Safe Online

Terms of Reference
Narrative to advance global movement for digital safety and well-being of children and youth

1. Background and Rationale

Since its inception in 2016, Safe Online has been at the forefront of combating online Child Sexual Exploitation and Abuse (CSEA) through its diverse portfolio of grantees. It is the only global investment vehicle dedicated to keeping children safe in the digital world. Safe Online is also expanding its work to address the mental health challenges faced by children and adolescents in the digital world via a new global initiative developed with the World Health Organization. Safe Online's mission is to foster a digital environment where every child feels safe and empowered. This is achieved by investing in evidence, solutions, cutting-edge technologies and cross-sectoral systems and capacities, all aimed at addressing online child CSEA and other digital harms.

With a growing investment portfolio[1] of nearly US$100 million invested in +100 projects across +100 countries, Safe Online continues to evolve its strategy to better support the collective impact of the portfolio of grantees and lay the foundations for systemic change at scale. Safe Online goals are to 1) Invest for Impact, 2) Evidence and Knowledge, 3) Advocacy and Action, and 4) Measure Change. Under Goal 3, a key activity is to strengthen the advocacy capacity of the portfolio grantees and foster a culture of learning and joint action. Building on the successful mobilisation at the Global Ministerial Conference on Violence against Children in November 2024, Safe Online is engaging with strategic partners in a new Advocacy for Financing joint effort to demand attention and sustainable funding towards tackling online CSEA and ensuring children's digital safety globally.

Safe Online recently conducted a capacity needs assessment survey with its grantees focusing on three areas: Monitoring, Evaluation and Learning, advocacy and communications. Based on the findings of this survey, the latest evidence, and strategic priorities, Safe Online seeks to engage an experienced expert institutional vendor to deliver an **evidence-based, tailored advocacy and comms narrative with a focus on sustainable financing, innovation, and collective action** to support its grantees, implementing partners and the broader ecosystem in advancing the global movement for digital safety and the well-being of children and youth.

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[1] Please refer to Safe Online's timeline of investments and list of grantees here.

Objectives

The primary goal is to **enhance the advocacy capacity of Safe Online and its global portfolio of grantees to unite around a shared narrative and vision** informed by evidence and centered around financing and innovation. This effort aims to support a collaborative, global movement that drives increased attention and funding to tackling online CSEA and advancing the digital safety of children worldwide. Through this initiative, Safe Online and its grantees will gain access to a customized narrative, messages and assets enhancing their capacity to demand tangible commitments that support forward-looking, systemic solutions to online CSEA and digital safety and well-being of children.

Specific objectives include the **development and delivery of a evidence-based customised advocacy narrative, featuring accessible, adaptable and effective advocacy messages and assets**. These resources will be specifically designed to meet the diverse needs of Safe Online, its grantees, and the broader network of partners as applicable, across sectors and at various levels. The approach will be informed by the latest evidence of effective and innovative approaches, best practices as well as insights from the capacity needs assessment survey and Safe Online Monitoring, Evaluation and Learning work. All outputs will align with Safe Online's overarching priorities, principles, working modalities, and protocols to ensure consistency, relevance, and impact.

The overall aim is to **strengthen Safe Online and its grantees' capacity to advocate effectively for**:
- Policy change, systemic solutions, and adequate financial commitments to address online CSEA in the context of other digital harms.
- Greater visibility of online CSEA and child online safety across global, regional, and national platforms and related agendas, including financial and private sector.
- Responsible language and data use, and increased attention to financing and innovation to address evolving digital risks with adaptive, cost-effective solutions.
- Strategic partnerships and collective action to drive advocacy impact.

2. Scope of Work

The scope of work includes, but is not limited to, the following:

- **Knowledge gathering**: Desk review of relevant documentation and remote consultation with key informants to **gather relevant knowledge** of Safe Online, its portfolio of grantees, partners and the broader ecosystem as relevant. Key informants will include key professionals, experts and partners. This will include a good level of understanding of the programmatic impact and advocacy capacity of Safe Online and its network of grantees and partners to effectively advance efforts to tackle online CSEA and other digital harms to children; the latest data and evidence on online CSEA and other digital harms and threats to children; insights from Safe Online Monitoring,

Evaluation and Learning work; and, the intersections with related fields – e.g. fundraising and social financing, health, digital rights, digital transformation, etc.

- **Strategic Planning**: Develop a comprehensive **implementation plan** outlining the narrative-building approach, key resources, and assets, along with a detailed production timeline and technical requirements.

