



TERMS OF REFERENCE (TOR)

DEVELOPMENT OF INFORMATION, EDUCATION AND COMMUNICATION (IEC) MATERIALS FOR KULHUDHUFFUSHI CITY

1. BACKGROUND AND CONTEXT

Kulhudhuffushi City is experiencing continued urban development and growth, increasing demand for municipal services, infrastructure, environmental management, climate resilience, disaster preparedness, waste management, public spaces, community facilities, social services, recreation, tourism, and the sustainable management of the city's natural, recreational, cultural, and community assets.

Kulhudhuffushi City Council has a broad mandate to manage and develop the city, provide and oversee municipal services, protect public spaces and the environment, strengthen climate and disaster resilience, support community well-being, facilitate access to relevant services, and promote the sustainable and responsible use of the City's assets and facilities.

Effective public information, education and communication are therefore essential to ensure that residents, businesses, visitors and other stakeholders understand relevant risks, services, responsibilities and appropriate actions.

The Council has developed various plans, policies, procedures, assessments, guidelines and other municipal information, including the Disaster Management Plan, Hazard Mitigation and Adaptation Plan and Waste Management Plan. These contain technical information and recommended actions that need to be translated into clear, practical, visually engaging and accessible public-facing messages.

The Council also requires public communication across a broader range of municipal and community priorities, including social services, environmental protection, public health and safety, community participation, sports and recreation, tourism and visitor information, responsible use of public facilities, and promotion and stewardship of the City's attractions and assets.

Accordingly, Kulhudhuffushi City Council intends to engage a qualified firm/Company to develop a coordinated package of Information, Education and Communication (IEC) materials suitable for use across physical and digital communication platforms.

2. OBJECTIVES

The overall objective of the assignment is to develop a coordinated, practical and visually engaging package of IEC materials that translates relevant Council information, plans, procedures, services and public-facing priorities into messages that can be easily understood and acted upon by the intended audiences.

Specifically, the assignment shall:



- 2.1 Translate relevant technical and municipal information into clear, concise and accessible public-facing messages.
- 2.2 Improve public understanding of Council services, municipal responsibilities, reporting mechanisms, available support services and appropriate public actions.
- 2.3 Raise awareness and encourage appropriate behaviour in relation to disaster preparedness, climate resilience, environmental protection, waste management, public health and safety, community well-being and other relevant municipal priorities.
- 2.4 Promote responsible use and stewardship of public spaces, community facilities, recreational areas, natural environments and City assets.
- 2.5 Strengthen communication relating to Kulhudhuffushi's attractions, tourism, visitor information, City identity and responsible visitation.
- 2.6 Develop consistent, inclusive and audience-appropriate communication materials that can be used across Council campaigns, public spaces, community activities, events and digital platforms.

3. SCOPE OF WORK

The Consultant shall be responsible for reviewing relevant Council information; developing accurate and audience-appropriate content; undertaking professional graphic design and visual communication; developing the agreed print, digital, video, map, signage and other IEC materials; participating in consultations and reviews; and incorporating reasonable revisions within the agreed scope.

The assignment shall include the following:

3.1 Review of Existing Information and Development of Key Messages

- The Consultant shall review relevant information provided by the Council and identify information requiring public communication.
- Relevant source material may include:
 - Disaster Management Plan;
 - Hazard Mitigation and Adaptation Plan;
 - Waste Management Plan;
 - relevant municipal policies, procedures and guidelines;
 - risk assessments and hazard information;
 - environmental and waste-management information;
 - municipal services and public-information requirements;
 - emergency procedures and contact information;
 - information on public spaces, facilities and City attractions;
 - tourism-related regulations, procedures and information, including the Homestay, Guest House and Tourist Hotel Operating Usoolu and relevant gazetted requirements;
 - Tourism Desk and visitor-information requirements;
 - Community Centre guidelines;
 - social-service information and application procedures;
 - sports and recreation-related information; and
 - other relevant information identified or provided by the Council.



- The purpose of this review is to extract and translate relevant information for public communication, rather than to technically review, revise or assess the underlying Council plans.
- The Consultant shall identify key messages, recommended actions and behaviours, information requiring simplification or visual representation, appropriate target audiences, and suitable communication formats.

3.2 IEC Strategy and Communication Approach

- The Consultant shall develop an audience-focused communication approach that prioritizes information that is **clear, actionable, memorable, visually engaging and culturally appropriate**.
- The materials shall primarily serve the population of Kulhudhuffushi City while taking into account different audiences, including households, children and youth, elderly persons, persons with disabilities, vulnerable households, businesses, tourism establishments, schools, community and sports groups, volunteers, visitors, temporary residents and other groups identified by the Council.
- Communication shall be inclusive and accessible and, where appropriate, adapted to the needs of specific audiences.

