**Professional Communications and Outreach**

**STATEMENT OF WORK**

***\*Note that this sample has been revised from the source document on the Government Point of Entry as necessary to align formatting and applicable FAR procedures.\****

1. **Purpose**

The Contractor shall provide the U.S. Agency for International Development (USAID)’s Bureau for Resilience and Food Security (RFS) Communications & Outreach team with a wide range of skilled public affairs and creative development and surge capacity support on an as-needed basis as required.

1. **Background**

RFS leads coordination of Feed the Future, the U.S. Government’s global hunger and food security initiative, as well as implementation of the majority of USAID-funded Feed the Future activities in 12 countries around the world. The RFS Communications & Outreach team manages and supports a wide range of communications activities related to Feed the Future, the Water for the World Act, and USAID’s food security and resilience activities around the world. This includes strategic communications planning; maintaining and updating the FeedtheFuture.gov website and parts of USAID.gov; developing and posting content for Feed the Future and USAID’s social media platforms; reviewing, copy editing and providing clearance on a variety of Feed the Future, water and other RFS-related documents; supporting the monthly Feed the Future e-newsletter; supporting the writing, editing and production of annual progress reports; supporting drafting and production of a range of publications and fact sheets; press outreach; event planning; conducting public engagement; developing videos; photography; internal communications; and other communications and outreach activities for RFS and Feed the Future. Given this wide range of communications activities managed by the RFS communications team, the purpose of this contract will be to provide additional planned and ad hoc capacity, expertise and assistance on public affairs and communications work.

1. **Objectives**

This Contract will support achievement of the Bureau for Resilience and Food Security’s overarching goal to strengthen resilience, food security and water security, sanitation and hygiene to sustainably reduce global poverty, hunger and malnutrition by helping better tell the story of and provide high-quality information about Feed the Future, the Water for the World Act, and USAID’s results and build the network of champions within and beyond the U.S. Government for global food security and resilience efforts. The Contract will achieve this objective by providing ongoing support and surge capacity to RFS on public affairs and communications work; this includes work conducted domestically as well as internationally. USAID seeks to acquire the services of a global firm with a deep bench of experts that can provide all services below within short deadlines and includes any type of support services related to public affairs, communications and public relations.

1. **Key Deliverables and Tasks**

For all deliverables, the COR and Contractor shall agree (with a short memorandum) on the work assignment scope, objectives, deliverables, methodology, approved consultants, level of effort allocation (for Time and Material labor categories only), timelines for all draft and final materials, and the internal review process to be undertaken by the contractor before each activity is initiated through the work plan.

Provided below are representative examples of the tasks that RFS may require during the course of the agreement:

**Communications and Outreach Strategy and Public Relations Support:** The RFS communications team is responsible for managing strategic communications and outreach on behalf of the Bureau. This includes related support for the Feed the Future initiative, on behalf of the interagency. The Contractor will need to support communications strategy, brand development, and public relations (PR) on an ongoing (annual) and ad hoc basis (events, products, and advising). This will include, but is not limited to:

* Work with the RFS communications team to develop and measure communication strategies and plans for RFS activities, such as the annual Feed the Future interagency communications strategy, individual event strategies, and campaigns.
* Services provided will include providing quality services and quality assurance of all work products; developing and advising on targeted messaging, strategies, tactics and audience engagement; providing the latest creative guidance and trends, best practices, and recommendations for improvements including on brand management; and supporting outreach campaign planning and implementation.
* Conduct and analyze stakeholder interviews and focus groups to inform strategies and brand development.
* Conduct market research and audience analysis and provide recommendations on tailored communications and outreach activities, messaging, etc. to RFS.
* Provide domestic public relations support to the RFS team to engage domestic organizations, media outlets, businesses and interest groups.
* Provide support to engage and collaborate with global and U.S. national brands.
* Support the RFS communications team on developing and implementing internal communications and employee engagement strategies and tactics.

**Writing and Editing Support:** With a wide variety of outlets for communication, RFS will regularly need the support of skilled writers and editors, including copy editors, who have a working knowledge of AP Style as well as ability to write for various digital platforms. Some marketing materials may need to be translated into other languages.

