



Foreign &  
Commonwealth  
Office

## **ATTACHMENT 4**

### **Statement of Requirements and Specification**

SYRIA – STRATEGIC COMMUNICATIONS, RESEARCH, MONITORING & EVALUATION (M&E), OPERATIONAL SUPPORT

#### **1. INTRODUCTION**

The UK Government Syria Conflict Pool programme funds will be used in support of the HMG Syria Strategy February 2014 to support *“a more stable and democratic Syria that better meets the needs and aspirations of its people and presents a significantly reduced threat to regional and international security and stability”*. In order to reach this overall aim, we will seek to achieve:

- transition to a more moderate and inclusive post-Assad authority through a negotiated settlement;
- violence reduced to a level that does not threaten transition;
- Syrian, regional and international consequences contained and risks managed;
- terrorist, and Chemical and Biological Weapons (CBW) proliferation threat effectively managed.

To achieve these objectives, HMG pursues activities under six pillars:

- strengthening an inclusive opposition and;
- increasing pressure on the regime and isolating Assad in order to;
- work for a negotiation process/political resolution with international support while;
- managing the humanitarian, human rights and wider overspill impact on Syria/the region;
- limiting terrorist threat to the UK and wider risks from extremism, CBW/ACW use/proliferation and;
- preparing for the day after and meeting transition needs inside Syria.

The UK Government Syria Conflict Pool is managed by partners from the Foreign and Commonwealth Office (FCO), Department for International Development (DFID) and Ministry of Defence (MOD).

The portfolio of Syria Conflict Pool support includes strategic communications, research, monitoring and evaluation and operational support to Syrian opposition entities.

## 2. STATEMENT OF REQUIREMENTS (SoR's)

The Syria Conflict Pool requires suppliers who are capable of delivering HMG funded programmes in the areas of A) strategic communications, B) research, and monitoring and evaluation, C) operational support. The dynamic conflict affected context necessitates that HMG Syria Conflict Pool is able to rely upon implementing partners to be able to respond quickly and effectively to UK Government requests for Syria project support. Suppliers will be required to deliver in line with HMG standards.

The purpose of this framework is to provide FCO, DFID and MOD with an efficient mechanism through which it can respond effectively, and in time to exploit opportunities to do impactful Syria CP programme activity.

## 3. SPECIFICATION

- 3.1. **Lot A - Strategic Communications.** The UK Syria Conflict Pool requires communications organisations with the capability and prior experience of delivering the following activities:
- 3.1.1. Knowledge of and engagement with the pan-Arab press and news agencies, and experience of creating network linkages between political movements and media outlets.
  - 3.1.2. Managing communications influence campaigns in or in relation to conflict affected states, engaging target audiences: (i) in country at the grassroots level, (ii) nationally, (iii) regionally, and (iv) internationally.
  - 3.1.3. Capacity building of local independent media platforms, with activist groups, local councils and civil society organisations.
  - 3.1.4. Capacity building of strategic communications functions within political institutions, enhancing tactical processes and organisational structures, as well as providing advisory and support services.
  - 3.1.5. Mentoring, training and coaching for enhanced delivery of media services, including digital and social media.
  - 3.1.6. Experience in the provision of mentoring and coaching services for media training including digital and social media.
  - 3.1.7. Experience in the provision of production of speeches, press releases and other media communications.
  - 3.1.8. Capacity to provide PR and media handling trainers, as well as technical staff, such as cameramen, webmasters and interpreters.
  - 3.1.9. Access to networks inside Syria, and or demonstrated ability to establish and develop a network of Arabic speaking contacts, to assist with operational delivery.
  - 3.1.10. Prior experience in conducting target audience analysis as well as event based digital impact assessment and other useful monitoring and evaluation measures.
  - 3.1.11. Ability to deliver media monitoring services and including provision of any required equipment.

3.2. **Lot B – Research, and Monitoring and Evaluation.** The UK Syria Conflict Pool requires research organisations with the ability to deliver the following requirements:

- 3.2.1. Programmatic monitoring and evaluation services including information gathering to profile, create baselines as well as to assist in the generation of measures of effect and indicators for impact assessment.
- 3.2.2. Experience of developing innovative systems for managing bias when conducting research and M+E in fragile states.
- 3.2.3. Thematic or sectoral expertise and a past record of delivering effective research and M+E effectively and on time.
- 3.2.4. Ability to conduct national surveys and experience in researching target audience preferences and conducting media landscape analysis in order to design a campaign.
- 3.2.5. Past experience in producing strategy and campaigns for public outreach in collaboration with international partners.
- 3.2.6. Experience of conducting local media surveys including target audience opinion polling, to influence target populations.
- 3.2.7. Demonstrated ability to conduct atmospherics and other qualitative research your organisation has conducted where the purpose has been to either (i) inform development of government policy or programmes, (ii) assess impact of a communications campaign, or (iii) measure effect of a project.
- 3.2.8. Experience in setting up communications feedback loops to ensure that delivery of messaging and campaigns that effectively resonate with target audiences.
- 3.2.9. Capacity to conduct ad hoc research and produce reports on specified policy areas and geographic locations in order to inform and support effective HMG policy and programme design.
- 3.2.10. Systematic approach and past experience in engaging stakeholders (such as political actors, media organisation, private sector organisations) in complex contexts.
- 3.2.11. Ability to provide analytical reports and assessments that provide policy recommendations to governments.
- 3.2.12. Capacity to conduct in-depth studies (targeted geographically, politically or thematically), such as conflict or contextual analysis in Syria, or in the surrounding region. You should include details of any access you have through established networks.
- 3.2.13. Capacity to conduct vetting of organisations that HMG may wish to support in the future. This type of research would include information relating to structures, background, history, capacity, linkages and key personalities, and could be used to assess beneficiary risk associated with project activity.

3.3. **Lot C – Operational Support.** The UK Syria Conflict Pool requires organisations with the ability to deliver the following requirements:

- 3.3.1. Ability to provide a range of services to develop the capacity and credibility of a nascent political institution or transitional authority. This may include but not be limited to provision of experts, mentors, instructors, training teams, equipment, technical services, legal assistance, and capacity substitution.
- 3.3.2. Ability to quickly hire and mobilise expert staff internationally, and locally in the region from a range of thematic backgrounds and functional areas, that are well versed in operating in the region and in conflict affected contexts. This will include the ability to demonstrate experience in maintaining all aspects of HR management including effective duty of care
- 3.3.3. Past experience in conducting scoping and needs assessment activities in order to establish baseline conditions to assist with development of institutional development programme design.
- 3.3.4. Demonstrated ability to assist with developing the operational capacity of nascent political organisations' operations, though employing outsourced capacity, training and expertise in operational functions such as HR, procurement, and information management
- 3.3.5. Experience in delivering training events or workshops in the region.
- 3.3.6. Expertise in employing innovative systems for supporting another organisation financially, with a robust mechanism for managing financial risks of corruption.

#### **4. Other information**

- 4.1. All suppliers will be required to adhere to the following requirements.
  - 4.1.1. Potential suppliers must declare up front any potential conflicts of interest that could affect aspects of any work undertaken.
  - 4.1.2. HMG will retain the rights to any information produced through commissioned research or project activity.
  - 4.1.3. HMG will retain the right to nominate specialist individuals and sub-contracted organisations, where HMG deems the involvement of a particular individual or organisation to be required.
  - 4.1.4. All suppliers will be required to employ a robust risk management system in the delivery of CP funded activity. Suppliers are to inform HMG immediately in the event of changes to the risk register.