

The Centre for Disaster Protection Communications Agency Procurement Clarification Questions

1 Corporate Questions

- How many potential extensions can DAI Global UK have to be the managing agent for the Centre beyond June 2025 (i.e. when do you have to re-tender for this contract)?
 - Answer: An extension past June 2025 is permissible (confirmation of this option and duration of any extension is at the Centre's funder's discretion and so cannot be provided here).
- At the bottom of section one (background), you talk about moving out of the “start-up” phase and into the Centre’s “next stage of organisational growth”. How would you describe this phase?
 - Answer: With Covid-19, and the increasingly urgent impact of climate change, the world is more aware than ever of the importance of being prepared and working together to address risks. The Centre’s work has never been more crucial. These shifts in the landscape in which we operate are matched by a new phase of organisational growth and ambitious plan to scale our delivery, galvanised by a renewed funding settlement from the UK government to mid-2025, and driven by the recent appointment of our Board, supported by a dedicated, values-driven and growing team.
- Your five-year strategy clearly highlights four goals, with the five years ending in 2024. Where do you currently place the Centre in relation to these targets? Are there specific areas within the four targets that need to be focussed on?
 - Answer: The Centre’s current five-year strategy commits us to review and amend our goals on an annual basis. Now is the time for the Centre to pause and reflect on our strategic focus and approach. A revised strategy and in Summer 2022 will set the direction and priorities for the Centre and ways of working to maximise impact for people affected by crisis.
- How does the Centre measure progress at a corporate level?
 - Answer: The Centre operates a Monitoring, Evaluation and Learning system to track progress against its ‘Theory of Change’ and associated indicators from activity, to output, outcome and impact levels. The Theory of Change is currently under further development in line with the strategy revision/refresh this summer.

2 Objectives

- What KPIs do you see there being for the initial 12 months of work for the successful agency (as none are mentioned in the brief)?
 - Answer: These will be agreed as part of contract development aligned to specific scope of work.
- How will you judge success of this strategic communications effort after the initial 12 months? Would there be any key performance indicators for us to consider outside of those listed in the log frame?
 - Answer: To be discussed aligned with contract and scope of work, but strategic audience engagement and elevated brand profile with key audiences (e.g., emphasis

on quality rather than reach), and support to our wider engagement objectives – as this is an enabling function across the Centre's goals

- What is the Centre's single most important communications objective?
 - Answer: The Centre's strategic communications objectives are:
 - Increase understanding of best practice in disaster risk financing and how to achieve impact
 - Build the profile of the Centre and its staff as impartial experts in disaster risk financing
 - Support Centre thought-leadership to be internationally recognised as driving change through applied research and evidence, experimentation, and learning
 - Position the Centre as a positive disrupter at the forefront of efforts to reform how the world plans and pays for disasters and tackles the growing impact of climate change and increasing cost of disasters around the world.
 - Generate a perception of the Centre as a trusted, empowering, 'go to' partner, who individuals, organisations and national governments want to collaborate with

3 Existing Communications

- What role does social media play within your current approach to communications? Do you have a specific audience focus on social channels?
 - Answer: Social and digital media engagement are central to the Centre's communications strategy and approach. We are looking to work with an appointed communications agency to help the Centre identify and segment a targeted range of stakeholder audiences and undertake audience listening to inform a revised social and digital strategy and drive positive, quality engagement with creative and compelling content.
- How big is your current communications team and how does it operate? Aside from the head of communications, do you have any plans to hire any new people into the communications team in the next 12 months (and if so at what level and with what specialisms)?
 - Answer: The Centre's in-house communications team comprises a Head of Communications (incoming), and Project & Communications Officer, reporting into the Associate Director – Engagement.
- Do you see the successful agency being managed by the new Head of Comms (as we see from your website that you are recruiting for that person alongside the agency selection process)?
 - Answer: Yes, that is correct, the appointed agency will work closely and collaborate with the Head of Communications who will act as the primary focal point, alongside the Project & Communications Officer.
- What is the sign-off process for media and social content? How quickly can things be turned around and who needs to approve content before it is shared externally?
 - Answer: To be determined and agreed with the Head of Communications. We aspire to act as flexible and nimble organisation. We work closely with our partners, developing trusted relationships. We can quickly deliver strategic and targeted work

as opportunities to add value arise. Our small size also enables us to experiment and take risks, as well as make quick decisions and ‘course correct’ as we learn.