Types of services to be provided upon request include:

* Draft and edit speeches for high-level officials, web content for FeedtheFuture.gov and USAID.gov, press statements and guidance, e-newsletter articles, social media posts, fact sheets, etc.
* Copy edit a variety of reports, fact sheets, and other communications materials on an ad hoc basis, sometimes with same- or next-day turn around. It is preferably for same copy editor(s) to work on RFS products over time given unique style guidelines.
* Facilitate and track internal review processes for publications, including annual Feed the Future progress report, monthly Feed the Future e-newsletter, and internal communications products.
* Contribute to the production of high-quality, engaging and relevant content for a variety of digital and print publications through skilled writing and editing.
* Provide a skilled (fixed) editor to continuously work alongside RFS communications team staff to develop, edit and publish the monthly Feed the Future e-newsletter. Editor will be responsible for tracking, rewriting and editing article submissions, following up with submitters for more information and photos if needed, and facilitating uploading of final, cleared content to the email template and Feed the Future website in a timely manner.
* Provide a skilled (fixed) writer/editor to work alongside RFS communications team staff to develop, edit and publish the monthly internal RFS Update email to staff. At times, this may include interviewing staff and developing written and multimedia content for the newsletter.
* Provide a skilled (fixed) writer/editor to work alongside RFS communications team staff continuously for 6-9 months to draft, compile and edit the annual Feed the Future progress report. Editor will be responsible for developing report outline; conducting research and interviews, as needed, to compile report draft; writing and rewriting report content; collecting and organizing related photos, captions and credits, as requested; incorporating edits throughout report clearance process; and facilitating final copy edit and quality assurance of report text and footnotes/endnotes.

**Publications and Print Media Support:** For major events and activities, RFS seeks support in creating publications, reports, brochures, posters, banners and a variety of other forms of print media. Upon request, the Contractor is required to:

* Create and design a wide variety of publications for digital and print distribution, sometimes approximately 2-3 at the same time.
* Conduct quality assurance for branding, design, style and copy consistency across products and within suites of products, such as fact sheets.
* Ensure 508 compliance for digitally-distributed reports and publications.
* Provide printed copies for RFS, including with same or next-day turnaround.
* Provide support for mailing printed copies within the United States and internationally.

**Content Services:** RFS regularly creates a wide range of content for its communications activities. The Contractor shall provide support in a variety of areas, including:

* **Graphic design services:** The Contractor shall provide a dedicated graphic designer for communication products with a consistent look and feel including publications, identities, websites, website graphics, infographics, social media graphics, web pages, e-newsletters, small exhibits, posters, banners, brochures, and collateral materials. This will include digital animation and illustration, as requested.
* **Videography services:** Upon request, the Contractor will be required to provide services to film events, create short videos, engage in video editing of a variety of content (that may at times be collected by RFS or other agencies), potentially traveling overseas to create pieces on RFS and/or USAID’s work. This will also include captioning of videos for 508 compliance. The Contractor must provide script writing, animation, voice over/narration, and story boarding services, as requested. The Contractor may purchase stock B-roll (video footage) to augment existing or recorded video footage, if requested and approved by RFS.
* **Transcription services:** The contractor must provide transcription services support.
* **Photographic support:** The Contractor may be required to provide photography services at a variety of events in the United States or overseas. Contractor must provide photo editing services upon request. Contractor must provide support for semi-annual Feed the Future photo contests, including corresponding with contestants to secure and process entries; enter metadata including photo credits, reproduction rights, and information for captions; and upload files to designated photo databases or platforms. Photographic support may include provision of stock photography (this may be from the photographer’s own original stock content or through third party channels), if requested and approved by RFS to augment existing photo resources.
* **Social media support:** The Contractor will be required, upon request, to develop content for RFS and Feed the Future social media networks (which may include USAID and interagency social media networks) and develop and upload social media toolkits. This will also include providing event and major activity support for social media, which would entail live posting/tweeting.
* **Email marketing support:** The Contractor will continuously manage the monthly Feed the Future e-newsletter and ad hoc “e-cards” and event invitations, as requested, sent to Feed the Future and USAID mailing lists. The Contractor will be responsible for ownership of email marketing service subscription and, upon request, design email and invite templates, populate templates, send emails, and track and report on analytics and reservation tracking.
* **Website Support:** The RFS communications team manages FeedtheFuture.gov on behalf of the interagency, including hosting, designing, updating and regularly publishing content on the website and ensuring its security. Contractor shall provide robust support for all these functions, including but not limited to:
	+ Meet all U.S. Government requirements for web hosting and cybersecurity and manage the website via the WordPress application that is hosted on GSA’s Cloud.gov platform, ensuring that the website is continuously running both on the application and platform side.
	+ Support Feed the Future.gov’s Information Systems Security Officer with tasks, as requested and needed, to ensure the security of the website per federal mandate, such as pulling User Account Logs and all Audit Logs (required for AC2 and AU6 controls, respectively) for the Continuous Monitoring of the website on a monthly (or as needed) basis.
	+ Ensure Multiple Factor Authentication for login is active through applications such as login.gov.
	+ Provide regular maintenance and security updates to the website.
	+ Work with SecOps and USAID CIO as needed to ensure the website runs smoothly, including meeting all 508 Compliance requirements and renewing SSL Certification.
	+ Manage website development projects, including annual Feed the Future progress report and Year in Review microsites and improvements to FeedtheFuture.gov.
	+ Provide website design and development services, including skilled WordPress web developers and quality assurance analyst(s).
	+ Upload and publish content on the Feed the Future website using the WordPress CMS.
	+ Improve the SEO and responsiveness of the Feed the Future website.
	+ Pull Google Analytics for website performance.

