

Serbia Local Infrastructure and Institutional Project – LIID

Terms of Reference

Awareness Raising Campaigns & Communication Strategy for Serbia Local Infrastructure and Institutional Development Project within the Ministry of Construction, Transport, and Infrastructure

February, 2025.

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ABBREVIATIONS

LIID	Local Infrastructure and Institutional Development Project
EU	European Union
PIU	Project Implementation Unit
LSG	Local Self-Government
ToR	Terms of Reference
GoS	Government of Serbia
MCTI (Client)	Ministry of Construction, Transport and Infrastructure
SCTM	Standing Conferences of Towns and Municipalities
WB	World Bank
AFD	Agence Française de Développement
PAC	Public Awareness Campaigns
SUMP	Sustainable Urban Mobility Plans

1. BACKGROUND

Ministry of Construction, Transport, and Infrastructure has launched multiple projects financed by the International Bank for Reconstruction and Development and the Agence Française de Développement. One of the abovementioned projects is Serbia Local Infrastructure and Institutional Development Project, which aims to improve Local Self Governments capacity to manage sustainable infrastructure and increase accessibility to economic and social opportunities in a climate aware manner.

The International Bank for Reconstruction and Development and Agence Française de Développement are implementing US\$ 300 million Serbia Local Infrastructure and Institutional Development Project . The objective of the Project is to improve Local self-governments capacity to manage sustainable infrastructure and improve access to economic and social opportunities in climate aware manner. The project consists of 3 components:

Component 1. - Climate Smart Mobility would improve mobility within the Local self-governments by strengthening the system for transport infrastructure service delivery and by supporting transport infrastructure renewal that will increase resilience to natural disasters while reducing emissions of Greenhouse gases and local pollutants. The component will be implemented through two subcomponents:

- Sub-component 1 - Infrastructure renewal
- Sub-component 2 - Sustainable mobility enhancement

Component 2. Strengthening Systems and Capacity for Infrastructure Service Delivery would improve the effectiveness and sustainability of infrastructure service delivery at the local level by strengthening Local self-governments' capacity to implement current planning and Project finance management and Public Investment Management policies. The component will finance a mixture of technical assistance and capacity-building activities focused on:

- Subcomponent 1 - Enhanced strategic participatory planning and identification of pipeline projects
- Subcomponent 2 - Strengthened institutions, Project finance management, access to financing, and capacities

Component 3: Project Implementation Support and Awareness Raising would establish an institutional set-up that will enable the successful implementation of the project and raise awareness about the importance of green transition and sustainable mobility. Activity will support the establishment and maintenance of the strong Project Implementation Unit and the strengthening of the Central Fiduciary Unit.

2. OBJECTIVE OF THE ASSIGNMENT

The Terms of Reference (ToR) outline a multifaceted assignment centered on the **development of a communication strategy and the implementation of awareness-raising campaigns** for the Local Infrastructure and Institutional Development (LIID) Project. This assignment will be conducted in close collaboration with the LIID Project's Public Communication and Awareness Specialist and aims to effectively address project objectives and stakeholder needs.

Transforming urban transport from a car-centric model to a people-centric and greener approach can be complex and challenging. Lessons from other countries that have undergone similar transformations highlight that a key success factor is proactive, two-way communication with public administration (particularly Local Self-Governments or LSGs) and the general public.

To ensure a long-term impact and systematic change in the approach to sustainable urban development and mobility, and to proactively manage and communicate these changes to citizens and LSGs, the MCTI seeks to hire a consultancy firm. **The firm will lead the communication efforts and raise public awareness regarding the importance of sustainable urban development and mobility throughout the project.**

MCTI will facilitate contact with relevant entities during the project.

Main Objectives of the Assignment:

1. **Promotion of LIID Project Goals and Benefits:**
 - Raise awareness about the overall goals and expected results of the LIID Project.
 - Communicate the benefits of the project to specific target groups, including central government institutions, LSGs, businesses, and citizens.
2. **Advocacy for Sustainable Urban Development and Mobility:**
 - Promote the importance and advantages of sustainable urban development and mobility.
3. **Showcasing Completed Infrastructure Projects:**
 - Highlight and promote the completed infrastructure projects as part of the LIID project.
4. **Strategic Framework for Urban Development:**
 - Develop a strategic framework to promote work on SUMP, transport innovations, and urban development.