3.3 Thematic Areas

The IEC package may cover, as determined and prioritized with the Council:

- disaster preparedness, emergency awareness and appropriate public actions;
- hazards, climate change, adaptation, mitigation and community resilience;
- waste management and environmental protection;
- municipal services, public information and reporting mechanisms;
- City care, cleanliness and responsible use of public spaces and facilities;
- public health and safety;
- social services, social protection and access to available assistance;
- support and information relevant to vulnerable households;
- community participation, volunteerism, community service and active citizenship;
- responsible use and care of the Community Centre and other community facilities;
- physical activity, healthy lifestyles and awareness of the harmful effects of smoking and substance use;
- sportsmanship, teamwork, fair play and positive participation in sports and recreation;
- tourism and visitor information;
- promotion and responsible enjoyment of City attractions, natural assets, recreational areas, cultural and heritage assets;
- City identity and positive community behaviour; and
- other public-awareness priorities falling within the Council's mandate.

Final topics and priorities shall be agreed with the Council during the inception stage.

3.4. Content development and design

Based on the agreed priorities, the Consultant shall:



- develop key messages and public-facing content;
- simplify technical information without compromising factual accuracy;
- develop appropriate visual concepts and communication formats;
- undertake professional graphic design and visual communication;
- develop the agreed IEC materials, which may include posters, brochures, maps, signage, information boards, social-media materials, digital content, short-form videos/reels and other agreed formats;
- develop tourism, attraction and visitor-information materials where required;
- ensure consistency in messaging and visual presentation across the IEC package; and
- ensure materials are suitable for their intended physical or digital communication channels.

The primary languages of the IEC materials shall be **Dhivehi and English**, as appropriate to the intended product and audience.

3.5 Consultation, Validation, and quality assurance

- The Consultant shall work closely with the designated Council focal point and relevant Council units throughout the assignment.
- Consultations shall include, at minimum:
 - one meeting with the Secretary General and relevant Environment Unit representatives;
 - one meeting with the Senior Management Team (SMT);
 - two meetings with the Communications and Environment Units; and
 - consultation with representatives of other relevant Council units, as required.
- The Council shall provide available approved plans, policies, procedures, branding requirements and relevant operational information and shall facilitate access to relevant Council personnel where necessary.
- Draft materials shall be submitted to the Council for review. The Consultant shall incorporate reasonable consolidated comments within the agreed scope before finalization.
- All final materials shall:
 - be factually accurate, clear and appropriate for the intended audience;
 - be consistent with information approved or verified by the Council;
 - be professionally proofread and free from spelling, grammatical, factual and design errors;
 - meet agreed technical specifications for print and/or digital use;
 - appropriately protect personal, confidential and sensitive information;
 - use accurate and verified maps, locations, contacts, QR codes, links and operational information where applicable; and
 - be approved by Kulhudhuffushi City Council prior to final delivery.
- Where social-service information, benefit amounts, eligibility criteria, application requirements or government contact information are communicated, such information shall be verified with the Council before publication and shall not imply or guarantee eligibility, approval or payment of benefits.

4. DELIVERABLES



- The Consultant shall provide, at minimum, the following deliverables:

No.	Deliverable	Description
1	Inception Report	Understanding of the assignment, proposed methodology, detailed work plan and timeline, target audiences, priority themes, communication approach and proposed IEC package/formats.
2	Key Message and Content Framework	Agreed priority themes, audiences, communication objectives, key messages, proposed content and recommended communication formats.
3	Draft IEC Package	Initial content, designs and prototypes/drafts for all agreed IEC products, including applicable print, digital, video, map and signage materials.
4	Revised IEC Package	Revised materials incorporating consolidated comments and feedback provided by the Council.
5	Final IEC Package and Source Files	All approved materials in their final formats, including editable/source files, high-resolution print-ready files, web/social-media optimized files, videos/reels and final artwork for approved maps, signage and related materials, as applicable.

- All deliverables shall be submitted in formats agreed with the Council.
- Where photographs, illustrations, icons, fonts, music, stock images, video footage, maps or other third-party materials are incorporated into the outputs, the Consultant shall ensure that appropriate licences and usage rights are obtained for their intended use by the Council.
- All IEC materials shall be subject to review and approval by Kulhudhuffushi City Council. All deliverables shall be factually accurate, clear, audience-appropriate, professionally proofread and suitable for their intended communication purpose. Information shall be consistent with relevant approved plans and information verified by the Council, and all digital and print files shall meet agreed technical specifications.
- Where applicable, the Consultant shall verify attraction names and locations, maps, visitor information, tourism requirements, emergency contacts, procedures, benefit and eligibility information, links, QR codes and other operational information with the Council prior to finalization. Social-service information shall be appropriately qualified and shall not imply or guarantee eligibility, approval or payment of benefits.
- Public-facing materials shall protect personal and sensitive information and preserve the dignity and privacy of vulnerable persons and households.
- The Council may request reasonable revisions within the agreed scope to ensure the accuracy, clarity, quality and suitability of materials prior to final approval.