**Event Support:** On behalf of the Bureau, the RFS communications team supports external events with a diverse group of stakeholders. The Contractor shall provide skilled professionals to provide event support and coordination for planned and ad-hoc events, such as industry side events and stakeholder convenings, hosted by RFS. Services include but are not limited to:

* Provide an experienced event planner to coordinate with the RFS communications team and liaise with event venue; plan, track event logistics and budget, and manage event reservation tracking.
* Provide surge support as needed to staff events, such as running registration and audience Q&A monitoring.
* Secure event space and necessary amenities, such as A/V, internet and security.
* Determine and secure all catering needs for the event.
* Develop and oversee branding and printing of event materials, including banners, signs, programs, etc.
* Secure and staff booths for external events, when necessary.

**Communications Training:** The Contractor must organize and conduct interactive training for RFS and interagency employees on all types of public affairs and communication practices upon request. RFS will identify training topics that may include participating in media interviews and public speaking, writing and editing, using social media, and organizing events. RFS will identify specific training topics at least 4 weeks prior to the training event. Training may be anywhere from 1 hour to 3 days in length, depending on the topic and RFS needs. The Contractor shall provide skilled professionals to design and conduct training who are knowledgeable in the topic requested and can share tailored best practices. The Contractor shall develop and make available topical training materials (PowerPoint, handouts, etc.) during and after training events.

**Branding:** The Contractor will be required to use both USAID and Feed the Future branding. Feed the Future is a well-known international brand that is active in more than 20 countries worldwide and recently rolled out updated branding standards for internal and external partners. The Contractor will be required to provide the following services, upon request:

* Brand consultant(s) and expertise to shape and implement strategies to strengthen brand awareness and application.
* Develop training and adherence programs and materials related to brand guidance for internal and external audiences.
* Adapt branding guidelines to new technologies as they emerge.
* Review branding and marking plans submitted to RFS to ensure they adhere to branding guidelines.

**Media Relations and Engagement Support:** Feed the Future regularly engages with the media in collaboration with the USAID Bureau for Legislative and Public Affairs (LPA) and will require support with press relations. Upon request, this will include, but is not limited to:

* Develop lists of key reporters and influencers.
* Cultivate relationships with specific reporters and influencers covering topics relevant to RFS.
* Create materials and pitch specific reporters on topics relevant to RFS.
* Plan, organize and execute media roundtables for RFS principals.
* Manage and maintain press and influencer lists.
* Compile regular press clippings and develop summaries of stories related to RFS and Feed the Future’s work.
* Provide press engagement metrics and analytics.
* Draft and develop press guidance, releases and statements.

