

Fostering Social Stability through Strategic Communications

STATEMENT OF REQUIREMENTS

Introduction

Her Majesty's Government (HMG) works to support social stability in Lebanon, through the United Kingdom Conflict, Stability and Security Fund (UK CSSF).

The influx of Syrian refugees to Lebanon has caused an estimated 25% demographic increase. This has led to increased economic competition, strain on services and the environment, and social exclusion of vulnerable populations, all of which threaten social stability. As pressure on services and jobs increases, so do tensions and conflict between and among Lebanese host communities and refugees. Small incidents as well as individual cases of violence and criminality can escalate into inter-communal violence, including through incitement by local and national actors, and social and other forms of media. Evidence shows that frustration with hosting Syrian refugees is growing, Syrians and Lebanese are interacting less and less, and propensity to violence is on the increase. At the same time, Lebanese host communities and refugees together, continue to prove remarkably resilient, with many cases of mayors, religious leaders and other actors playing a key role in managing and de-escalating tensions between Lebanese communities and refugees, and fostering solidarity. HMG policy is to ensure the safe and voluntary return of Syrians to Syria and this project is part of our support to Lebanon until this is able to happen.

Tensions as well as positive efforts to foster cross-community cohesion are also found *within* Lebanese communities. Alongside existing peacebuilding mechanisms, there is a need to support trusted local voices in promoting positive and stabilising narratives.

HMG (hereinafter referred to as 'The Authority') is looking to appoint an implementing partner (IP) to plan, manage and implement strategic communications activities to foster social stability in targeted areas of Lebanon, amongst and between Lebanese host communities and refugees in Lebanon. The initial project is for two years (April 2019 to March 2021), with a one-year break clause in March 2020 based on the IP's performance and availability of funds.

Objective

This project will aim to contribute to reducing tensions at a local level amongst and between host communities and refugees in Lebanon, through working with communities, civil society, local government and independent media actors, to deploy strategic communications as a means to promote community cohesion.

Recipient

Target beneficiaries should include Lebanese host communities, Refugees (Syrian and/or Palestinian) and local/subnational stakeholders such as authorities, media outlets and NGOs

Scope

The implementing partner (IP) will plan, manage and implement strategic communications activities to foster social stability in targeted areas of Lebanon, amongst and between Lebanese host

communities and refugees in Lebanon. The initial project is for two years (April 2019 to March 2021), with a one-year break clause in March 2020 based on the IP's performance and availability of funds.

It is **essential** that Implementing Partners can demonstrate the following:

- Substantial experience in the delivery of strategic communications projects in highly politicised and fragile environments in the MENA region;
- Solid understanding of the communications context in Lebanon;
- Understanding of the social stability sector in Lebanon;
- Demonstrable experience in providing gender-sensitive programming;
- Demonstrable experience in providing conflict-sensitive programming;
- Experience of managing strategic communications projects of a significant value and scale.

While experience of delivering strategic communications projects in Lebanon is not essential, suppliers will be asked to demonstrate how they will ensure their experience above will enable you to ensure the intended project outputs and outcomes are maximised.

Implementing Partners are to remain within the Statement of Requirement and to take note of the following:

- All activity is to be compatible with UK values, standards and HMG policy;
- All activities must be conducted in accordance with UK and local law;
- The implementer will assume duty of care for all personnel, and no platform or life support provision will be available from HMG.

Outputs and Deliverables

It is anticipated that the project will deliver in the following areas:

Long-term outcome

- Reduced tensions, and stronger relationships, amongst and between Lebanese host communities and refugees in Lebanon. Increased resilience within these communities to instability and reduced risk of conflict, violent conflict, and violent extremism.

Intermediate outcomes

- Mainstreaming of positive social stability narratives around community cohesion at local or sub-national level;
- Maintenance or improvement in target communities in public perceptions around refugees and their impact on local communities;
- Maintenance or improvement in target communities in public perceptions of other community members (e.g. Lebanese-Lebanese relations).