The Consultant is expected to deliver a robust and effective communication campaign that raises awareness about sustainable urban development and mobility, targeting government service providers, end-users, and all relevant stakeholders.

3. SCOPE OF SERVICES

Within this assignment, the Consultant shall perform the following tasks:

- Activity 0: Inception and Preparation for the Assignment;
- Activity 1: Development of the Communication Strategy and Action Plans;;
- Activity 2: Implementation of the Communication Strategy and Action Plans.
- Activity 3: Monitoring and Reporting on the Implementation of the Communication Strategy and Action Plans.

During the implementation of each of the four required activities, the Consultant should keep in mind capacities and specific characteristics of Stakeholders and according to that apply flexible and appropriate engagement approach.

The Consultant is required to ensure that all tasks and activities are performed in accordance with the applicable World Bank regulations and the relevant LIID Project documentation.

3.1. ACTIVITY 0: INCEPTION AND PREPARATION FOR THE ASSIGNMENT

As part of this activity, the Consultant will initiate the project by outlining its main activities, preparing an initial project plan that includes objectives, deliverables, and timelines, and mapping all stakeholders relevant for each activity. This phase will also involve defining a detailed methodology for executing project tasks, ensuring a comprehensive approach to data collection and analysis to support informed decision-making throughout the project. The Client will provide all necessary data and facilitate access to stakeholders to ensure the effective execution of these preparatory tasks. **All activities under this phase should culminate in the submission of an Inception Report.**

DOCUMENTS TO BE PRODUCED:

1. **Inception Report (Document #1)**

Deadline: Within 14 calendar days after the Contract signing, the Consultant should provide the Document #1: Inception Report.

3.2. ACTIVITY 1: DEVELOPMENT OF THE COMMUNICATION STRATEGY AND ACTION PLANS

3.2.1. DEVELOP THE COMMUNICATION STRATEGY AND STAKEHOLDER ENGAGEMENT PLANS FOR PR ACTIVITIES

OBJECTIVE:

The primary goal of the Communication Strategy **is to effectively inform the Serbian public about the LIID Project**, thereby fostering support and understanding for its implementation. **This strategy is crucial for raising awareness about the importance of sustainable and green urban development, emphasizing the active role that citizens play in this transformation.**

The Communication Strategy must be closely aligned with the overarching communication plan, goals, and activities of the MCTI. While these elements are not directly part of the LIID Project, they are integral to its successful implementation. The strategy should be developed through a thorough analysis of the LIID Project's objectives and target audiences, with particular attention to the needs and expectations of MCTI and LSGs. Additionally, the strategy must adhere to the guidelines and expectations established by the World Bank and AFD.

Beyond public communication, the strategy should include a strong stakeholder engagement in PR activities component. This involves analyzing key stakeholders, particularly LSGs, MCTI, the World Bank, AFD, and their roles in LIID project. Given the Consultant's role in delivering awareness and the fact that public relations campaigns will involve multiple stakeholders, it is essential to establish two-way communication by not only disseminating information but also monitoring and analyzing public reactions to produced news and other communications. Based on this analysis, the Consultant should provide recommendations on potential improvements, adjustments, or changes in approach to enhance the effectiveness of stakeholder engagement in PR activities and communication strategies. In addition, the strategy should assess existing festivals and propose whether it would be beneficial to participate on some of those where there is high attendance of targeted groups. **Finally, it should also include proposal on how the MCTI efforts on sustainable mobility will be presented during international sustainable mobility week.** These events are essential for creating a cooperative and supportive environment for the successful execution of the LIID Project.

MINIMUM REQUIREMENTS:

- 1. Alignment:**
 - Ensure the strategy is closely aligned with the overarching communication plan, goals, and activities of the MCTI.
 - Incorporate guidelines and expectations established by the World Bank (WB) and AFD.
- 2. Analysis:**
 - Conduct a thorough analysis of the LIID Project's objectives and target audiences, particularly focusing on LSGs.
- 3. Stakeholder Engagement Plans for PR activities:**
 - Include a strong stakeholder engagement for PR activities component.
 - Analyze key stakeholders, such as LSGs, citizens differentiated per gender groups, MCTI, the World Bank, AFD, and the LIID Project.

