

## **ANNEX I – STATEMENT OF WORK AND TERMS OF REFERENCE**

### **Title: Request for Proposals to Develop and Build a Global Public Action and Engagement Initiative to support the Education of Syrian Refugee Children**

#### **1. INTRODUCTION OF THE SECTION**

UNICEF is the agency of the United Nations mandated to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential. Guided by the Convention on the Rights of the Child, UNICEF strives to establish children's rights as international standards of behaviour towards children. UNICEF's role is to mobilise political will and material resources to help countries ensure a "first call for children". UNICEF is committed to ensuring special protection for the most disadvantaged children.

UNICEF carries out its work through its headquarters in New York, 8 regional offices and 125 country offices worldwide. UNICEF also has a research centre in Florence, a supply operation based in Copenhagen and offices in Tokyo and Brussels. UNICEF's 37 national committees raise funds and spread awareness about the organisation's mission and work. For additional background on UNICEF, please refer to <http://www.unicef.org/>, [Facebook.com/unicef](https://www.facebook.com/unicef), [Twitter.com/unicef](https://twitter.com/unicef), [Youtube.com/unicef](https://www.youtube.com/unicef), or the most recent UNICEF Annual Report at [http://www.unicef.org/publications/index\\_73682.html](http://www.unicef.org/publications/index_73682.html)

#### **2. BACKGROUND INFORMATION**

UNICEF has decided public action and engagement around the refugee crisis can help address the crisis which continues to worsen by the day. Indeed more than half the world's refugees and forcibly displaced persons are children and a supportive and engaged public will be necessary if governments and other actors are to step up for children. UNICEF in collaboration with partner organization conducted catalytic campaigns in 2016 as part of an effort to test hypotheses and begin this public engagement initiative. Accordingly, UNICEF seeks the services of a firm that can help the organization and its partners continue to build a public action and engagement initiative for refugee children. As a leading advocate for children's rights, UNICEF is able to bring together a range of civil society, governmental, and private sector organizations to tackle the challenges faced by children around the world. Bringing networks of organizations together to work in tandem can achieve impacts that no organization can achieve on its own.

Based on the experience accumulated over the last year in prosecuting public engagement campaigns in support of refugees, UNICEF seeks to advance this initiative to support broad-based public participation alongside cross-organizational partnerships to achieve positive outcomes for refugee children wherever they are. This effort constitutes a true public engagement initiative driven by meaningful participation from a wide range of different organizations, groups and individuals. The vision is for multiple segments of the public in multiple jurisdictions (i.e. countries) to be engaged in a demonstrable manner in support of refugee children. The expectation is that this will require multiple catalytic efforts that will ultimately contribute to one common narrative and goal: a public deeply supportive of and sympathetic to refugees.

#### **3. PURPOSE , OBJECTIVES & SCOPE OF WORK**

UNICEF seeks the services of a firm that specializes in social mobilization or movement building to frame a new public narrative around the refugee crisis and to help activate the public in support of refugee children. In particular, UNICEF is in search of a firm that can identify or conceptualize

activation/catalytic campaign opportunities, formulate a strategy around said opportunities, develop all necessary assets (e.g videos, branded merchandise, microsite, social channels, etc), and execute the campaigns with a view toward engaging discrete segments of the public.

There is currently a window of opportunity to influence the long-term course of the refugee debate with the unparalleled global attention to the crisis. Policymaking in many countries is fluid as governments seek to respond to a fast-changing situation. Now is a propitious moment for engaging various elements of the public around this issue.

Only serious public action and engagement in support of refugee children will address the gap in funding for their wellbeing, hold governments accountable to their commitments, and prevent a generation of refugee children from missing out on their futures.

The plight of child refugees is unprecedented in recent history. Worldwide, nearly 28 million children have been forcibly displaced: 10 million child refugees, approximately 1 million asylum-seeking children and an estimated 17 million children displaced within their own countries by violence and conflict.<sup>1</sup> Emerging from the horrors of war and violence in their own countries, child refugees commence perilous journeys, at times alone, in search of safety and wellbeing. Along the way, many face exploitation, trafficking and extreme forms of abuse and deprivation; many are also detained and separated from their families. As a result, children in these contexts are among the most vulnerable people on earth—and this vulnerability is only getting worse.