**Public Affairs and Communication Specialist Surge Support:**

* The Contractor shall be able to provide skilled public affairs and communications specialists to provide a range of services from internal to external communications and engagement, as requested by RFS.
* Additionally, the surge capacity must be able to work with other USAID and interagency counterparts in other offices, bureaus and federal agencies to collect relevant and necessary information.

**Key Personnel and Qualifications**

*Senior Manager*

The essential functions of the Senior Manager will be to lend support to the key points of contact within RFS, as prescribed by the COR, to ensure that prescribed tasks are implemented in a quality manner, efficiently and on time. The Senior Manager will serve as the overall point of contact and program director of this effort, providing quality assurance for all work products and working closely with the RFS communications team to stay up to date on messaging and priorities. Additionally, the individual will serve as the liaison and Single Point of Contact (SPOC) for support staff personnel required for this effort.

Minimum Qualifications:

* Minimum 8-10 years of experience in managing public affairs activities
* Bachelor’s degree in communications, marketing, public relations or related field
* Demonstrated accomplishments in the field of communications
* Must have proven understanding and track record in integrated campaigns and project development
* Must have experience establishing a sophisticated working knowledge of client’s issues, messaging, priorities and culture, including demonstrated ability to maintain strong client relationships and advise client as needed
* Strong organizational skills and attention to detail, including quality control
* Must have proven experience in working with global and U.S. national brands
* Must have the ability to work well under pressure and be well organized to manage people and multiple tasks at one time to complete projects with quality assurance by deadlines
* Must have effective oral and written communication skills and be able to articulate thoughts and ideas to others
* Must have the ability to maintain confidentiality of files and other documents
* Must be flexible in work habits and work schedule
* Ability to work effectively in a team environment and proactively work to achieve consensus on policy, project and administrative matters
* Previous work with U.S. Government or global clients preferred

**Additional Personnel**

A matrix of additional proposed personnel must demonstrate experience as it relates to the tasks identified in the statement of work. In addition to overall account management and support, the contractor shall assemble a team that has tested skills and strong experience in specific creative fields such as graphic design, campaign concept development, as well as web development. Please see https://www.feedthefuture.gov/turning-potential-into-progress/ for examples of a successful campaign concept.

Matrix should include a regular project manager/point of contact for:

* **Newsletter Editor** to regularly manage the production schedule for the monthly Feed the Future e-newsletter and article submission process, including re-writing articles.
	+ Key skills and abilities sought include:
		- Bachelor’s degree in journalism, public relations or related field
		- Demonstrated accomplishments in the field of writing, editing and reporting
		- Must have effective oral, visual and written communication skills and be able to articulate thoughts and ideas to others
		- Must have working knowledge of AP Style and ability to quickly learn and use Feed the Future style guide.
		- Strong organizational skills and attention to detail
		- Ability to work effectively in a team environment and proactively work to achieve consensus on projects
		- Must have the ability to work well under pressure and be well organized to manage multiple tasks at one time and deliver quality products on deadline
		- Must have proven understanding and track record in email marketing, including using email marketing services such as Constant Contact
		- Preference for intercultural and international writing experience
* **Web Portfolio Manager** to serve as singular point of contact for project management of all website-related tasks, including Feed the Future annual progress report microsite development, meeting website security and compliances requirements, FeedtheFuture.gov web development and design projects, etc.
	+ Key skills and abilities sought include:
		- Ability to work effectively in a team environment and proactively work to achieve consensus on projects
		- Understanding of USG requirements and policies for web hosting and security
		- Must have the ability to work well under pressure and be well organized to manage people and multiple tasks at one time
		- Must have effective oral and written communication skills and be able to articulate thoughts and ideas to others
		- Demonstrated accomplishments in the field of digital communications
		- Must have proven understanding and track record in management of web- related projects, including website creation, redesign and security
		- Strong organizational skills and attention to detail
		- Preference for experience managing U.S. Government and/or WordPress websites.
* **Senior Graphic Designer** to serve as point of contact to provide oversight and quality assurance of graphic design services for all content creation services, including but not limited to: branding, campaigns, reports and publications, microsites, social media collateral, videos, and training materials.
	+ Key skills and abilities include:
		- Degree in graphic design, visual media or similar subject
		- 7-10 years experience in graphic design, including proven ability to create original and cohesive campaign concepts and apply across multiple media and manage a team of designers
		- Demonstrated understanding of current trends and design applications across traditional, new and emerging media
		- Proven ability to create interesting and engaging designs for multiple types of content, from print products to social media and animations to in-person events
		- Ability to translate and deploy design concepts into action through a design team
		- Ability to provide dedicated design direction and continuity across all products
		- Ability to apply and optimize branding guidelines, including color palette, to products
		- Strong creative and organizational skills and attention to detail
		- Must have the ability to work well under pressure and be well organized to manage multiple tasks at one time and deliver quality products on deadline for regularly managing the production and editing schedule for the monthly Feed the Future e-newsletter. Essential functions include re-writing and editing articles in collaboration with original authors, managing article submission process, drafting original e-newsletter text, populating content in email marketing software, and providing quality assurance