- Develop engagement plans for PR activities tailored to each stakeholder group, considering their specific roles and expectations.
 - The Consultant is obliged to create and utilize web page of the LIID project, which is currently under development, to analyze public reactions and facilitate and enhance stakeholders engagement in the PR activities.
4. **Communication Strategy Framework:**
- **Public Awareness:** Raise awareness about the project's significance and long-term benefits.
 - **Institutional and Stakeholder Roles:** Clarify the roles of involved institutions and stakeholders.
 - **Support for Green Development:** Build public and institutional support for sustainable urban development.
 - **Citizen Engagement:** Engage citizens in understanding their role in these initiatives.
 - **Promotion of Project Benefits:** Highlight the broader benefits of the LIID Project.

DOCUMENTS TO BE PRODUCED:

1. Communication Strategy Document (Document #2)

- **Objective:** To effectively inform the Serbian public about the LIID Project, raise awareness of sustainable and green urban development, and foster support from citizens.
- **Content:** Alignment with MCTI's overarching communication plan, analysis of LIID Project's objectives and target audiences, high level stakeholder engagement in PR activities plans, and a detailed communication strategy framework.

2. Stakeholder Engagement Plan for PR activities (Document #3)

- **Objective:** The objective of this document is to identify and analyze key stakeholders and develop tailored engagement plans specifically for public relations (PR) activities. This ensures that all communication and engagement efforts are strategically designed to foster collaboration, raise awareness, and promote the goals of the LIID Project.
- **Content:**
 - Comprehensive mapping of key stakeholders, including citizens, LSGs, MCTI, the World Bank, and the AFD.
 - Detailed analysis of each stakeholder group's roles, interests, expectations, and potential contributions to PR activities.
 - Development of tailored plans for effective stakeholder engagement in PR activities, focusing on their specific needs and roles.
 - Plans will include approaches for fostering two-way communication, addressing feedback, and building strong, collaborative relationships
 - Framework for monitoring stakeholder and public reactions and feedback during and after PR activities.
 - Mechanism for analyzing public responses to ensure alignment with communication goals and identify areas for improvement.

Deadlines:

- Within 60 calendar days after the approval of Inception report, the Consultant should provide the Document #2: Communication Strategy Document.
- Within 60 calendar days after the approval of Inception report, the Consultant should provide the Document #3: Stakeholder Engagement Plan.

3.2.2. DEVELOP TARGET AUDIENCE ACTION PLANS

OBJECTIVE:

Based on the overarching Communication Strategy and Stakeholder Engagement Plan for PR activities, create tailored **Action Plans** for specific target audiences to ensure effective communication and engagement.

Communication strategy should contain an Action or Implementation Plan which will contain activities, initiatives and communication messages for each stage of the project, ensuring complete engagement of all relevant stakeholders. Communication plan should encompass media buying plan with associated costs as its essential part.

The Consultant will propose appropriate activities to facilitate adequate additional identification of specific target groups to which the key messages need to be addressed so that the communication objectives can equally and successfully reach all of them. These activities will cover, but will not have to be limited to, different social groups including gender, ethnic communities, age, urban and rural population, Government and non-governmental bodies, civil sector etc. The Consultant shall develop and implement specific programs i.e. approaches to public information dissemination in order to reach some of the identified specific target groups.

Activities within Communication Action Plan should be defined with adequate level of details, suggesting timeline, key milestones, interdependencies between the activities, needed resources, baseline and target values for performance indicators as well as roles and responsibilities for conducting activities.

MINIMUM REQUIREMENTS:

1. **Target Audience Identification:**
 - Focus on at least 5 distinct groups:
 1. General public (subgroups: older/younger, rural/urban)
 2. Media
 3. Top political and executive leadership
 4. LSGs' functional and technical leadership
 5. Government officials and staff
2. **Action Plan Components:**
 - **Outline of Specific Communication Activities:** Develop a detailed plan with at least 10 distinct activities.
 - **Timelines:** Provide clear timelines for each activity.
 - **Milestones:** Identify key milestones to track progress.
 - **Resources:** Define necessary human, financial, and technical resources.
 - **Roles:** Assign specific roles and responsibilities to team members.
3. **Tailored Programs:**
 - Create at least 5 specific programs designed to address the needs of various groups, such as different social groups including gender, ethnic communities, urban and rural population, Government and non-governmental bodies, civil sector etc.
 - Customize each program to meet the unique needs and communication preferences of these diverse audiences.
4. **Media Buying Plan:**
 - Develop a comprehensive plan covering all necessary channels, including digital, print, broadcast, and social media.
 - Include a thorough cost analysis for each media channel.