- **Design phase**: Develop a **customized, data-driven, and impactful advocacy narrative, messages and assets** to drive sustained investments in tackling online CSEA and ensuring the digital safety and well-being of children and youth globally. This will be designed and refined in close collaboration with the Safe Online team and relevant experts to ensure relevance and impact. The framework will be adaptable across sectors and levels, serving Safe Online, its grantees, strategic partners, and the broader ecosystem. Key components include the below and will be further refined in consultation with the identified agency as part of the strategic planning phase.

  - **Compelling, data-driven financial narrative** grounded in the latest evidence and cutting-edge narrative-building techniques. This will articulate the case for investments across public and private funding streams including official development assistance, national public spending, private sector, donors and international financial institutions. It will also highlight Safe Online's strategic role as the only global investor in this field and showcase the systemic and lasting impact of its grantees.

  - **Well-defined set of specific, actionable messages and funding asks** aligned with the lasted evidence, learning and best practices for maximum influence. Messages will focus on driving increased attention to the issue, the rapidly evolving and complex challenges and the need for sustainable financing to secure adaptive, innovative and cost-effective solutions. Clear funding asks will be articulated by area (e.g. prevention, frontline, capacity building, technology, research) and/or designed and aligned with stakeholders' interests and priorities to drive focus and increased effectiveness of advocacy efforts.

  - **A suite of engaging, adaptable advocacy materials and assets**, incorporating interactive features, dynamic storytelling, and top-tier design as relevant. These resources will build on the narrative and messages and will be informed by cost-effective advocacy methods, adaptation strategies, and tailored engagement approaches to maximize impact. Options for user-friendly, interactive, and sustainable formats will be considered to enhance accessibility, engagement, and long-term usability. Designed for broad usability across Safe Online grantees, their implementing partners, and strategic stakeholders, materials may include:
    - *Infographics, data visualizations* to communicate key statistics, trends, and financial arguments in a compelling, accessible format.
    - *Advocacy briefs, policy papers* outlining investment needs and funding asks for target funding streams, and Safe Online strategic role.
      - *Tailored advocacy materials* and talking points, audience-specific and adaptable.

- *Success stories* demonstrating effective advocacy for financing strategies.
- *Content for webpage* on Safe Online website to house advocacy resources for continuous learning and engagement.

- **Pilot phase**: Test the narrative and other materials with a selected group of grantees, experts and partners to assess their relevance, usability, and adaptability. Refine the outputs based on feedback to ensure effectiveness. This phase will be guided by key standards and principles, including but not limited to:
  - *Evidence-driven approach*: Ground narratives and messaging in the latest research, data, and best practices on tackling online CSEA, other forms of digital harms, relevant field, advocacy and financing.
  - *Responsible, inclusive communication*: Ensure the narrative and messaging reflect the latest terminology, promotes culturally sensitive language, upholds the responsible use of data, and reflects the voices and experiences of those most affected to enhance authenticity and impact.
  - *Alignment with global standards*: Integrate international frameworks, ethical and privacy standards, and digital safety principles to enhance credibility, maximize impact, and facilitate mainstreaming across relevant sectors.

- **Finalization phase:** Refine and finalize the full suite of advocacy materials and tools, ensuring alignment with stakeholder feedback and strategic objectives.

- **Support operationalisation and community engagement plan** by contributing to integration and promotion initiatives - webinar(s), workshop, event, etc. – and providing technical assistance as applicable and in collaboration with the Safe Online Advocacy Lead, to ensure effective adoption and engagement across grantees and partners.

3. Expected Deliverables and Tentative Timeline

The estimated timeline for conducting the below activities is 7 months, with an estimated start date of 1 May 2025 and completion by 1 December 2025.

#	Activities	Deliverables	Weeks	Details
	Kick-off meeting with Safe Online team		1st week after signing of contract	Virtual meeting
1	**Knowledge gathering, planning**: Review documentation, and consult selected informant to gather relevant knowledge	Comprehensive and detailed plan to deliver on the key outputs, including	6 weeks	This will be done in collaboration with the Safe Online team

	as per the objectives and scope of the work, and develop **comprehensive and detailed plan** to deliver on the key outputs, including narrative building approach, planned resources and tools as well as production timeline and technical needs	production timeline and technical needs		
2	**Design phase:** 1st iteration of narrative, messages and assets developed for review, integration of feedback and packaging for pilot phase	1st iteration of narrative, messages and assets designed, revised, and ready for pilot	8 weeks	This will be done in collaboration with the Safe Online team – First tranche of payment, x% of the total amount, upon approval of the deliverable
3	**Pilot phase**: Test narrative and other materials with selected group of grantees, experts and partners to assess relevance, usability, and adaptability	Pilot phase conducted timely and to good level of engagement and resulting in clear outline of needed revisions	8 weeks	This will be done in collaboration with the Safe Online team
4	**Finalization phase:** Refine and finalize the full suite of advocacy materials and tools, ensuring alignment with stakeholder feedback and strategic objectives	Narrative and all materials are finalised, timely and to high-quality standards	4 weeks	This will be done in collaboration with the Safe Online team – Second tranche of payment, x% of the total amount, upon approval of the deliverable
5	**Support operationalization community engagement** around the new narrative and assets by contributing to promotion initiatives -	Technical assistance and operationalization support provided as applicable	4 weeks	This will be done in collaboration with the Safe Online team

webinar(s), workshop, event, etc. – and provide technical assistance as applicable			– Final tranche of payment, x% of the total amount, upon approval of the deliverable

