDUCT

Oxfam is committed to integrity in its operations and supply chains and ensuring high ethical standards. Complying with all laws and regulations and ensuring fair competition are fundamental to this commitment. We actively promote these principles and standards, and expect all Oxfam suppliers to demonstrate commitment towards them.

All consultants/applicant are required to agree and adhere to the [Oxfam Supplier Code of Conduct](#), whereas individuals (including consultants) must sign the [Oxfam Non Staff Code of Conduct](#)<sup>2</sup>. These Codes of Conduct set out the specific standards and principles in the areas of human and labour rights, environmental impact and anti-corruption that suppliers must follow.

Oxfam has the following requirements of its service providers, to ensure integrity in its supply chain:

### **Bribery and collusion**

Oxfam does not tolerate fraud, including bribery or kickbacks, collusion among bidders, bribery or kickbacks. Any firm or individual violating these standards will be disqualified from this procurement and barred from future procurement opportunities.

Employees and representatives of Oxfam are strictly prohibited from asking for or accepting any money, fee, commission, credit, gift, gratuity, object of value or compensation from current or potential vendors or suppliers in exchange or as a reward for business.

### **False statements**

Bidders must provide full, accurate and complete information as required by this solicitation and Annexes. False statements in bids constitutes grounds for immediate termination of any agreement with the supplier. OXFAM takes misstatements, falsification, manipulation, alteration of facts and/or documents very seriously, has a zero-tolerance policy to such behaviours, and may choose to take legal action in a case of misrepresented disclosures by

### **Conflict of interest**

Bidders must provide disclosure of any past, present or future relationships with any parties associated with the issuance, review or management of this solicitation and anticipated award. Failure to provide full and open disclosure may result in Oxfam having to re-evaluate the selection of a potential bidder.

### **Diversion of funds**

Oxfam is determined that all its funds and resources should only be used to further its mission and shall not be subject to illicit use by any third party nor used or abused for any illicit purpose. Suppliers (and their affiliates/group companies, employees, officers, owners, agents and sub-contractors) may be subject to formal screening against global lists of individuals subject to designation or proscription under financial sanctions or counter terrorism regulations.

## 11. Monitoring

**Due diligence** : As a charitable organisation, Oxfam must take care to protect its assets and funds, as well as the communities that we work with. One of the steps that Oxfam takes to comply with this legal duty is to conduct adequate and proportionate due diligence on suppliers prior to entering into a contract. This includes checking legal registration and financial solvency, but may also include other checks, such as misconduct/performance reference checks and if working with children or vulnerable adults, a criminal records check.

Important note: Oxfam performs a regular screening check of all suppliers against international sanctions lists.

**Audit** : Any audit requirements are detailed in the terms and conditions of business

**Data protection** :Oxfam is legally bound to ensure that all personal details held by the organisation relating to any individual or entity are kept secure and according to international data protection standards.

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<sup>2</sup> Non-Staff Code of Conduct applies for any self-employed individuals or contracted employees of suppliers who are working on Oxfam sites, or who have access to Oxfam materials, or who may represent Oxfam in any manner but are not part of Oxfam's legal entity)

## 12. MISCONDUCT REPORTING AND WHISTLEBLOWING

Oxfam's reporting and whistleblowing mechanisms are available for Service Providers as well Oxfam employees, to ensure that Oxfam continues to operate under the highest ethical standards and principles.

You can use these reporting channels confidentially, anonymously, and in your own language to report any concerns involving fraud, corruption, waste, abuse or safeguarding concerns.



Speak up			
Oxfam GB		Oxfam Novib	Oxfam Intermón
<b>Email:</b> 	<a href="mailto:SpeakUp@oxfam.org.uk">SpeakUp@oxfam.org.uk</a>	<a href="mailto:integrity@oxfamnovib.nl">integrity@oxfamnovib.nl</a>	<a href="mailto:buzon.etico@oxfam.org">buzon.etico@oxfam.org</a>
<b>Online:</b> 	<b>Oxfam Misconduct Reporting Webform</b> (including possibility for anonymous reporting) <a href="https://oxfam.clue-webforms.co.uk/webform/misconduct/">https://oxfam.clue-webforms.co.uk/webform/misconduct/</a>		
<b>Phone:</b> 	<b>Global phone number:</b> +44 1249 661808 Check <a href="https://speakup.oxfamnovib.nl">https://speakup.oxfamnovib.nl</a> for local numbers (you can request interpretation)		

## 13. ANNEXES

- Oxfam Supplier Code of Conduct: <https://oxfam.box.com/v/Oxfam-Supplier-CodeConduct>
- Oxfam Non-Staff Code of Conduct: <https://oxfam.box.com/v/Nonstaff-CodeConduct>
- Conflict of interest declaration form: <https://oxfam.box.com/v/Supplier-COI-declaration>
- [Safeguarding policy](#)
- (If applicable) [Oxfam child safeguarding policy](#)
- (Edit if applicable) Example privacy notice : <https://oxfam.box.com/s/mo8artt9l8a2x0cnpqrrqgrugt8k0r773>