DOCUMENTS TO BE PRODUCED:

1. Target Audience Action Plans (Document #4)

- **Objective:** To create tailored action plans for specific target audiences to ensure effective communication and engagement.
- **Content:** Identification of target audiences, detailed plans for specific communication activities (at least 15 activities), timelines, milestones, resources, role assignments, and tailored programs for various demographic groups.

2. Media Buying Plan (Document #5)

- **Objective:** To cover all necessary channels for the dissemination of the LIID Project's messages.
- **Content:** Comprehensive plan for digital, print, broadcast, and social media, with a thorough cost analysis for each media channel.

Deadlines:

- Within 90 calendar days after the approval of Inception report, the Consultant should provide the Document #4: Target Audience Action Plans.
- Within 90 calendar days after the approval of Inception report, the Consultant should provide the Document #5: Media Buying Plan.

3.2.3. PUBLIC AWARENESS CAMPAIGN (PAC) DESIGN PACKAGE

OBJECTIVE:

- Develop a cohesive PAC to effectively communicate the LIID Project's messages to the public and stakeholders.

MINIMUM REQUIREMENTS:

1. **Visual Identity:**
 - Develop cohesive branding elements for the campaign, including logos, color schemes, fonts, and other visual elements.
2. **Key Messages:**
 - Craft impactful core messages that resonate with target audiences.
 - Ensure the messages communicate the benefits and importance of the LIID Project and encourage public support and engagement.

DOCUMENTS TO BE PRODUCED:

1. Public Awareness Campaign (PAC) Design Package (Document #7)

- **Objective:** To develop a cohesive PAC to communicate the LIID Project's messages effectively.
- **Content:** Visual identity elements (logos, color schemes, fonts), key messages, and dissemination methods including an implementation plan with timelines, responsible parties, and expected reach.

Deadline: Within 120 calendar days after the approval of Inception report, the Consultant should provide the Document #7: Public Awareness Campaign (PAC) Design Package.

3.2.4. FINAL COMMUNICATION STRATEGY AND ACTION PLAN DOCUMENT

OBJECTIVE:

- To compile all the components into a final document.

CONTENT:

- The complete strategy, tailored action plans, media buying plan, KPIs, and the PAC design package in one file.

DOCUMENTS TO BE PRODUCED:

1. Final Communication Strategy and Action Plan Document (Document #8)

Deadline: Within 120 calendar days after the approval of Inception report, the Consultant should provide the Document #8: Final Communication Strategy and Action Plan Document.

2.1.ACTIVITY 2: IMPLEMENTATION OF THE ACTION PLANS

2.1.1. INTEGRATED DEVELOPMENT AND EXECUTION OF AWARENESS AND PUBLIC RELATIONS CAMPAIGNS

Campaign Design & Execution:

- **Number of Campaigns:** Develop and execute a minimum of 2 major awareness campaigns annually.
- **Content Types:** Each campaign should include at least 5 types of content (e.g., videos, infographics, articles, press releases, social media posts).
- **Content Production:** Produce a minimum of 24 pieces of content per campaign, including videos, articles, and social media posts.
 - **Annual Video Campaign:** As part of the content production, produce minimum 2 high-quality video per campaign, with a minimum duration of 1 minute, suitable for TV and social media.
 - **Quarterly Blogs:** Publish at least 4 blog posts per campaign, each at least 800 words, focusing on project achievements and updates. These blogs should be strategically integrated into the campaigns.
 - **Newspaper Articles:** Contribute 6 articles per campaign to media platforms with national outreach, including widely circulated daily newspapers, professional magazines, and reputable online news platforms. Each article should be approximately 600-800 words, align with the campaign themes, and be strategically timed to coincide with key campaign milestones.

Multi-Channel Approach:

- **Channels:** Utilize at least 4 different channels per campaign (e.g., social media, TV, radio, print media, community events, and online platforms).

Stakeholder Collaboration:

- **Collaboration:** Work with 4 main stakeholders (MCTI, LSGs, WB, AFD) to tailor and execute campaigns.
- **Adaptation:** Review and adapt strategies quarterly based on stakeholder feedback and performance metrics.

2. Event Organization and Media Promotion:

Event Planning & Execution:

- **Number of Events:** Organize 2 key events and 4 local events annually:
 - **Larger Convention:** 1 major convention with at least 200 attendees.