Minimum Qualifications:

* Minimum 5-7 years of experience in writing and editing
* Bachelor’s degree in journalism, public relations or related field
* Must have demonstrated accomplishments in the field of writing, editing and reporting, especially in writing human interest stories
* Must have effective oral, visual and written communication skills and be able to articulate thoughts and ideas to others
* Must have proven understanding and track record in email marketing, including using email marketing services such as Constant Contact
* Must demonstrate experience managing multimedia projects
* Must have working knowledge of AP Style and ability to quickly learn and use Feed the Future style guide
* Must have the ability to work well under pressure and be well organized to manage multiple tasks at one time and deliver quality products on deadline
* Strong organizational skills and attention to detail
* Ability to work effectively in a team environment and proactively work to achieve consensus on projects
* Preference for intercultural, international and human interest story writing experience

***Web Portfolio Manager***

The **web portfolio manager** will serve as a singular point of contact for project management of all website-related tasks. Essential functions include managing regular website updates, managing Feed the Future annual progress report microsite development, coordinating web team on meeting web updates in a timely manner, managing website security and USG compliance requirements, deploying and managing FeedtheFuture.gov web development and design projects, etc.

Minimum Qualifications:

* Minimum 8-10 years of experience in web development with at least 2 years of team management experience
* Bachelor’s degree in website development, systems engineering, computer science or related field
* Demonstrated ability to work effectively in a team environment and proactively work to achieve consensus on projects across multiple teams
* Must have demonstrated understanding of USG requirements and policies for web hosting and security
* Must have the ability to work well under pressure and be well organized to manage people and multiple tasks at one time
* Demonstrated effective oral and written communication skills and ability to articulate thoughts and ideas to others
* Demonstrated accomplishments in the field of digital communications
* Must have proven understanding and track record in management of web-related projects, including website creation, redesign and security
* Strong organizational skills and attention to detail
* Preference for experience managing U.S. Government and/or WordPress websites

***Senior Graphic Designer***

The **senior graphic designer** will serve as a singular point of contact to provide oversight and quality assurance of graphic design services for all content creation services. Essential functions include providing strategic and creative direction, quality assurance and consistency on branding, integrated campaigns, reports and publications, microsites, social media collateral, videos, and training materials, etc.

Minimum Qualifications:

* Degree in graphic design, visual media or similar subject
* 7-10 years experience in graphic design, including proven ability to create original and cohesive campaign concepts and apply across multiple media and manage a team of designers
* Demonstrated understanding and application of current trends in design across traditional, new and emerging media
* Must demonstrate ability to create interesting and engaging designs for multiple types of content, from print products to social media and animations to in-person events
* Must have demonstrated ability to translate and deploy design concepts into action through a design team
* Ability to provide dedicated design direction and continuity across all products
* Must have demonstrated ability to apply and optimize branding guidelines, including color palette, to products
* Strong creative and organizational skills and attention to detail
* Must have the ability to work well under pressure and be well organized to manage multiple tasks at one time and deliver quality products on deadline
* Demonstrated ability to work effectively in a team environment and proactively work to achieve consensus on projects