- What support does your web management agency currently provide? Do they support with any content creation?
 - Answer: The web management agency predominantly supports with routine website maintenance, SEO support, publication / blog uploads but they have also provided bespoke but limited content creation support.

4 Scope of work

- How well do you think you know your key audiences at present? Who do you see them being?
 - Answer: We are looking to work with an appointed communications agency to help the Centre identify and segment a targeted range of stakeholder audiences and undertake audience listening to inform the development and implementation of a revised communications strategy.
- Can the Centre provide any research or info on stakeholder audiences?
 - Answer: As above.
- Do you want the full team in UK, or would it benefit the Centre to have access to comms experts in key markets that can help with owned/earned media?
 - Answer: The Centre is located in the City of London and are staffed by a multidisciplinary and international team, with some team members outside of the UK. The Centre is funded with UK aid from the UK government, managed by DAI Global UK and works with a wide range of global partners. We seek to be internationally recognised as driving change through evidence, experimentation, and learning, which will strengthen the global evidence base on risk financing and influence improved policy and practice.
- Aside from the UK, which other international markets are of interest to the Centre?
 - Answer: The Centre is located in the City of London and are staffed by a multidisciplinary and international team, with some team members outside of the UK. The Centre is funded with UK aid from the UK government, managed by DAI Global UK and works with a wide range of global partners. We seek to be internationally recognised as driving change through evidence, experimentation, and learning, which will strengthen the global evidence base on risk financing and influence improved policy and practice.
- Is there a desire to position the Centre as a global organisation or a UK-based organisation working with developing markets?
 - Answer: The Centre is located in the City of London and are staffed by a multidisciplinary and international team, with some team members outside of the UK. The Centre is funded with UK aid from the UK government, managed by DAI Global UK and works with a wide range of global partners. We seek to be internationally recognised as impartial experts in DRF driving change through evidence, experimentation, and learning, which will strengthen the global evidence base on risk financing and influence improved policy and practice.

- What key deliverables does the Centre have over the next 12 months that you wish communications to showcase?
 - Answer: To be determined in forthcoming workplan.
- What training requirements do you see coming up over the next 12 months?
 - Answer: We are a small and multidisciplinary team. We will look to work with an appointed agency to assess needs and capacity and tailor training and tools to support our team as confident and equipped communications champions and to build the profile of the Centre and our individual expert voices.
- As part of the training delivery, please can you give an idea of the number of staff you would expect to receive training?
 - Answer: We are a small and multidisciplinary team. We will look to work with an appointed agency to assess needs and capacity and tailor training and tools to support our team as confident and equipped communications champions and to build the profile of the Centre and our individual expert voices.

5 Content

- How is your content creation currently done (and do you have external suppliers e.g. designers etc.) that you want to keep using or do you see this all being done by the successful new agency?
 - Answer: The Centre requires the support of a full-service communications agency to provide a broad range of services as we enter a new period of growth. We reserve the right to supplement with additional ad hoc support as required.

6 Budget

- Do you want us to set out how much it would cost to deliver each of the elements within both the core requirements and the additional projects within the illustrative budget of £300,000?
 - Answer: Please provide
 - 1) a proposed hourly rate card to be applied for this work, providing rates that would apply for the range of specialist and managerial roles, at senior and junior levels, you would foresee as needed to deliver the scope of work (rates should be inclusive of organisational overheads and margins, but exclusive of any UK VAT that may apply). For the avoidance of doubt, rates would apply and must be held constant for the first annual period and any subsequent renewal periods, until June 2025.
 - 2) Please further provide
 - In respect of the Business as Usual Workstream, a costed workplan and budget (to a maximum of £100,000 per year) illustrating:
 - the expected body of activity to be delivered over the course of the year, covering:
 - *Horizon-scanning and monitoring*
 - *PR support, media planning and management of media relations*
 - *Content creation, editing and dissemination (including written content, research reports,*

