

TERMS OF REFERENCE

Institutional Consultancy to Establish and Operate the Champions' Press: A Peer-to-Peer Digital Communication Platform by and for Children and Adolescents in Da Nang, with Support for Replication at Central level

1. Summary

Title	Institutional Consultancy to Support the Establishment and Operation of the Child and Adolescent-Led Champions' Press — a Creative Peer-to-Peer Digital Communication Platform by and for Children and Adolescents in Da Nang, and to Facilitate the Development of a Similar Model at the Central Level.
Purpose	To empower children and adolescents through a creative, digital platform that enables them to serve as peer educators and advocates on social issues, including hygiene practices and climate action.
Location	Home-based and field visits to Da Nang and Hanoi
Duration	6 months.
Start Date	July 2025 – January 2026.

2. Background

The Healthy Cities for Adolescents (HCA) Project – Phase II (2023–2026), under the Da Nang Child Friendly City Initiative, aims to improve the health and well-being of adolescents aged 12–19 by promoting innovative, child and adolescent-led approaches. Building on the successes of Phase I (2021–2022), the project continues to strengthen children and adolescents' participation in addressing critical challenges such as climate change, environmental protection, and water, sanitation, and hygiene (WASH) and other development issues relating to children.

In 2024, UNICEF Viet Nam developed a creative communication and training package to build adolescents' capacities and promote peer-to-peer education on climate action and environmental protection in Da Nang. Using the toolkit, 120 adolescent Champions were trained in Da Nang, and it was subsequently transferred to the local partner with plans to train an additional 180 adolescents in 2025. The package also provided the groundwork for launching the **Champions' Press** initiative - a child and adolescent-led, peer-to-peer communication platform designed to amplify young voices and drive engagement in climate, environmental and social issues through creative media, journalism and advocacy.

Champions' Press is a journalism and content creation initiative that empowers children and adolescents with the skills, tools, and opportunities to express their views, create multimedia content, and engage with key social issues. Initially focused on climate change and environmental protection, the initiative promotes creativity, critical thinking, and communication skills while, while nurturing leadership and advocacy among children and adolescents.

Although the concept, training materials, and digital toolkit have been developed, the initiative has not yet been formally implemented. Additional time and resources are required to align with partner schedules and ensure the sustainability of the initiative. A critical component of this sustainability is determining where and how to host the Champions' Press content to ensure long-term access, visibility, and continued engagement of children and adolescents.

Building on the strong foundation established in Da Nang, there is a need to operationalize, sustain and expand the Champions' Press initiative through the following efforts:

- Supporting full-scale implementation of the initiative in Da Nang, with an enhanced focus on promotion of **hygiene practices**—particularly **menstrual hygiene management (MHM)**—alongside climate action and environmental protection, integrated into the communication and training package.
- Exploring the scale-up of the initiative at the central level, including partner capacity building and adaptation to address specific challenges such as air pollution, climate vulnerability, and the evolving media landscape affecting children and adolescents.

To support these efforts, UNICEF seeks to engage a **local-based creative agency** to:

- **Implement the Champions’ Press initiative in Da Nang**, including the rollout of the platforms, training, mentorship of adolescent champions, and facilitation of child- and adolescent-led advocacy on climate and WASH issues (MHM).
- **Design and scale a similar communication initiative at the central level**, encompassing the development of child and adolescent-led public advocacy events, campaigns and creative activities focused on climate change, air pollution, and other environmental challenges.

This will enable UNICEF to further test, refine, and scale a replicable model for adolescent-led communication and advocacy - grounded in peer-to-peer learning, digital storytelling, and meaningful youth participation on issues that directly affect their lives and communities.

3. Justification

The proposed assignment calls for a **local-based creative agency** with extensive expertise and experience in developing and producing creative communication, training products, and digital platforms tailored for children and adolescents. The agency must have relevant experience specific to the context of Viet Nam, including working with various groups of children and adolescents, particularly those from marginalized communities. UNICEF and its counterparts lack the necessary creative expertise, and the time required to devote to this extensive assignment. Therefore, engaging a highly qualified agency for the consultancy would be both time and cost-effective. The SBC, WASH and CCDRR teams, and related sections will provide technical guidance and quality assurance to the consultancy throughout all stages of the design, development, and production of the creative communication package.

