

## REQUEST FOR EXPRESSIONS OF INTEREST CONSULTING SERVICES-FIRMS SELECTION

REPUBLIC OF LEBANON  
LEBANON EMERGENCY CRISIS AND COVID-19 RESPONSE SOCIAL SAFETY NET  
PROJECT (ESSN)  
IBRD Loan No. 91980-LB  
Project ID No. P173367

**Assignment Title:** Early Childhood Development Campaign led by the Ministry of Social Affairs  
**Reference No.** LB-PCM-528594-CS-QCBS

The Government of Lebanon's (GoL) Emergency Social Safety Net Project (ESSNP), funded by the World Bank, provides emergency cash transfers and facilitates access to essential services for poor and vulnerable households affected by the economic and COVID-19 crises. The program is structured around four main components: (i) basic income support, (ii) top-up cash transfers for students at risk of dropping out of school, (iii) provision of social services, and (iv) strengthening the delivery of social safety nets.

Under the *Provision of social services* component, the Ministry of Social Affairs (MOSA) is planning to deliver targeted social services in collaboration with line ministries, NGOs, and local partners. A central priority under this component is Early Childhood Development (ECD), recognizing the critical importance of the first five years of life in shaping a child's health, learning, and future well-being. This focus builds on MOSA's central role in providing integrated ECD services through its Social Development Centers (SDCs), placing the family at the heart of interventions and emphasizing the role of parents and caregivers as primary actors in ensuring children grow in a safe, healthy and nurturing environment. These efforts are fully aligned with the National ECD Strategy established by MOSA.

The Government of Lebanon (GOL) intends to apply part of the proceeds for consulting services.

The consulting services ("the Services") include the following tasks:

*MOSA is developing a National Awareness Campaign on ECD. The campaign will complement the on-ground interventions, expected to be implemented in 2026, with the objective of raising awareness on the importance of ECD, delivering clear and culturally relevant messages, and encouraging caregivers to apply nurturing care practices at home and within their communities to support the holistic growth and well-being of children aged 0–5.*

*The campaign will be guided by the principles of the Nurturing Care Framework (NCF), ensuring that all messages and materials promote a holistic approach to early childhood development. Grounded in global evidence and adapted to Lebanon's context, the NCF highlights five essential components: good health, adequate nutrition, responsive caregiving, security and safety, and opportunities for early learning, which will form the foundation of the campaign's themes and key messages.*

The detailed Terms of Reference (ToR) for the assignment are attached to this Request for Expressions of Interest and can be found at the Ministry of Social Affairs' official website <https://www.socialaffairs.gov.lb>

The Project is being implemented by a Central Management Unit (CMU) at the Presidency of the Council of Ministers (PCM), hereafter it will be referred to as PCM-CMU, jointly with the Ministry of Social Affairs (MOSA).

The Central Management Unit (CMU) now invites **Firms (“Consultants”)** to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

**Please note that no CVs of staff are required at this stage. Key Experts will not be evaluated at the shortlisting stage.**

The short-listing criteria are:

<b>1. General Experience (years in the market, International Affiliations, services provided, client portfolio)</b>
<b>2. Specific Experience of the Consultant related to the Assignment</b>
<b>3. General Profile and number of Key Staff</b>

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank’s “Procurement Regulations for IPF Borrowers” (September 2023) (“Procurement Regulations”).

Consultants may associate with other Firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

Consultants will be selected using Selection Based on the Quality-And Cost-Based Selection (QCBS) method in accordance with the procedure’s method set out in the World Bank Procurement Regulations.

Further information can be obtained at the address below during office hours: from 9:00 AM to 4:00 PM Beirut time.

**Expressions of interest must be delivered electronically or in a written form to the address below (in person, or by mail, or by e-mail) by January 21, 2026, by 4:00 PM Beirut time.**

**Presidency of the Council of Ministers (PCM)  
Central Management Unit (CMU)  
Att: Ms. Jessy El Khoury/Procurement Officer  
Grand Serail, Serail Hill, Riad EL Solh, Beirut, Lebanon  
Tel: +961-1-982317  
Email: [jelkhoury@cmu.pcm.gov.lb](mailto:jelkhoury@cmu.pcm.gov.lb)**

# Lebanon Emergency Crisis and Covid-19 response Social Safety Net Project

## Terms of Reference

Early Childhood Development Campaign led by the Ministry of Social Affairs

### Background and Context

The Government of Lebanon's (GoL) Emergency Social Safety Net Project (ESSNP), funded by the World Bank, provides emergency cash transfers and facilitates access to essential services for poor and vulnerable households affected by the economic and COVID-19 crises. The program is implemented by the Central Management Unit (CMU) at the Presidency of the Council of Ministers (PCM) and is structured around four main components: (i) basic income support, (ii) top-up cash transfers for students at risk of dropping out of school, (iii) provision of social services, and (iv) strengthening the delivery of social safety nets.