- marketing materials, creative and multimedia content, speeches and op-eds etc.)
 - Digital support across social channels
 - Promotion of research and Centre content to external audiences
 - Ad hoc strategic communications advice, including internal communications and crisis communications support.
 - Estimated time inputs from different roles foreseen as necessary to provide such support
 - An overall total indicative cost of annual support (generated by multiplying estimate inputs by relevant hourly rates and adding any expenses)
- In respect of the Strategic communications and Special Projects workstream
 - An estimate of resourcing (team needs) and potential inputs from different roles for delivery of each type of strategic and special project set out in the ToR, illustrating your organisation's resourcing approach for each type of activity:
 - Undertake audience mapping, segmentation and audience listening
 - Design and delivery of an ambitious integrated communications strategy
 - Support to the design and, where appropriate, delivery of a bold programme of thought-leadership (content and/or events)
 - Deliver a light-touch brand strategy refresh, including revised and tailored core messaging and brand realignment of Centre channels
 - Create and deliver media and digital partnerships
 - Design and delivery of bespoke training.
 - An illustrative cost build up for each type of activity (generated by multiplying estimate inputs by relevant hourly rates, and adding any foreseen expenses) (To confirm, DAI and the Centre accept the illustrative nature of these estimates and agreement on final resourcing needs will be agreed with the successful bidder during delivery based on a detailed scope of work for each such project. Such costings are therefore not definitive or binding. It is expected however, that the successful bidder would not diverge significantly - without clear rationale - from proposed resourcing approaches and principles set out in this bid when finalising activity budgets during delivery).
- How is the 30% weighting in the proposed cost being assessed e.g. does the lowest bid get full marks and others are scored against that?
 - Answer:
 - One third of the marks awarded in the commercial review (that is up to 10% of the total score for bids) will be awarded mathematically on the basis of the overall proposed annual cost of Business as Usual support. The supplier

- proposing the lowest annual cost will score the full 10% (10 marks) and each of the remaining bidders will be awarded a lower score calculated on the ratio of its overall proposed cost against the cheapest offer.
- A further third of the commercial score (up to 10% of total score) will be awarded mathematically on the basis of the average hourly rate across all role types. The supplier proposing the lowest average hourly cost scoring the full 10% (10 marks) and remaining bidders awarded a reduced score calculated on the ratio of its overall proposed cost against the cheapest offer.
 - A final third of the commercial score (up to 10% of the total score) will be awarded based on the evaluation panel's assessment of the adequacy of and confidence in the illustrative resourcing models for delivering strong ongoing support under the Business as Usual activity and high quality support and outputs under the Strategic and Special Projects activity area.
- Do we need to budget for paid media as part of the budget submission (e.g. digital/social media)?
 - Answer: This is a case by case basis. For example, our twitter and platform access subscriptions are paid separately as 'back end' hygiene costs. Paid proactive partnerships will need to be included, e.g. for special projects or to profile or feature the centre's work. We ask agencies to put forward some ideas and content that would take the Centre to the next level.

7 General

- In terms of the CVs you'd like to see, how do you define key team members? We're planning to include those for the core people who will deliver the work day-to-day, plus one or two other people who will deliver key projects. Is this ok?
 - Answer: Yes, this is fine.
- How many agencies do you see being invited to present? Can you confirm that these presentations will be in w/c 13 June? Will shortlisted agencies just need to summarise their proposal or address a new challenge / brief?
 - Answer: We expect to invite a minimum of two and a maximum of 4 agencies to present. Presentations are expected to happen on Monday 20th June and Tuesday 21st June. Shortlisted agencies will get the chance for verbal and PowerPoint presentation to go into greater detail of their vision and strategy and to allow for open Q&A on both sides.
- Presumably you want the proposal in written form rather than as a presentation (with the substance limited to five to ten pages, with the appendix beyond this)?
 - Answer: Yes, we suggest submitting as PDF document.
- You request tenders to be submitted by Monday 6th June at 10:00am – please can you confirm if this is 10:00am GMT+1?
 - Answer: Yes correct. 10:00 am British Summer Time (BST)
- Is there a maximum number of examples/case studies we can share?
 - Answer: We suggest up to three.