4. Objectives

The objective of this consultancy is to support UNICEF Viet Nam in strengthening and scaling up the *Champions’ Press* initiative - an adolescent-led communication and advocacy platform – through the following:

- Set up and operationalize the Champions’ Press model in Da Nang, including establishing the necessary physical infrastructure and social media channels, forming an adolescent-led editorial hub, conducting training activities, and supporting the production of youth-led content. The initiative will also integrate hygiene practices and other social issues into existing communication and training packages, ensure the maintenance of digital platforms, and provide ongoing mentorship to promote meaningful participation and long-term sustainability.
- Design and scale a similar communication initiative at the national level, including the development of a child-led public event, campaign, or other engagement activities focused on climate change, air pollution, or environmental challenges

5. Summary of specific tasks and deliverables with a timeline

The selected agency will be responsible for the following tasks and deliverables throughout the assignment period. The exact timeline will be finalized in consultation with the UNICEF team. All deliverables must be produced **in both Vietnamese and English**.

No.	Tasks	Deliverables	Timeframe (indicative)
1	<i>Output 1: Implementation of the Champions’ Press initiative in Da Nang with integrated thematic issues</i>		

1	<p>Inception Phase</p> <p>1.1 Develop a detailed workplan outlining methodology, timeline, and team responsibilities.</p> <p>1.2 Prepare a stakeholder consultation plan identifying key actors and engagement strategy.</p> <p>1.3 Conduct a rapid needs assessment to inform integration of hygiene practices, especially menstrual hygiene topics into the communication package.</p> <p>1.4 Propose a creative concept for the updated package.</p>	<p><u>Deliverable 1:</u></p> <p>Inception report submitted and approved by UNICEF.</p>	Jul.-Aug. 2025
2	<p>Establishment and Operation of the Champions' Press Model in Da Nang</p> <p>2.1 Facilitate the setup and operationalization of the Champions' Press model, including establishing the necessary physical infrastructure and social media channels, forming an adolescent-led editorial hub.</p> <p>2.2 Provide ongoing mentorship and technical support to adolescent champions to design and implement peer-led communication and advocacy initiatives.</p> <p>2.3 Monitor implementation progress and document lessons learned and recommendations for future scale-up.</p>	<p><u>Deliverable 2,</u></p> <p>Establishment and Operation of the Champions' Press Model in Da Nang approved by UNICEF.</p>	Aug. 2025 – Jan. 2026
3	<p>Creative Communication Campaign on Menstrual Hygiene</p> <p>3.1 Design and implement a small-scale creative campaign or engagement activity focusing on menstrual hygiene, targeting adolescent girls.</p> <p>3.2 Use innovative, child and adolescent-led approaches (e.g. storytelling, participatory art, digital content) to raise awareness and reduce stigma.</p> <p>3.3 Document and report on implementation, reach, and key outcomes of the campaign.</p>	<p><u>Deliverable 3</u></p> <p>Creative Communication Campaign on Menstrual Hygiene implemented and approved by UNICEF.</p>	Jul. – Aug. 2025

<p>4.</p>	<p>Development and Delivery of Communication and Training Package on hygiene practices</p> <p>4.1 Review and adapt the project’s creative communication package and the UNICEF’s existing WASH-related communication materials for adolescents, including menstrual hygiene.</p> <p>4.2 Co-create a draft digital communication toolkit and peer education training package with adolescent participation.</p> <p>4.3 Conduct field pre-testing with target groups to assess clarity, relevance, and effectiveness.</p> <p>4.4 Finalize the communication and training package based on feedback from pre-testing.</p> <p>4.5 Facilitate training workshops for 120 adolescent champions in Da Nang, ensuring meaningful integration of hygiene practices topics.</p> <p>4.6 Submit a comprehensive training report with final materials, including the digital toolkit, training guide and any media products developed</p> <p>Note: <i>UNICEF and its partners will be responsible for organizing the logistics and other arrangements for training children and adolescent champions in Da Nang.</i></p>	<p>Deliverable 4,</p> <p>Development and Delivery of Communication and Training Package on hygiene practices produced and approved by UNICEF.</p>	<p>Aug. 2025 – Jan. 2026</p>
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II. Output 2: Initial rollout of Champions' Press initiative at the central level			
5	<p>Setup and Launch the Champions' Press Model at central level</p> <p>2.1 Platform Development and Planning:</p> <ul style="list-style-type: none"> - Finalize governance structures, editorial content workflow, branding, and safeguarding mechanism. - Conduct stakeholder mapping and context assessment to inform model adaptation in Hanoi. - Develop a comprehensive roadmap, including stakeholder engagement, platform setup, and a structured training framework. - Initiate the development and launch of the digital platform, supported by a strategic communications plan. <p>2.1 Cohort Formation Orientation and Editorial Board Setup:</p> <ul style="list-style-type: none"> - Nominate and select the first group of child editors/ champions (ages 12–18), ensuring diversity in gender, ethnicity, disability, and geography. - Establish the Children's Editorial Board to guide content direction and lead decision-making. - Deliver an intensive orientation workshop introducing safeguarding protocols, platform roles and responsibilities, and thematic focus areas, including climate change, air pollution, and other relevant social and environmental issues. <p>5.3 Capacity Building and Content Planning:</p> <ul style="list-style-type: none"> - Deliver structured training in editorial skills, climate and environmental issues and creative storytelling. 	<p><u>Deliverable 5,</u></p> <p>Setup and Launch Champions' Press Model submitted and approved by UNICEF.</p>	Aug. 2025