4. Duty Station, Management and Travel Arrangements

The assignment will be managed by the Safe Online team. The Chief Fund Manager will have will be the main focal point for the team for contractual and administrative matters and the Senior Advocacy Lead will be the main focal point for day-to-day management of the activities and deliverables. The team will be expected to work remotely and be responsible for providing their own IT equipment and health insurance.

Work-related travel, if any, might be required to Johannesburg (South Africa) for the G20 Summit specified by the Safe Online team and travel costs associated with this assignment will be included as an amendment of the contract at a later stage.

General information: Travel (if any) will be pre-approved by Safe Online team. Safe Online will reimburse travel costs (economy class, most economical direct flight and standard accommodations) based on documentation (receipts, boarding passes, tickets, etc.) submitted. Travel costs shall be calculated based on economy-class shortest route, regardless of the length of travel. Costs of accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC). Safe Online will cover costs for no more than 2 people for travel to locations selected for on-site capacity building events (to be decided at a later stage) – if required.

5. Ethics and Safeguarding

In order to ensure the protection of, and respect for, human and child rights throughout the process, the applicants will be required to follow relevant international norms and standards of ethics in research and evidence generation - including UNICEF's Procedure for Ethical Standards in Research, Evaluation and Data Collection and Analysis and United Nations ethical guidelines and norms and standards for evaluation.

It is also expected that the contractor will select for this work reliable persons who will perform effectively, respect the local customs, and conform to a high standard of moral and ethical conduct and comply with relevant provisions of the Safeguarding Framework of Safe Online, and internationally agreed core labour standards.

6. Qualifications and Experience

The bidding firm should have the requisite knowledge, skills and competences to conduct the assignment. They will demonstrate previous and solid experience and expertise in developing strategic and effective narratives and advocacy resources.

Specifically, the firm is expected to have the following:

Essential Skills and Competences:

- A minimum of seven (7) years' experience and expertise in Strategic Communication and Advocacy, and/or other relevant fields including Narrative work, Communication for Development, Digital Safety, Financing, Innovation and Strategy.
- Demonstrable experience of developing evidence-based and cutting-edge narratives, key messages and advocacy tools tailored to priority audiences for comms and advocacy use.
- Demonstrable experience of designing tailored narratives considering the latest and innovative approaches, and ability to tailor it a global and varied audience.
- Proficient knowledge, design and use of advocacy tools.
- Expertise in writing and editing, and graphic design.
- Excellent track record of producing high quality products suitable for international audiences.
- Ability to work on demand, adapt to changing circumstances, multi-task and deliver ahead of tight deadlines.

Desirable Skills and Competences:

- Experience in comms and/or advocacy for financing is highly desirable.
- Expertise in violence against children or other forms of violence is desirable.
- Expertise on other thematic areas of digital rights and safety is desirable.
- Relevant experience within the UN system, other multilateral organisations or Public-Private Partnerships.

Languages

- Excellent command in English (both oral and written) is required.

7. How to Apply

Structure of the proposal (MANDATORY document requirements)

The Proposal shall contain the mandatory documentation identified below.

1. Company profile and qualifications of the personnel
   - Provide a brief description of the organisation submitting the proposal, including types of activities undertaken.
   - Describe the availability of resources in terms of personnel and their qualifications required for this assignment. Describe the structure of the proposed team/personnel, and the work tasks which would be assigned to each.

- Provide curricula vitae of the personnel who will be involved in the assignment. Highlight relevant academic qualifications, work experience, and specialized knowledge areas.
- Special attention should be given to providing a clear picture of roles, responsibilities and accountability.
- Filled and signed Appendix 1. - UNICEF Procedure on Sustainable Procurement

2. Methodology, project management and quality control
   - The proposal should describe the organisation's methodology used to provide the services, including their approach to quality assurance and involvement of Safe Online and other stakeholders during each step.
   - Workplan – including timelines and deliverables.
   - Describe the potential risks that may impact quality or timely completion of expected results. Describe measures that will be put in place to mitigate these risks.
3. Experience
- Please outline experience in providing the required services. Bidders should include at least three (3) cases with a description of the services provided, its outcome (sample narrative, advocacy resources) and contact details for references.