- The required types of IEC materials and estimated quantities for this project are as follows:

No.	Type of IEC material	Quantity
1	Posters	10 designs
2	Infographics	50
3	Brochures	10
4	Motion graphics	10
5	Billboards	15
6	Videos	15
7	Reels	50
8	Sticker sets	10 packages



9	Banners	5 designs
10	Check lists	5 designs

5. METHODOLOGY

The Consultant shall propose an appropriate methodology for completing the assignment. At minimum, the methodology shall include the following phases.

Phase 1 – Inception and Information Gathering

- Kick-off meeting with the Council.
- Review of relevant source information provided by the Council.
- Identification of priority communication themes.
- Identification of target audiences and suitable materials.
- Confirmation of the proposed IEC package.
- Identification of appropriate visual concepts and formats.
- Agreement on work plan, communication approach, and review process.

Phase 2 – Content and Key Message Development

- Development of key messages.
- Development of draft contents.
- Confirmation of factual information with the Council.

Phase 3 – Design and Development

- Development of initial design concepts.
- Graphic design and visual development.
- Development of agreed IEC materials the appropriate formats including videos, signages, maps, brochures or any other digital formats.
- Presentation of draft materials to the Council.
- Incorporation of Council feedback.

Phase 4 – Validation and Finalization

- Content validation.
- Revision and refinement.
- Final proofreading and quality assurance.
- Finalization of approved materials.
- Submission of editable, print-ready, and digital files.

6. DURATION, SCHEDULE AND WORKING ARRANGEMENTS

- The assignment shall be completed within **twelve(12) weeks** from the date of signing the agreement, unless otherwise agreed in writing by Kulhudhuffushi City Council.



- The Consultant shall submit a detailed work plan and implementation timeline as part of the Technical Proposal. The final work plan, deliverable schedule, consultation arrangements and review periods shall be agreed with the selected Consultant during the inception stage.
- The Consultant shall provide the professional expertise, personnel, software, equipment and other resources necessary to complete the assignment.
- Kulhudhuffushi City Council shall designate a focal point for coordination and shall provide available source information, relevant branding requirements, operational clarification and consolidated feedback necessary for implementation.
- The Consultant shall participate in required meetings and consultations and remain available for reasonable revisions and clarification during the assignment.

7. LANGUAGE

The primary language of the IEC materials shall be in Dhivehi and English and shall be finalized with clear communication with the focal from the Kulhudhuffushi City Council.

8. ROLES AND RESPONSIBILITIES

The selected firm/Company shall be responsible for:

- Provide the professional expertise, personnel and resources required to complete the assignment.
- Review and use relevant Council-approved plans, policies, procedures and information in developing the IEC materials.
- Develop the agreed content, designs and IEC products in accordance with the approved scope and deliverables.
- Participate in required consultations, reviews and coordination meetings.
- Incorporate reasonable consolidated feedback and revisions within the agreed scope.
- Submit all agreed deliverables, including final and editable/source files, within the agreed timeframe.
- Obtain the necessary licences and usage rights for any third-party materials used.
- Maintain confidentiality and appropriately protect sensitive information in accordance with this TOR.
- Verifying links, QR codes, contact information, and other digital references before final delivery.

The City Council shall:

- Designate a focal point for coordination.
- Provide relevant approved plans and supporting information available to the Council.
- Provide relevant information, procedures, contacts, branding requirements, and other information required for the assignment.
- Provide available logos and branding guidelines.
- Facilitate access to relevant Council personnel and meetings where necessary.
- Review submitted materials and provide consolidated feedback.



- Provide technical clarification and approvals where required.
- Confirm factual and operational information, including relevant procedures, contact details, tourism and attraction information, social-service information, eligibility requirements, links, QR codes and other information requiring Council confirmation.
- Approve the final IEC materials.