6	<p>Child-Led Content Production and Publishing:</p> <p>6.1 Support the creation and dissemination of the first wave of child-produced content (articles, videos, visual stories) through print and digital platforms.</p> <p>6.2 Launch dedicated social media channels (Instagram, YouTube, Zalo...) under the brand of the Champions' Press model at the central level.</p> <ul style="list-style-type: none"> - Conduct regular editorial meetings to co-develop content calendars and support peer collaboration. <p>6.3 Co-create a podcast or short film amplifying youth voices for climate action in preparation for COP30.</p>	<p>Deliverable 6:</p> <p>Child-Led Content Production and Publishing submitted and approved by UNICEF.</p>	<p>Aug. 2025 – Nov. 2025</p>
7	<p>Strategic Content Creation and Visual Asset for an Engagement Event</p> <p>Develop a tailored package of strategic content and visual assets for direct engagement with UNICEF's donor partners. This package will include a child and adolescent-led showcase and selected editorial highlights, to be presented at the engagement event in November 2026.</p>	<p>Deliverable 7:</p> <p>Strategic Content Creation and Visual Asset for an Engagement Event approved by UNICEF.</p>	<p>Nov. 2025</p>

6. Methodology and technical approach

The implementation of this assignment must be guided by principles of creativity, participation, user-friendliness, and peer education. The methodology should reflect a strong commitment to equity and inclusion, taking into account gender, age, ethnicity, disability status, and socio-economic background throughout all stages of design and delivery.

To ensure broad ownership and relevance, the process must be consultative and participatory, actively engaging children and adolescents aged 12–19 — particularly those from marginalized groups, *such as children with disabilities, ethnic minority children, and orphans* — throughout both the design and implementation phases.

Key stakeholders will also be involved, including:

- UNICEF partners, such as the VNUK Institute for Research and Executive Education (University of Da Nang), HOPE School, and Passerelles Numérique.
- Relevant Da Nang authorities, including the Youth Union (YU), Department of Education and Training (DOET), Da Nang Women's Union, and Da Nang Center for Disease Control (CDC).
- Vietnam Disaster and Dike Management Authority, Department of Climate Change.
- Youth Vanguard and Children Newspaper.
- Community actors, including teachers, parents, caregivers, and local leaders, who can influence social norms and support behavior change.

Coordination with UNICEF - The selected agency will work in close collaboration with:

- CSDE Section.
- Communication and Advocacy Section.
- Social Policy and Governance (SPG) Programme.
- Other relevant UNICEF programme teams.

UNICEF will provide technical guidance, relevant documents, and communication materials; facilitate stakeholder engagement and community entry; support field testing and accompany field trips when needed; and coordinate logistics for training activities with adolescent champions in Da Nang.

7. Management

The assignment will be undertaken under the overall supervision of the Chief of CSDE with the day-to-day supervision of the SBC Specialist and closely working related UNICEF Programme staff. The Chief of CSDE will facilitate final sign off and approval of the outputs, based on feedback from the review committee.

8. Payment Schedules

Payment will be made upon satisfactory submission of the expected deliverables. Payment will be made in three instalments as follow:

- First payment-Submission and approval of **Deliverable 1**: 20% of contract value.
- Second payment-Submission and approval of **Deliverables 3, 5, 6 and 7**: 50% of contract value.
- Final payment-Submission and approval of **Deliverables 2, 4**: 30% of contract value.

9. Performance indicators for evaluation

- The quality of deliverables meets the standards set by UNICEF and specifications outlined in the contract.
- Deliverables are submitted in a timely manner, as per the timeframe in the contract.
- Technical assistance is contextualized and draws on inputs provided by UNICEF and its partners.

10. Qualifications

The local-based creative agency should have:

- Minimum 5 years of experience in organizing courses, educational exhibitions, events, creative arts, and communication packages targeting children and adolescents, especially those from vulnerable groups.
- Proven track record in delivering similar assignments and services.
- Relevant experience to Viet Nam's context, particularly working with children, adolescents, and young people in urban settings and among disadvantaged communities
- Experience working with various national and international organizations, institutions on child-focused projects and services.
- Availability of technical equipment and facilities to support creative concept development and content execution.
- Proven ability to craft child- and adolescent-friendly messages and communication products in diverse formats.
- Demonstrated capacity to manage multiple tasks, take initiative, and deliver high-quality results under tight deadlines.
- Agencies with prior experience in producing creative communication, training products, and digital platforms tailored specifically for children and adolescents will be considered as a competitive advantage.