Sadly, the difficulties facing children on the move do not end upon reaching their countries of destination. While some of the aforementioned threats may diminish, many still struggle to settle into their new lives. Though governments, local authorities, and communities have provided extraordinary assistance and resources, “refugee and migrant children disproportionately face poverty and exclusion at a time when they are in desperate need of essential services and protection.” Further, legal obstacles, compounded by language barriers, can prevent refugees, particularly children, from accessing the help and services they need.

Xenophobia, discrimination, and exclusion in their host countries further impact the lives of child refugees and threaten their prospects for the future. Public opinion research suggests that negative attitudes toward refugees are on the rise.

The outlook, however, is not entirely grim. Together with a range of civil society, business, and influencer partners, UNICEF can catalyze a movement that shifts perceptions of refugees and helps refugee children across the globe.

In your proposal, please detail how your firm will identify relevant target groups and jurisdictions and activate these various segments of the public into a concerted effort on behalf of refugee children. Please specify:

- How you would home in on targets
- Attract participants with a compelling, unifying narrative
- Bring in new audiences
- Deepen and sustain engagement of the public over time

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<sup>1</sup> UNICEF. “Uprooted: The Growing Crisis for Refugee and Migrant Children.” September 2016, pp 18.

**Development objective:**

UNICEF is seeking to engage the public in multiple countries and shift perceptions of refugees so as to ultimately benefit refugee children in areas such as education and protection. In partnership with other actors, the organization will inspire and leverage public participation through various platforms and media alongside cross-organizational partnerships to achieve better outcomes for refugee children. This effort will be driven by meaningful participation from a wide range of organizations, groups and individuals across multiple countries.

**Immediate objective:**

In order to do this work well, UNICEF must deliver on several elements: first, refine and update its outcomes-driven strategy to inform multiple creative campaigns or public activations that can catalyze this public engagement initiative; second, identify and develop collaborative partnerships with a range of stakeholders to continue executing the initiative; third, develop whatever assets are necessary to execute the initiative; and fourth prosecute the initiative on the basis of the strategy, partnerships, and assets developed in the first 3 elements mentioned above.

Once this project is executed there should be demonstrable and measurable expressions of public support by at least 5 constituencies that equate to direct action and support of refugee children as well as increased government action and support of refugee children. In other words, we should be able to point to the activation of constituencies such as church groups or university students in particular countries and pinpoint how they are engaged on the issue and the breadth of their engagement. We also want to see the initiative result in stepped up government efforts to address the child refugee crisis, in particular governments in donor countries.

#### **4. SCOPE OF WORK**

The scope of work encompasses the following components:

##### Continue Campaign Planning

Develop discrete campaign strategies and concepts including identifying and developing the following: channels, messages, moments, target audience and constituency groups, decision-maker targets, a finalized theory of change, partnership requirements, and engagement tactics.

##### Content Creation & Communication Strategy

Develop creative assets (e.g. videos, social media graphics, apps,) that capture the unifying theme/message, including:

- A core narrative;
- Identification of target audiences and best channels to reach them;
- Mapping of potential allies, beneficiaries and opponents;
- Key messages; and
- A methodology and process to measure communication success, including a means of monitoring and evaluating progress.

Design creative conceptualization including: brand, logo, and visual identity, including colors, communication guidelines outlining tone, voice, and key messages.

#### Asset development and Technology

- Development of all of the necessary communications and technology assets and materials required to launch the movement-building campaign/s, including video content, microsite, social media packages, email copy, and anything else identified during the campaign strategy phase.
- Produce a creative brief with a succinct overview of the most important issues to consider in developing an advocacy and mobilization campaign.

#### Campaign Execution & Refinement

- Coordinate and attend meetings and workshops and phone calls with prospective partners to pitch the concept, answer questions, incorporate feedback, and ultimately secure involvement.
- Execute campaigns in coordination with key partners; test concepts with target audiences through various online platforms.
- As the initiative advances and campaigns are prosecuted, continue to refine the hypothesis that answers top-line strategic questions, including but not limited to:
  - Who are our target audiences and geographies?
  - What is the overall narrative and top-line messaging?
  - What are the movement's goals and objectives?
  - What is the movement's theory of change?
  - What kinds of campaigns and other initiatives will the movement take part in?
  - How will the movement be structured?
  - How will partner organizations interact with and participate with the movement?
  - How will the movement grow and expand its base of support?
  - What will be required to institutionalize the movement and make it self-sustaining?