- **Smaller Gathering:** 1 smaller gathering with approximately 50 attendees.
- **Local Events:** Additionally, organize 4 local events annually at different Local Self-Governments (LSGs), with each event focusing on promoting sustainable mobility and development. Each event should involve at least 20 participants and align with the broader campaign goals.
- **Logistics:** Arrange for venue, catering, and equipment for each event.

Additionally, the Consultant is required to support the Ministry of Construction, Transport, and Infrastructure (MCTI) in organizing and facilitating its participation in the Urban Mobility Week, a globally recognized event held annually. This support includes assisting MCTI in setting up a stand to promote Sustainable Mobility initiatives and showcase relevant projects, including the presentation of the LIID project and its findings, even on a smaller scale if necessary. While Belgrade typically hosts this event, the Consultant should also work to encourage and support participation in other cities, thereby enhancing the visibility and impact of the LIID project.

Media Promotion:

- **Press Releases:** Issue a minimum of 1 press releases per event, corresponding to key milestones or events.
 - **Distribution:** Distribute to at least 10 media outlets, including print, online, and broadcast media.
- **Media Coverage:** Ensure coverage by at least 5 media outlets per event.
 - **Post-Event Distribution:** Send out press releases and event photos to a minimum of 10 media contacts after each event.
- **Ongoing Media Engagement:**
 - **TV Appearances:** Arrange for at least 2 TV appearances or interviews annually to discuss campaign themes and project progress.
 - **Articles:** Publish a minimum of 4 articles annually in online media, timed to coincide with campaign launches or event outcomes.

Deadline: The activities under "Integrated Development and Execution of Awareness and Public Relations Campaigns" should be implemented continuously throughout the duration of the contract. This includes the annual development and execution of at least 2 major awareness campaigns, the production of diverse content, multi-channel utilization, stakeholder collaboration, event organization, media promotion, and ongoing monitoring and reporting. Regular reviews and adaptations are expected, with detailed performance reports provided every 3 months.

2.2.ACTIVITY 3: MONITORING AND REPORTING ON THE IMPLEMENTATION OF THE COMMUNICATION STRATEGY AND ACTION PLANS

The Consultant shall monitor the progress of the communication strategy implementation and action plans, ensuring alignment with defined objectives, timelines, and target audience engagement. This activity includes gathering and analyzing data to evaluate the effectiveness of implemented actions and their impact.

DOCUMENTS TO BE PRODUCED:

1. **Regular Progress Reports (Document #9):**
 - **Content:** The progress reports will detail the implementation status of the communication strategy and action plans, identify challenges encountered, and provide actionable recommendations for improvement.
 - **Frequency:** Reports shall be submitted quarterly, within 5 calendar days following the end of each quarter.

2. Final Report (Document #10)::

- **Content:** A comprehensive report summarizing the effectiveness of the communication strategy and action plans and lessons learned, along with data-driven insights and recommendations for future activities.
- **Deadline:** Submitted no later than 30 calendar days before the end of the Contract.

4. LOCATION AND DURATION OF THE ASSIGNMENT

4.1. Location

The assignment and all of the Consultant's activities should be implemented in Republic of Serbia.

4.2. Duration of implementation services

The indicative duration of implementation services is **47 months** from the commencement/contract date.

5. REPORTS

5.1. Reporting requirements

The Consultant shall prepare and submit the following reports throughout the duration of the contract:

1. Inception Report

- **Timing:** 14 days following the Consultant's team kick-off meeting with the MCTI and PIU team.
- **Purpose:** The Inception Report is designed to confirm whether the initial project conditions align with those outlined in the Terms of Reference. It will also detail the Consultant's approach, methodology, and work plan for the project, including any variations from the original proposal based on initial findings.
- **Content:**
 - Project synopsis
 - Executive summary
 - Activities implemented during the inception period
 - Brief analysis of the main stakeholders
 - Assessment of the project start situation
 - Project objectives, results, assumptions, and risks
 - Planned activities and outputs for the overall project duration and first reporting period
 - Methodology for task completion
 - Communication and Visibility Plan
 - Project management approach
 - Expert mobilization plan
 - Annexes
- **Length:** Not to exceed 30 pages, excluding annexes.