Outputs

- Sub-national, local, and social media channels engaged in defusing tensions between/among host communities and refugees;
- Greater understanding of where strategic communications are able to promote social stability at a local or sub-national level;

- Increased capacity of key local/sub-national communications actors (including media outlets, government authorities, NGOs) to promote positive social stability narratives.

Priorities include:

- A strong research component building on existing Target Audience Analysis (TAA). A Target Audience Analysis completed in April 2019 is available on the portal.
- A strong focus on monitoring and learning, including robust and regular monitoring and evaluation of the outputs and a willingness to adapt activities to meet the stated outcomes and objective. The implementer must create and maintain a results framework to forecast and closely monitor intended outputs.
- Gender-sensitive, conflict-sensitive, and sustainable programming.
- Co-ordination with other HMG/implementing partner community stability programming, including amplifying ongoing and future strategic communications activity.
- Willingness to adapt approach and priorities based on: HMG requirements when implementing partner is selected; and close, ongoing monitoring of outputs and intermediate outcomes.

Suggested activities may include, but are not limited to, the following:

- Champions: selection and day to day management of social media champions who can both create and amplify content which meets project objectives. These champions should be local voices speaking to local audiences, across gender, age and sectarian divides wherever possible.
- Training: of those involved in sub-national, local and social media; community activists; trusted local voices, to meet project objectives;
- Capacity-building: for local and/or sub-national government;
- Undertaking, and sharing, research: into the relationship between strategic communications and social stability;
- Assessment: The implementer should use up to 20% of the budget for M&E purposes - using research, focus groups, tracking and other measures deemed appropriate to review and demonstrate the extent to which changes in perceptions/attitudes/behaviours are likely to be a result of project intervention.

Reporting and M&E

The reporting requirements are as follows:

- I. Minimum monthly briefings (email, phone call, or in person) with the CSSF Programme Manager, providing key progress updates;
- II. Monthly financial reports detailing: activities incurring spend, proof of spend (including receipts and invoices), and details of future forecasting;
- III. Quarterly narrative and financial reports, detailing: progress towards project results framework and work plan, proposed changes, conflict sensitivity, and key risks;
- IV. Annual Review/Project Completion Review, to an agreed format;

- V. An external impact evaluation, to cover the duration of the project. The IP should include this within the project budget.

The implementing partner (and any potential sub-contractors) will need to allow access to HMG or third party monitors during the project's lifetime if requested by the Authority.

Financial Management and Payments

The financial management requirements are as follows:

- Monthly financial reports, detailing spend and forecasts;
- Annual activity-based budget (this can be adjusted in year). Activity based budgeting should reflect 85% spend by the end of December, and plan for activities to run between April and February, keeping March as a close up month for admin costs and minor activities each year;
- Annual external financial audit. The IP should include this within the project budget.

Financial payment requirements are as follows:

- Financial reports will provide the full accounting and reconciliation of project funds as a condition for the release of project payments from the Authority to the Supplier;
- Evidence of expenditure and of delivery of activities/outputs will be required with each request for payment;
- Payment is monthly in arrears, subject to itemised invoices and supporting documentation.

Consortia and Sub-Contracting

Consortia and sub-contracting are allowed under this call. Details should be included to the Authority of companies that will make up the Consortia, or are being used as sub-contractors. The Authority will be expecting to work with a single Operating Manager, who will take full responsibility for the contract as a whole.

All sub-grants will need to be approved by the Authority and should be accounted for in the final bids.

Sub-contractors should not be legally tied in to one particular bidder, but have the right to collaborate with other suppliers as necessary. Exceptions will be made where legal agreements are already in place with the suppliers and the supply chain.

Performance Management

The Supplier will be required to produce, within one month of contract award, a Project Delivery Plan, to include project management structures and processes, a work plan (activities, deliverables, timeline, and milestones), and a results framework (indicators for outputs, outcome, and impact), and conflict sensitivity plan. These documents must be agreed with the Authority.

The work plan should be delivered in an agile and flexible manner. This will involve regular monitoring, analysis, and horizon scanning to identify possible changes in the stability landscape. The implementing partner will need to demonstrate the ability to monitor its impact, and adapt the project if necessary.