Under the *Provision of social services* component, the Ministry of Social Affairs (MOSA) is planning to deliver targeted social services in collaboration with line ministries, NGOs, and local partners. A central priority under this component is Early Childhood Development (ECD), recognizing the critical importance of the first five years of life in shaping a child's health, learning, and future well-being. This focus builds on MOSA's central role in providing integrated ECD services through its Social Development Centers (SDCs), placing the family at the heart of interventions and emphasizing the role of parents and caregivers as primary actors in ensuring children grow in a safe, healthy and nurturing environment. These efforts are fully aligned with the National ECD Strategy established by MOSA.

To advance this priority, MOSA is developing a National Awareness Campaign on ECD. The campaign will complement the on-ground interventions, expected to be implemented in 2026, with the objective of raising awareness on the importance of ECD, delivering clear and culturally relevant messages, and encouraging caregivers to apply nurturing care practices at home and within their communities to support the holistic growth and well-being of children aged 0–5.

The campaign will be guided by the principles of the Nurturing Care Framework (NCF), ensuring that all messages and materials promote a holistic approach to early childhood development. Grounded in global evidence and adapted to Lebanon's context, the NCF highlights five essential components: good health, adequate nutrition, responsive caregiving, security and safety, and opportunities for early learning, which will form the foundation of the campaign's themes and key messages.

Through close coordination with Ministry of Public Health, Ministry of Education and Higher Education, and other relevant ministries and partners, MOSA will ensure consistent messaging, aligned efforts, and strengthened support for families across Lebanon.

### Overall purpose and scope of assignment

MOSA seeks to engage a qualified firm to: (1) develop a comprehensive communication action plan for the national ECD awareness campaign; and, (2) manage and oversee its full execution and the dissemination of all campaign materials through television and social media channels. Specifically, The firm will be required to deliver:

- **One main video (30-45 seconds):** The firm should produce a high-quality awareness raising video to be disseminated on TV, social media, and during events and workshops. The video should convey the importance of ECD and promote the five pillars of the NCF, using an emotionally engaging and persuasive tone, designed to raise public awareness rather than provide technical information.
- **Social Media video package (1 to 1.5 minutes each):** The firm shall adapt the campaign's key slogan and core messages into a series of 10 longer-form videos suitable for social media dissemination. Each video shall focus on one specific topic related to the one of the 5 NCF pillars, ensuring clear, accessible and informative content tailored to digital audiences.

To achieve the above, the firm will be responsible for carrying out the following tasks:

#### **1. Communication Action Plan:**

- Conduct research and analysis of: (i) existing ECD communication efforts in Lebanon, (ii) comparable regional or international campaigns, and (iii) current perceptions, knowledge gaps, and behavioral barriers among caregivers.
- Define target audiences and sub-groups in close coordination with MOSA.
- Formulate key messages aligned with the NCF in close coordination with MOSA.
- Prepare a comprehensive dissemination plan covering the main video (recommended channels, airing schedule, and frequency) and the social media videos (platform-specific optimization, publication schedule, boosting, and targeted ad).
- Propose a detailed implementation timeline covering all phases of the campaign development process, including creative concept submission, scriptwriting, production, revisions, approvals, final delivery of all materials and dissemination.
- Specify monitoring indicators for outreach performance

#### **2. Creative Concept Development**

- Define the campaign's main idea, visual identity, tone, and narrative direction.
- Align the creative concept with the campaign's key messages and the NCF pillars.
- Ensure coherence across all campaign materials, whether minimum required or additional formats proposed by the firm.
- Ensure cultural relevance and suitability for diverse caregiver groups.
- Provide mood boards, visual references, sample frames, and proposed tagline(s).
- Submit the concept for MOSA approval before moving to scriptwriting.

#### **3. Scriptwriting and Storyboarding**

- Draft scripts for all campaign materials.
- Create storyboards showing the visual sequence and key scenes for each video.
- Revise scripts and storyboards based on MOSA feedback until approval.

#### **4. Production Planning**

- Prepare a detailed production plan covering timelines, locations (if applicable), required talent, and logistical needs for all selected formats
- Organize all pre-production arrangements, including casting, site preparation, equipment, and crew coordination as relevant to the chosen formats
- Secure all necessary approvals, permits, and clearances for filming, recording or any production activity
- Submit the final production plan to MOSA for approval before filming begins.

## **5. Production and post-production**

- Film all approved campaign materials across the selected formats
- Film, design, animate, record, or otherwise create the required materials.
- Edit materials and add graphics, animation, sound, and subtitles based on MOSA feedback, with the number of revisions rounds to be agreed upon at contract signature.
- Produce final versions optimized for all required platforms.