#### Promotion & Distribution

- Secure paid and unpaid distribution partnerships that enable reach to target audiences and promote overall visibility
- Execute a public relations strategy that results in earned media across local, national, and international outlets

### **5. UNICEF RESPONSIBILITIES**

The success of this engagement will require a core working team from UNICEF and at minimum one key UNICEF contact person who is dedicated to this project with the authority to manage scope and activities directly. The UNICEF contact will play a significant role on the project, serving as the point person, and ensuring that the scope and priority of analyses are properly aligned to the UNICEF needs. This person will also facilitate flows of information and documentation with relevant UNICEF divisions and offices around the world and will serve as the main focal point for scheduling conference calls and meetings with other key internal stakeholders necessary to maintain buy-in. In general, UNICEF will engage in an active and responsive way, providing information, authorizations, guidance, feedback and direction or other input during the project.

### **6. EXPECTED DELIVERABLES AND TIME LINE**

**Deliverable one: continue to revise and refine high-level strategy for building a movement around the refugee crisis**

- A public engagement initiative and global communications (with attention to penetrating specific markets) outreach strategy developed -- including all elements described above in Scope of Work section.

**Deliverable two: continue to foster a core team of partners and public-facing brand for the initiative**

- Identify influencer targets and partner targets
- Continue outreach to partners who will engage in, amplify and activate their networks conducted and mapped accordingly.
- Buy-in secured and partner team or partnership framework formed and regularly engaged
- An identifiable compelling brand under which the various activations fall is built and enjoys broad partner use

**Deliverable three: Identify and continue to develop specific opportunities for public activation**

- Activation opportunities identified and developed
- Selection and planning of multiple campaign concept(s) targeting multiple constituencies
- At least one campaign involves faith-inspired communities

**Deliverable four: Campaign planning and execution of at least 4 campaigns with at least one targeting faith-based communities; these campaigns will comprise year 2 of the initiative**

- Working with partners continue to develop campaigns tailored to specific target audiences and integrate learnings from first phase/year 1.
- Campaign concepts and activations are immediately and deftly executed, replete with targets and indicators so as to monitor progress and momentum against benchmarks
- All related assets are created and deployed for campaign use
- As campaigns and activations take root, additional tactics are introduced so as to expand reach and scale of mobilization
- Activations result in demonstrable public expressions of support for refugee children

<b>Expected Results</b>	
High-level engagement and activation strategy that outlines how the public will be effectively mobilized around the issue continues to be developed and refined	
Strategic partners and stakeholders organized into an ongoing concern	
Campaign opportunities continue to be developed and campaign concepts prepared	
Public-facing brand for the initiative developed	
Land on 4 high profile mobilization/campaign opportunities (including at least one that involves faith-inspired communities) and execute them with partners through various platforms	
Secure at least 7 paid and unpaid distribution partnerships that enable reach to target audiences and bring great visibility to the issue; visibility should be measurable	
Reach at least 300,000,000 million people across the globe through the various creative campaigns and trigger observable spikes in positive engagement through social media	
At least 100,000 people take offline actions in support of refugee children in target jurisdictions	
Achieve at least a dozen earned media hits in top tier outlets	

## 7. KEY SKILLS, TECHNICAL BACKGROUND, AND EXPERIENCE REQUIRED

- Experience in developing and activating public engagement initiatives to create social change and impact among targeted constituencies and the general public;
- Expertise in developing innovative content, tools and communication solutions for social-impact campaigns, including through digital platforms and social media;
- A proven track record in conducting strategic audience research, positioning and messaging and gaining desired results;
- Experience collaborating closely with a UN organization and within a partnership framework;
- The ability to create and activate public engagement initiatives that secure visibility in a competitive media environment and have social impact,
- Experience in conducting strategic audience research, positioning, messaging and gaining desired results; and measuring these results.