14. REQUIRED QUALIFICATIONS AND EXPERIENCE

The firm/Company should demonstrate:

- Relevant experience in developing IEC, public-awareness, behaviour-change, public-information, tourism, destination-promotion or similar communication materials;
- Demonstrated competence in graphic design and visual communication; experience developing digital communication materials, including social-media content and short-form video, where applicable;
- Demonstrated ability to communicate complex information clearly to diverse audiences; a strong portfolio demonstrating the quality, creativity and relevance of previous work; and adequate technical and human-resource capacity to complete the assignment within the required timeframe.
- Experience in disaster risk reduction, climate change, environmental management, waste management, public awareness, municipal communication, destination communication, community engagement, social services, health promotion, sports communication, or related fields is highly desirable.
- Experience working with government institutions, local councils, development organizations, or community-based projects is an advantage.
- Demonstrated ability to develop materials for diverse audiences.
- Strong portfolio demonstrating the quality and relevance of previous work.

The Vendor/Consultant shall provide sufficient information and documentary evidence to demonstrate relevant experience.

18. OWNERSHIP AND INTELLECTUAL PROPERTY



- All final IEC materials, designs, artwork, copy, illustrations, layouts, characters, animations, videos, maps, attraction graphics, editable source files, and other outputs produced specifically under this assignment shall become the property of Kulhudhuffushi City Council upon completion of the assignment and payment in accordance with the contract.
- The Consultant shall provide all editable source files in appropriate software formats in addition to final PDF, image, video, map, and other agreed formats.
- The Consultant shall ensure that all third-party materials incorporated into the outputs are appropriately licensed for the intended use by the Council.
- The Consultant shall not reproduce, publish, distribute, modify for third-party use, or commercially exploit materials developed under this assignment without prior written permission from the Council.
- The ownership, intellectual property, licensing, usage rights, and source-file requirements specified in this section shall also be reflected in the agreement/contract between the Council and the selected Vendor/Consultant.

19. CONFIDENTIALITY

- The Consultant shall treat all documents, information, data, maps, plans, procedures, internal communications, social-service information, and other materials provided by Kulhudhuffushi City Council as confidential.
- The Consultant shall not disclose, reproduce, publish, or use such information for purposes other than implementation of this assignment without prior written authorization from the Council.
- The Consultant shall take particular care to protect any sensitive information relating to vulnerable persons, households, social-service applicants, or other individuals.

20. REPORTING AND PROGRESS COMMUNICATION

- The Consultant shall report to the designated supervisor assigned by Kulhudhuffushi City Council and, where necessary, shall be answerable to the Secretary General.
- The Consultant shall maintain regular communication with the designated Council focal point throughout the assignment.
- Progress and review meetings shall be held as required to assess implementation, review draft content and designs, resolve outstanding matters and facilitate timely approval of deliverables.
- All formal deliverables shall be submitted to the designated focal point for coordination of Council review and consolidated feedback.

21. SUBMISSION REQUIREMENTS

Interested Vendors/Consultants shall submit the following:



Technical Proposal

The proposal shall include the Consultant/Company profile, understanding of the assignment, proposed methodology, work plan and timeline, IEC package and formats, approaches to tourism and visitor communication, social services and vulnerable households, and community, sports, healthy-lifestyle and volunteerism messaging, along with relevant experience, portfolio/examples of similar work, at least three references where available, and any additional value-added recommendations relevant to the assignment.

Financial Proposal (Detailed Quotation)

The financial proposal shall clearly itemize professional fees, content and graphic design, translation, video/reel production, maps and attraction materials, brochures, signage, promotional materials, printing/physical production, installation, QR codes and digital content, applicable taxes, and any other relevant costs.

Portfolio

Must include the individuals/Company's portfolio which demonstrates previous work in similar assignment.

Curriculum Vitae

Curriculum Vitae of the firm/company. Companies/firms shall provide the profile and CVs of key personnel proposed for the assignment. Where additional designers, content developers, videographers or other specialists are proposed, relevant team profiles/CVs shall also be provided.

22. EVALUATION CRITERIA

Proposals may be evaluated using the following indicative criteria:

Criteria	Weight	Description
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Technical Proposal – Methodology and Work Plan	20%	Assessment of the bidder's understanding of the requirements, proposed methodology, communication approach, work plan, deliverables, timelines, and overall suitability of the proposed approach.
Relevant Experience	5%	1 mark for each document of proven relevant experience, up to a maximum of 5 marks. Experience must be supported by appropriate documentary evidence.
Portfolio	15%	Assessment of the quality, relevance, creativity, visual standard, and professionalism of previous work, particularly IEC, public awareness, municipal, environmental, disaster, tourism, city identity, attraction, social-service, community, sports, or behaviour-change materials.
Financial Proposal	60%	Assessment of the proposed financial cost. The bidder offering the lowest evaluated price will receive the highest score, with other bids scored proportionately in accordance with the applicable financial evaluation formula.
Total	100%	

Mohamed Athif

Mayor