## **6. Delivery of Materials**

- Submit final edited versions in all required formats and aspect ratios.
- Provide raw footage and open/editable project files.
- Deliver cut-downs, vertical versions, and thumbnails for digital use, as applicable.
- Ensure all files meet the technical specifications agreed with MOSA.

## **7. Dissemination Execution**

- Execute dissemination of the main video and the 10 social media according to the approved plan and timelines.
- Coordinate TV placement with broadcasters in line with approved channels and airing schedules.
- Deploy social media and other digital campaigns, including publishing, boosting, and targeted ads.
- Monitor basic performance indicators (e.g. reach, impressions, engagement) during the campaign and adapt and refine the plan as needed and in consultation with MOSA.
- Report to MOSA on dissemination activities and results.

**Deliverables - All deliverables must be produced in English and Arabic.**

<b>Phase</b>	<b>Expected Deliverables</b>
1- Communication Strategy & Dissemination Plan	Final communication strategy and dissemination plan
2 - Creative Concept Development	Approved Creative Concept Package (mood boards, visual identity, tagline)
3 - Scriptwriting & Storyboarding	Final Scripts- Final Storyboards
4 - Production Planning	Production Plan (locations, schedules, talent, logistics)
5 - Filming & post-production	Final Video Masters for TV and social media- Subtitled versions (EN/AR)
6 - Delivery of Materials	All required formats- Raw footage- Editable project files- Cut-down and vertical versions- Thumbnails
7. Dissemination Execution	Dissemination Execution Report

## **Product Ownership**

The ownership of the deliverables belongs to MOSA. The deliverables produced under this contract cannot be used for personal or professional goals by the selected Consultant without prior request and approval by MOSA.

## Required expertise, qualifications, and competencies:

The Consultant must be a media or creative communication firm with at least 10 years of experience in designing and producing high-quality audiovisual content for large-scale public awareness campaigns.

The firm should have a multidisciplinary team with expertise in video production, videography, photography, animation, editing, scriptwriting, storyboarding, sound design, after-effects, digital marketing and media planning and buying.

## Staffing Resources

The firm will need to provide at least the following resources to complete the above tasks:

### 1. Coordinator:

#### *Qualifications:*

- Bachelor's degree in communication, Marketing, Business Administration, or a related field.
- Minimum 7 years of experience in account management within a media or creative agency.
- Demonstrated ability to manage client relationships; experience with public institutions is a plus.
- Excellent organizational, communication, and time-management skills, ensuring clear communication, timely approvals, and consistent follow-up on deliverables.
- Fluency in Arabic and English.

### 2. Creative Director:

#### *Qualifications:*

- Bachelor's degree in communication, visual arts, advertising, film, or a related field.
- Minimum 10 years of experience in leading creative campaigns for TV and digital platforms.
- Experience overseeing multidisciplinary creative teams and ensuring coherence across all campaign materials.
- Proven ability to develop strong creative concepts, visual identities, and narratives for TV and digital platforms.
- Copywriting proficiency with ability to craft clear, accessible messaging for diverse audiences.
- Excellent leadership, communication, and presentation skills in Arabic and English.
- Strong portfolio of large-scale communication campaigns. Public Advocacy is a plus.

### 3. Production Manager

#### *Qualifications:*

- Bachelor's degree in media, Communication, or a related field.
- Minimum 7 years of experience leading end-to-end video productions, including TVCs.
- Proven ability to plan and oversee all stages of production, including scheduling, logistics, casting, locations, and crew coordination.

- Experience supervising field teams and ensuring high-quality delivery across all production outputs.
- Strong portfolio of large-scale communication campaigns. Public Advocacy is a plus.

#### **4. Film Director**

##### ***Qualifications:***

- Bachelor's degree in film production, Media Arts, or a related field.
- Minimum 10 years of experience directing TVCs, short films and digital storytelling content.
- Strong creative and artistic direction skills.
- Ability to deliver high-quality outputs aligned with campaign objectives.
- Strong portfolio of large-scale communication campaigns. Public Advocacy is a plus

#### **5. Director of Photography (DoP) / Videographer / Video Editor**

##### ***Qualifications:***

- Bachelor's degree in film production, Cinematography, or a related field.
- Minimum 10 years of experience in cinematography for TVCs and digital content.
- Experience filming in diverse environments and managing on-set technical requirements.
- Strong portfolio demonstrating high-quality lighting, framing, and visual storytelling.