## 8. DURATION:

Timeline to be proposed by bidder.

## 9. EVALUATION OF THE PROPOSAL

In making the final decision, UNICEF considers both technical and financial aspects. The Evaluation Team first reviews the technical aspect of the offer followed by the review of the financial offer of the technically compliant vendors.

The proposals will be evaluated against the following two elements:

### a. Technical Proposal:

The technical proposal should address all aspects and criteria outlined in this Request for Proposal.

The Technical Proposals will be evaluated against the following:		
REF	CATEGORY	POINTS
1	The quality of the proposal, responsiveness to requirements and adequacy of information provided including methodology and timeline, to achieve the goals stated in this RfP in a comprehensive, compelling and detailed manner:	10
2	Experience: Working within a partnership framework- 5 points Conducting strategic audience research, positioning, messaging and gaining desired results; evaluating and measuring these results-15 points	20
4	A sound understanding of the fast-changing story of the Syrian refugee crisis and quickly-moving opportunities to influence public action and engagement around the push for education of Syrian refugees	20
5	Experience in developing and activating public engagement initiatives to create social change and impact among targeted constituencies and the general public	20
Total Technical		70

**Only proposals which receive a minimum of 50 points will be considered further.**

## **b. Price Proposal**

The price should be broken down for each component of the proposed work, based on an estimate of time taken which needs to be stated.

The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price; e.g.:

$$\text{Score for price proposal X} = \frac{\text{Max. Score for price proposal} * \text{Price of lowest priced proposal}}{\text{Price of proposal X}}$$

The format shown below is suggested for use as a guide in preparing the Financial Proposal. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples. Travel and per diems will not be noted, as this will later be determined and finalized by UNICEF and the chosen bidder.

<b>Description of Activity/Item</b>	<b>Proposed Person (Job title/function)</b>	<b>All-inclusive rate (Personnel)</b>	<b>No. of days proposed</b>	<b>Total Cost in US\$</b>
<b>1. Item 1:</b>				
1.1 Personnel				
1.2 Other				
<b>Subtotal Expenses:</b>				
<b>2. Item 2:</b>				
2.1 Personnel				
2.2 Other				
<b>Subtotal Expenses:</b>				
2.3 Reimbursable Travel Cost*				
2.3. Other				
<b>Subtotal Expenses</b>				
<b>3. Item 3:</b>				
3.1 Personnel				
3.2 Editorial				
<b>Subtotal Expenses:</b>				
3.3 Reimbursable Travel Cost*				
<b>Subtotal Expenses:</b>				
<b>Subtotal fixed cost:</b>				
<b>Subtotal reimbursable cost</b>				

<b>Grand Total**</b>				
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### **\*Travel**

Please note, for travel to countries - it will be decided based on agreements with UNICEF and contractor. For agreed country visits, the contractor will be responsible in administering its own travel. Travel expenses will be reimbursed separately upon presentation of receipts based on actual cost or as per UN rates (<http://icsc.un.org/rootindex.asp>) whichever is lower.

Travel expenses shall be calculated based on economy class travel, regardless of the length of travel and ii) costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC)

Number of travelers, duration and dates of travel and travel locations will be agreed with UNICEF and the contractor prior to being arranged, undertaken and expensed.

Any variation in reimbursable travel should be authorized in writing by UNICEF through the Contract Manager.

### **\*\*Payment Provisions**

UNICEF's policy is to pay for the performance of contractual services rendered or to effect payment upon the achievement of specific milestones described in the contract. UNICEF's policy is not to grant advance payments except in unusual situations where the potential contractor, whether a private firm, NGO or a government or other entity, specifies in the bid that there are special circumstances warranting an advance payment. UNICEF will normally require a bank guarantee or other suitable security arrangement.

Any request for an advance payment is to be justified and documented, and must be submitted with the financial bid. The justification shall explain the need for the advance payment, itemize the amount requested and provide a time schedule for utilization of said amount. Information about your financial status must be submitted, such as audited financial statements at 31 December of the previous year and include this documentation with your financial bid. Further information may be requested by UNICEF at the time of finalizing contract negotiations with the awarded bidder.