Personnel qualifications:

The agency should propose a qualified team including at least:

- **1 Team Leader, 2 Team Member, and 2 Trainers** with relevant experience in climate change, environmental protection, hygiene practices, peer education, and training for children and adolescents.
- Personnel with higher education degrees in relevant fields such as creative design, communications, or social sciences, with prior experience implementing similar assignments.
- Strong written, verbal, and interpersonal communication skills in both **English and Vietnamese**.

Association with other organization(s)

The agency may associate with other organizations (NGOs/ research and technical institutions/ profit agencies, etc.) to enhance their qualification and expertise for this Consultancy. In such instances, there should be a lead agency, and the other agencies should be its sub-consultant(s)/ associate(s). The assignment proposal should indicate the role and other details of the sub-consultant(s)/ associate(s). However, overall responsibility for planning, management, and coordination (technical, financial, administrative), M&E and quality assurance will vest with the lead institution.

11. Structure of the Technical Proposal

Interested agencies are required to submit a technical proposal including the following:

1. Credentials document outlining the expertise of the Institution, detailing general and specific experience with similar clients and assignments, **including the samples (e.g., reports, materials, products) of past relevant works.**
2. Details of the proposed team for the assignment including the following information:
 - Title/Designation of each team member on the project
 - Experience in working on similar project and assignments – List similar projects they worked on and their roles on the project.
3. Provide a short summary of the approach the institution would take in order to meet the specific objectives and deliverables outlined above.
4. Assignment implementation plan and timelines.

Notes:

- *Submissions must be made in English.*
- *No price information should be contained in the technical proposal.*
- *Any submissions made outside of the allotted time frame or without adequate information will be automatically disqualified.*

12. Evaluation process and methods

Weighted ratio between the technical and the price criteria: (80:20)

Given the complexity, and strong requirement of creativity of the assignment, the ratio between the technical and the financial proposal for this task is 80:20 respectively.

First, the Technical Proposals will be evaluated. A maximum of 80 points is allocated to the technical component. Technical Proposals receiving 60 points or higher, will be considered technically qualified and the Financial Proposals will be opened. Proposals which are considered not technically compliant and non-responsive, will not be given further consideration.

The maximum number of 20 points shall be allotted to the lowest Financial Proposal that is opened/evaluated and compared among those technically qualified candidates. Other Financial Proposals will receive points in inverse proportion to the lowest price.

The proposal obtaining the overall highest score after adding the scores for the technical and financial proposals is the proposal that offers best value for money and will be recommended for award of the contract.

The proposals will be evaluated against the following two elements:

a) Technical Proposal

Criteria		Points
1	Company Profile	5

1.1	<i>Years of expertise and experience</i>	3
1.2	<i>Experience in delivering a range of similar assignments across different thematic areas</i>	2
2	Technical Proposal	50
2.1	<i>Relevance of the proposed approach to meet the specific objectives and reach the specific target audience</i>	15
2.2	<i>Creativity and innovation in proposed concept, methodology, and implementation</i>	15
2.3	<i>Demonstrated experience with high-profile clients and similar projects (e.g. education, adolescent-led campaigns, creative communication)</i>	10
2.4	<i>Use of participatory/ peer-led methods and child/ adolescent-centred design</i>	5
2.5	<i>Availability of technical services (equipment, studio facilities, outsourcing suppliers, placement services)</i>	5
3	Personnel	25
3.1	<i>Experience and qualifications of proposed team especially key personnel in management and technical roles (based on CVs),</i>	15
3.2	<i>Adequacy of team structure and number of key staff assigned to ensure timely and quality delivery</i>	10
	Total	80

b) Financial Proposal

The Financial Proposal should be broken down for each component of the proposed work. Financial proposal should be all-inclusive lump-sum cost. Ensure that the price proposal includes separate line items based on key tasks and deliverables, including:

- Professional fees for different team's positions.
- Travel costs.
- Operating expenses: communication expenses, supplies and materials, equipment, training expenses, other expenses, etc.
- Administrative/management fees.

Notes: The selected agency will not be responsible for the costs associated with organizing the logistics and other arrangements for training children and adolescent champions and organizing events in Da Nang under output 1.

Mandatories

- All prices/rates quoted must be exclusive of all taxes as UNICEF is a tax-exempt organization.
- **Financial Proposals must be submitted separately to Technical Proposals.**
- Financial proposal should be quoted in Viet Nam Dong (VND).
- UNICEF applies EU-UN cost norms for local consultancy.
- Proposals must be duly signed and stamped, in pdf. files, and prepared in English.

Women-owned companies are encouraged to bid. Preference will be given to equally technically qualified women-owned companies.