2. Progress Reports

- **Timing:** Submitted by the 5th day of the month following the preceding three months of the project.
- **Purpose:** Progress Reports will assess and document the ongoing progress of the project, including the implementation of activities, delivery of outputs, and results. They will also outline plans for the upcoming reporting period and highlight any issues that need attention. Should be up to 20 pages without annexes, unless big issues that occurred during the progress period that require additional attention.
- **Content:**
 - Executive summary
 - Summary of progress since the project start
 - Detailed description of activities and outputs during the reporting period
 - Summary of project planning for the remainder of the project
 - Planning for the next reporting period
 - Issues resolved and those requiring client attention
 - Annexes, project findings, recommendations
- **Length:** Not to exceed 15 pages, excluding annexes.

3. Final Report

- **Timing:** Submitted no later than 30 calendar days before the end of the Contract.
- **Purpose:** The Final Report will provide a comprehensive summary of all activities undertaken during the project, assess the achievement of project objectives, and reflect on the overall performance and lessons learned.
- **Content:**
 - Project synopsis
 - Executive summary
 - Summary of project progress since inception
 - Overall assessment of project performance
 - Evaluation of activities
 - Lessons learned
 - Annexes, including all project outputs

5.2.Submission and approval of reports

The reports shall be prepared in Serbian and English language and it shall consist of a hard copy and an electronic copy in editable unprotected format and PDF format. The reports shall be submitted to the Client with cover letter that contains the basic data about the Consultant, the contract and the report that is subject of delivery. The report shall be delivered in 2 (two) hard copies and electronic copy in Serbian language and 2 (two) hard copies and electronic copy in English language.

The reports shall be submitted in draft version as follows:

- Inception Report shall be submitted within 14 calendar days following the assignment starts.
- Progress Report quarterly, following every three months of project implementation.
- Final Report shall be submitted no later than 30 calendar days before the end of the assignment.

The Client, shall provide comments (if any) on the draft version of the reports within 10 days upon receipt. Within 10 days of receiving comments from the Client, the Consultant shall submit the final version of the reports. If no written comments are received from the Client within 10 days upon the receipt, the draft version of the reports will be considered as agreed by the Client and the Consultant shall submit the final version of the reports.

The final version of the report has to be approved by the Client within 10 days upon receipt. The Client has right to reject the final version of the report. If the final version of the report is rejected, the Consultant has to revise the report accordingly and resubmit the revised final version of the report within 5 days of receiving letter of rejection from the Client.

6. PROJECT MANAGEMENT AND MONITORING

6.1. Project management

The Consultant shall ensure proper project management including organizing of the meetings, preparing and circulating the agenda, writing and distributing the minutes, and follow-up/implementing the client decisions etc. The date of the meetings, the agenda and the necessary documents shall be set and circulated among the interested parties tentatively with a reasonable time in advance. The Client will provide support to the Consultant to reach out to relevant stakeholders and ensuring their participation. The Consultant has to keep all documents in a file as project documentation. These tasks shall be performed in co-ordination with the Client. The Consultant shall propose the way for monitoring of the delivering and reporting process (commencement, submission of the reports, providing feedback for the report, acceptance of the report etc.) in which the exchange of documents and its versioning will be followed and tracked. Copyright on all deliverables and reports and other material prepared under this contract shall remain within the Client.

6.2. Project monitoring

The Consultant is responsible for defining suitable and objectively measurable indicators during the implementation of Activity 1. These indicators should align with the expected outputs and may include various types, such as descriptive, performance-based, qualitative, and quantitative indicators. Project monitoring will be conducted based on these established indicators, ensuring effective evaluation of progress and outcomes.

7. KEY EXPERTS REQUIRED

To demonstrate the capability to conduct the assignment, the Consultant must present the list of key experts relevant to this assignment.

A Team Leader and three (3) Key experts from which one will be Deputy Team Leader are foreseen to carry out the assignment throughout the life of the Contract. The minimum required qualification and experience of these key experts is presented in Table 7.1.

It should be noted that the experts will not be evaluated during the shortlisting stage.