#### **6. Digital Marketing & Media Planning Specialist**

##### ***Qualifications:***

- Bachelor's degree in marketing, Communication, Digital Media, or a related field.
- Minimum 5 years of experience managing digital and social media campaigns and media planning.
- Experience planning and executing paid digital campaigns, including boosting and targeted ads.
- Ability to monitor performance metrics and adjust strategies to maximize reach and engagement.
- Strong knowledge of the Lebanese TV and digital media landscape.
- Ability to negotiate placements and manage media budgets efficiently.
- Proven ability to develop effective media strategies for awareness campaigns.
- Fluency in Arabic and English.

Terms of References and competencies of various positions along with CVs of proposed Key staff and support team members shall be provided to ensure highest performance.

#### **Contract Oversight and Coordination**

- The selected entity shall work very closely with MOSA, and all deliverables shall be reviewed and cleared by an Acceptance Committee established by MOSA's Minister.
- CMU-PCM shall manage the contract from an administrative and financial perspective and will coordinate with MOSA to ensure timely delivery of outputs and agreed timelines, clearances, and subsequent processing of payments.





## Method and Terms of Payment

Form of Contract: Lump sum

Payments shall be made according to the following schedule:

Deliverables & Timeline	Payment %
1-Approved Action Plan	15% of the contract price shall be paid upon submission of the Action Plan by the Consultant and acceptance by the Client along with an official invoice.
2-Approved Creative Concept Package	15% of the contract price shall be paid upon submission of the Creative Concept Package by the Consultant and acceptance by the Client along with an official invoice.
3-Final Scripts & Storyboards	15% of the contract price shall be paid upon submission of the Final Scripts & Storyboards by the Consultant and acceptance by the Client along with an official invoice.
4-Final Video Masters (TV + social media) and complete Delivery Package (raw files, vertical formats, etc.)	30% of the contract price shall be paid upon submission of the Final Video Masters (TV + social media) and complete Delivery Package (raw files, vertical formats, etc.) by the Consultant and acceptance by the Client along with an official invoice.
5- Dissemination Execution Report	25% of the contract price shall be paid upon submission of the Dissemination Execution Report by the Consultant and acceptance by the Client along with an official invoice.

- CMU-PCM will process payments upon receipt of the approved deliverables and formal clearance from the Acceptance Committee, along with the corresponding invoice submitted by the firm.

## Annexes:

1. NCF STRATEGY
2. ILLUSTRATIVE THEMES (ALIGNED WITH NCF Pillars)

NCF Pillar	Core Theme	Objective	Key Messages
<b>Good Health</b>	Caregiver health and well-being	Encourage caregivers to protect their own physical and mental health to better care for children	Physical health (regular check-ups, nutrition, rest), mental health (stress management, maternal well-being), and healthy daily practices that reduce risks for caregivers and children
	Maternal health (prenatal & postnatal)	Promote regular prenatal and postnatal care, safe delivery, and maternal follow-up to safeguard the health of both mother and child	Prenatal check-ups, safe delivery in health facilities, postnatal follow-ups, and emotional support for mothers protect both maternal and child health.
	Promotive & preventive services	Promote regular vaccination, growth monitoring, and health check-ups for young children	Timely vaccination, regular growth monitoring (weight and height) , routine check-ups, and early detection of illnesses; Information on PHC/SDC and services
	Child's hygiene	Promote daily hygiene practices	Handwashing, toothbrushing, safe food and water use, and maintaining clean play and home environments prevent disease and healthy growth
<b>Adequate Nutrition</b>	Maternal nutrition (During pregnancy and lactation)	Raise awareness on nutrition during pregnancy and breastfeeding.	Balanced maternal diet, adequate micronutrient intake, and regular pregnancy check-ups for the health of mother and baby
	Infant feeding (0–6m)	Promote exclusive breastfeeding	Exclusive breastfeeding for the first six months to ensure healthy growth and immunity
	Complementary feeding (6m+)	Encourage diverse, frequent foods with continued breastfeeding	Introducing diverse and frequent complementary foods from six months onwards, while continuing breastfeeding
<b>Responsive Caregiving</b>	Emotional bonding	Encourage daily positive interactions	Building strong emotional bonds through consistent affection, talking, cuddling, playing and daily positive interactions.
	Social & cognitive stimulation	Motivate play and communication with	Engaging children in play, communication, and simple

		children	activities that stimulate learning and social emotional growth.
<b>Early Learning Opportunities</b>	Learning in daily activities	Show how daily chores can be learning moments	Using everyday household routine such as cooking, shopping, or cleaning, as opportunities to teach and engage children
	Play & exploration	Promote play and discovery through low-cost opportunities	Encouraging play and exploration with simple, low-cost household items to support discovery and learning
<b>Safety &amp; Security</b>	Safe environments & child protection	Encourage safe homes and communities, prevent neglect/violence	Protecting children from violence, neglect, abuse and unsafe environments, and ensuring safe, nurturing homes and communities.