The project implementer will also be expected to provide regular progress updates to the CSSF Programme Manager, currently based in the British Embassy, Beirut. Formal reporting against the

results framework is required on a quarterly basis. The reporting should also consider progress towards deliverables, activities, timeline, and milestones outlined in the project work plan.

Payments may be withheld if the deliverables and milestones are not achieved without good reason (as agreed in advance with the Programme Manager), or if expenditure is not supported by documentation.

All of these processes will operate in accordance to the rules and regulations determined by the CSSF.

Timeframe (including Break Points)

The contract will be for 2 years, coming into effect in April/May 2019 (tentative) and ending on 31 March 2021. There will be a break clause at the end of each financial year with future funding subject to UK Government objectives and successful performance delivery.

The Authority reserves the right to terminate any multi-year agreement at the end of each United Kingdom financial year if:

1. The supplier's performance is not deemed satisfactory;
2. The intervention is considered not to be meeting current HMG objectives; or,
3. The funds available to the Lebanon CSSF programme are no longer sufficient to continue financing the project.

Budget

Bids will be invited not exceeding £2,100,000 over 2 years commencing in April 2019 until March 2021. It is anticipated that the budget will be broken down into financial years as follows:

- FY19/20 - £850,000
- FY20/21 - £1,250,000

The budget allocation for FY20/21 is subject to change, and may increase or decrease. Moreover, the contract is subject to a one-year break clause. The Authority will consider the performance of the implementing partner during FY19/20 and available funds before deciding whether to continue the contract into FY20/21.

Gender

The UK sees gender equality and women's rights as central to promoting peace and stability overseas. This project will take into account any gender-related differences; consider its contribution to reducing inequality between persons of different gender; and ensure that the project does no harm to any particular gender group. If the project undertakes surveys, interviews or beneficiary analysis, the data must be gender disaggregated. Bidders should also be aware of the CSSF Approach to Gender.

Conflict Sensitivity

The Supplier should demonstrate a robust approach to communications activity through solid analysis and strategy, to avoid inadvertently contributing to tensions and vulnerabilities, and maximising positive peacebuilding impact

Duty of Care

The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this Call-Down contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

HMG will share available information with the Supplier on security status and developments in-country where appropriate.

The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

The Procurement may require the Supplier to operate in conflict-affected areas of Lebanon, parts of which are highly insecure. The security situation is volatile and subject to change at short notice. The Supplier should be comfortable working in such an environment, and should be capable of deploying to any areas required within the region in order to deliver the Contract.

The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc). The Supplier must ensure their Personnel receive the required level of training and safety in the field training prior to deployment.

Tenderers must develop their Tender response on the basis of being fully responsible for Duty of Care in line with the details provided above. They must confirm in their Tender that:

- They fully accept responsibility for Security and Duty of Care;
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan;
- They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.

Acceptance of responsibility must be supported with evidence of capability. In providing evidence Tenderers should consider the following questions:

- a) Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by HMG)?
- b) Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
- c) Have you ensured or will you ensure that your staff are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?
- d) Have you an appropriate mechanism in place to monitor risk on a live/on-going basis (or will you put one in place if you are awarded the contract)?

- e) Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
- f) Have you appropriate systems in place to manage an emergency/incident if one arises?

Counter Terrorism Legislation

Terrorism is a serious threat and given the countries FCO operates in there is an increasing risk that FCO resources could be diverted for use by terrorist organisations or for terrorist activity. FCO is responsible for protecting its funds from diversion to these organisations. We, along with our partners, have to comply with domestic and international law.

The Terrorism Act 2000 (TACT) enables proscription of certain terrorist groups and makes it illegal to provide material assistance and support to individuals or groups knowing or having reasonable cause to suspect it will or may be used for terrorist purposes; This includes fund-raising, use and possession of money or other property and funding arrangements (Terrorism Act 2000).

FCO takes its own responsibility for protecting its funds from diversion to a proscribed organisation seriously and expects its partners to do the same. In line with UK legislation, throughout the project legal responsibility lies with the supplier who must undertake the appropriate checks to ensure it is not inadvertently funding, supporting, or providing material goods to terrorist organisations as defined under the Terrorism Act 2000.