Table 7.1. Consultant Team qualification and experience

S.#	Expert	Professional Experience required
1	Key expert 1 Project Manager/ Team Leader	<p>Professional Experience:</p> <ul style="list-style-type: none">At least 10 years of experience in marketing, public relations, and multimedia communications - Mandatory criteriaProven experience in managing complex projects and leading multidisciplinary teams - Mandatory criteria <p>Project References:</p> <ul style="list-style-type: none">At least ten (10) references of successful project management in communication strategy development and implementation within the last twenty (20) years - Mandatory criteriaExperience in designing and implementing projects on International and National level - Mandatory criteria

S.#	Expert	Professional Experience required
		<p>Technical Skills:</p> <ul style="list-style-type: none"> • Proven strong project management skills, including planning, execution, monitoring, and reporting - Mandatory criteria • Proven proficiency in stakeholder management and engagement, with the ability to facilitate collaboration and input from various stakeholders - Mandatory criteria <p>Educational Background:</p> <ul style="list-style-type: none"> • Minimum Master degree in Marketing, Public Relations, and Multimedia Communications or a related field - Mandatory criteria <p>Language:</p> <ul style="list-style-type: none"> • Proficiency in English is mandatory - Mandatory criteria
2	<p>Key expert 2 Deputy team leader / Senior Communication Strategist</p>	<p>Professional Experience:</p> <ul style="list-style-type: none"> ▪ A minimum of 10 years of experience in public relations - Mandatory criteria ▪ Demonstrated ability to develop and maintain client relationships, with a minimum of 5 client references - Mandatory criteria ▪ Expertise in executing PR campaigns across various sectors with a focus on achieving strategic communication objectives - Mandatory criteria <p>Project References:</p> <ul style="list-style-type: none"> ▪ At least five (5) references of successful task relevant projects completed within the last ten (10) years - Mandatory criteria ▪ Specific experience in managing PR campaigns for public institutions - Mandatory criteria <p>Educational Background:</p> <ul style="list-style-type: none"> ▪ At least Bachelor's Degree in Mass Media Management and Public Relations or a related field - Mandatory criteria <p>Language:</p> <ul style="list-style-type: none"> ▪ Knowledge of English is mandatory - Mandatory criteria
3	<p>Key expert 3 Stakeholder Engagement Specialist and Event manager</p>	<p>Professional Experience:</p> <ul style="list-style-type: none"> • A minimum of 5 years of experience in stakeholder communication and engagement - Mandatory criteria • Experience in managing medium and large-scale events with 1,000 participants or more - Mandatory criteria • Proven experience in managing events for the public sector and with international partners will be considered an advantage – Mandatory criteria <p>Project References:</p>

S.#	Expert	Professional Experience required
		<ul style="list-style-type: none"> • At least three (3) references of successful stakeholder engagement projects within the last ten (10) years - Mandatory criteria <p>Educational Background:</p> <ul style="list-style-type: none"> • At least Bachelor's degree in a relevant field such as Communications, Public Relations, Event Management, Social Sciences, Philology, Journalism, or a related discipline. - Mandatory criteria <p>Language:</p> <ul style="list-style-type: none"> • Proficiency in English language is mandatory - Mandatory criteria
4	<p>Key expert 4 Public Relations Specialist</p>	<p>Professional Experience:</p> <ul style="list-style-type: none"> • A minimum of 5 years of experience in public relations and awareness campaign management - Mandatory criteria • Experience in developing and maintaining relationships with media outlets - Mandatory criteria <p>Project References:</p> <ul style="list-style-type: none"> • At least five (5) references of successful public relations projects completed within the last ten (10) years - Mandatory criteria <p>Technical Skills:</p> <ul style="list-style-type: none"> • Proficiency in multi-channel communication approaches, including print, TV, newspapers, and online platforms - Mandatory criteria <p>Educational Background:</p> <ul style="list-style-type: none"> • At least a Bachelor's Degree in Communication, Public Relations, Philology, or a related field - Mandatory criteria <p>Language:</p> <ul style="list-style-type: none"> • Proficiency in English language is mandatory - Mandatory criteria

8. LOGISTIC SUPPORT TO BE PROVIDED BY THE CLIENT

The Client will provide the following logistic support to facilitate the Consultant's activities:

1. Stakeholder Coordination: The Client will assist in coordinating with relevant stakeholders, ensuring timely access to necessary contacts, data, and project-related documentation required for the assignment.
2. Event Support: For workshops, stakeholder meetings, and public events, the Client will provide logistical assistance when necessary.
3. Policy and Regulatory Guidance: The Client will offer support in navigating any policy or regulatory requirements that may affect the Consultant's activities, ensuring alignment with national and institutional frameworks.

4. On-the-Ground Support: The Client will designate a point of contact or liaison officer to provide on-the-ground support for local arrangements and logistical needs as they arise during the assignment.