IMPORTANT: Items 1-3 will constitute vendor's Technical Proposal.

4. Financial proposal

The financial proposal shall be submitted separately from the technical proposal per each deliverable described in Section 5 on "Expected Deliverables and Timeline".

The financial proposals should be prepared in the financial template provided with RFPS document. Detailed breakdown of hourly rates and time estimates should be included, when applicable.

The proposals will be evaluated only for those offers that meet the minimum passing grade in the technical evaluation.

Evaluation process and method

Proposals will be reviewed following a three-step process:

A. Preliminary evaluation - Pass / Fail
B. Technical evaluation (80 points)
C. Evaluation of financial proposal (20 points)

A maximum of 80 points will be allocated to the technical aspects of the bids, with a further 20 points for the price component, for a maximum possible score of 100 points.

A. Preliminary Evaluation

This is an administrative check for completeness and compliance of the proposals prior to conducting the technical evaluation. Proposals will be reviewed for their completeness in terms of the information requested in the ToR and their

compliance with requirements. If they are submitted through the correct channel as indicated in the RFPS. Acceptance of UNICEF GTC may be considered as a criterion during the administrative evaluation due to the time sensitivity of the project. Only proposals that successfully pass the administrative check will be subject to technical evaluation.

B. Technical evaluation (80 points)

Each proposal will first be assessed on the basis of the service provider's company profile and proposed methodology, including processes for effective quality management. The organisation's structure and capacity and the expertise and experience of the proposed team will then be reviewed. Finally, the bidder's particular experience with the required services assignments will be assessed.

Reviewers will use the following point system to evaluate the proposals received:

1. Company profile and personnel	
1.1 Relevance of the company profile: - Alignment of the organisation's core business with the area of work (10) - Samples of previous work on this area or related ones (10)	20
1.2 Qualifications, competencies and specialized knowledge areas of proposed personnel - Number of key personnel with expertise in this area of work or related one (10) - Number of external experts available for the development of the work (10)	20
2. Proposed methodology and project management	
2.1 Methodology, project management and quality assurance - Project management, monitoring and evaluation, and quality assurance processes (10) - Incorporation of feedback mechanisms (5)	15
2.2 Work plan – timeline and deliverables Timeliness in the delivery of the outputs, as per the ToR and quality standards	10

2.3 Potential risks and mitigation measures - Overall risk management, safeguarding and PSEA(H) processes (10) - Sustainable procurement (5)	15
Total	80

Only those proposals that score **65** points and above will be considered technically compliant and will proceed to the financial evaluation.

C. Financial evaluation (20 points)

A proposal offering the most competitive total costs for the assignment shall be awarded 20 points; all other price proposals receive scores in inverse proportion.

The total score for the financial offer (TS_{FO}) will be calculated in the following manner (rounded to one decimal):

$$TS_{FO} = \frac{Lowest\ offer}{Actual\ Offer} \times 20$$

Combined Evaluation

The proposal obtaining the highest cumulative score after adding the scores for the technical and financial offers will be considered as the most responsive proposal. The proposal that offers best value for money and is in the best interests of Safe Online will be recommended for award of the contract.

Safe Online

Appendix 1 – UNICEF Procedure on Sustainable Procurement

The UNICEF Procedure on Sustainable Procurement is one of UNICEF's responses to the Sustainable Development Goals (SDGs) particularly Goal 12 – "Ensure Sustainable Consumption and Production Patterns" and its target 12.7 – "promote public procurement practices that are sustainable, in accordance with national policies and priorities". Sustainable procurement encompasses three pillars – economic, environmental, and social. Bidders are encouraged to read Sustainable procurement procedure (UNICEF Supply Division).

Each box below has been assigned with 1 point. Last box has been assigned with 2 points. If applicable, please checkmark the box for the following:

❑ Has your company made a commitment to economic pillar (example: policy/ SOP to inclusion of local resources to develop local economy in area of work, including small businesses and businesses owned by marginalized groups). Please provide relevant policy / certification / SOP to evidence the claim.

❑ Has your company made a commitment to social pillar (example: policy/ SOP to protecting human rights and labour issues (workers' rights), inclusion of persons with disabilities and gender in the work force). Please provide relevant policy / certification / SOP to evidence the claim.

❑ Has your company made a commitment to environmental pillar (example: policy/ SOP to minimize the impact on environment from purchasing, reduction of wastage, reduced CO_2 emissions etc.). Please provide relevant policy / certification / SOP to evidence the claim.

❑ Please explain how you plan to integrate sustainability measures in the execution of the contract, if awarded to you (250 words):

Appendix 3 for SDG Goal 12 and its target 12.7 must be duly completed, signed, and returned with the Technical Proposal