

Terms of Reference

Consultant for the communication and awareness raising campaign

1. PROJECT BACKGROUND

The Government of Montenegro received a loan from the International Bank for Reconstruction and Development in amount of 11.5 million Euro toward the cost of financing Montenegro Energy Efficiency Project (MEEP), aimed at improving energy efficiency in public objects. The focus of MEEP was on educational and health facilities due to strong demonstration and promotion impacts that can be achieved in the society regarding the promotion of energy efficiency. Twenty-five objects were retrofitted. The objects retrofitted through this loan, have not only brought positive results in savings but created capacity within the Ministries involved, in the private sector, and increased awareness of the population in the benefits of energy efficiency measures. Given the demonstrated success of MEEP, the government requested Montenegro Energy Efficiency Project second phase (MEEP 2) from the World Bank. The project is under implementation for a total investment cost of US\$7.3 million the Government's aim is to retrofit additional 18 health objects (hospitals and health centers) in the country and to develop and demonstrate a sustainable financing model.

The project consists of three components:

- **Component 1 - EE investments in health sector buildings** - This component will support: (i) EE investments in selected state-owned public health sector facilities, for which achieved energy cost savings will be captured and reinvested using an energy savings capture model; (ii) related technical services, including energy audits, designs, technical revision, works supervision, technical and social monitoring before and after the EE building renovations, and issuance of energy performance certificates for all retrofitted facilities; and (iii) installation of energy consumption monitoring equipment in health sector buildings. These investments will reduce energy consumption and associated CO2 emissions, help lower recurrent energy expenditures, and improve comfort levels in the retrofitted health sector facilities. The use of the energy savings capture model for EE investments will introduce an EE financing model that allows funds to revolve and demonstrate a scalable financing approach for EE investments in the public buildings sector.
- **Component 2 - technical assistance** - This component will finance activities to enhance local EE capacity related to: (i) the development of a long-term sustainable EE investment framework; (ii) the preparation, implementation and maintenance of EE investments; and (iii) implementation of gender-informed communication and awareness raising campaigns.
- **Component 3 - project implementation support** - The component will support the effective implementation and management of the project and its reflows from captured energy cost savings.

The Project Implementation Unit (PIU) established within the Ministry of economy, is responsible for preparation, coordination, management and implementation of the project.

In order to support implementation of gender-informed communication and awareness raising campaigns, as planned under Component 2, the Consultant for communication and awareness raising campaign ('the Consultant') will be engaged.

2. Objectives

Communication activities will include information, education and promotion activities to increase awareness on the benefits of EE by disseminating information on MEEP and MEEP 2 activities, progress, results, lessons learned and impacts, including increase public awareness regarding energy savings and established models for cost savings. Communication and awareness activities are expected to use different media channels, including social, print, web, conferences, TV, etc.

The communication and awareness-raising campaign will promote the social surveys' and the project's achieved results (e.g. public discussion and dissemination of survey results, creation of online and offline communication materials), including to feed back to beneficiaries how relevant recommendations have been addressed and integrated in the retrofitting works. The communication and awareness raising campaign must be conducted in a gender-sensitive manner.

The campaign must be timed and carried out in order to maximize outreach and sensitization of end-users to the topic of EE and to highlight project results.

The Consultant will be hired, on a multi-year contract basis, to develop a targeted communication strategy, propose and implement/perform agreed activities.

The Consultant will refer to the PIU MEEP 2 for all issues that could appear in the execution of the task, and for decisions that would have to be made in reference to the present contract.

3. Description and Scope of Services:

The Consultant is expected to provide the initial thinking, advice, and inputs to develop a public communication strategy and implement the agreed activities set in the communications strategy.

The Consultant is expected to undertake, but is not limited, to the following key activities:

- a. Prepare the Communication strategy, with special attention to the -mainstreaming energy efficiency and growing support for sustainable energy efficiency investments by the government,
- b. Develop a detail Communication Action Plan, based on the Strategy, to include:
 - Communication objectives,
 - Audiences (internal and external),
 - Messages,

- Communication channels, tools, activities, and type of media (including social media),
 - Frequency/timing of each communication activities,
 - Implementation responsibility/arrangements,
 - Feedback/monitoring mechanism,
 - Plan to maximize the strategy's exposure online,
 - Evaluation tools,
 - Budget, etc.
- c. In coordination with the PIU MEEP 2, lead the implementation of the communication products and activities. This might include, but not limited to the:
- Prepare the project logo;
 - Prepare, produce, print and electronic materials such as audio-visual products, web-based tools and products, social-media, WhatsApp, publications, etc.;
 - Prepare video materials presenting activities on the objects subject to the EE adaptation;
 - Organize campaign events and meetings such as seminar, workshops, roundtable discussions, townhalls, etc.;
 - Organize press conference/briefings, prepare press releases, talking points, media coverage at the objects that are subject of the MEEP 2, etc.;
 - Prepare and share knowledge products such as case studies, consultation reports, results stories, etc.;
 - Monitor and analyze media coverage in different levels;
 - Write opinion pieces for local newspapers.
 - Create and during the contract update web content for social media outreach (Facebook, Instagram etc)
 - Etc.
- d. Review of ongoing and/or upcoming communication activities related to other energy sector projects;
- e. And other activities per request of the PIU MEEP 2.

4. Output/Deliverables:

Consultant shall analyze and prepare documentation according to agreed reporting format and prepare Communication and Outreach Reports for the PIU. These reports will provide general information on the MEEP 2 progress in regard to communication and the media coverage on the MEEP 2 and energy efficiency. These reports will also evaluate the effectiveness of the MEEP 2 communication activities and include recommendations and conclusions how to strengthen and/or revise the Communication Plan.

The main reporting deliverables for the Consultant (shared with the PIU in advance for their comments and approval) will be:

- Within one month of the issuance of the contract: Inception Report outlining the approach, tentative timeline, draft budget.
- By 6th week: Communications Strategy

- By 8th week: Detailed action plan. In Detail action plan, the Consultant should specify specific communication activities per targeted objects. At least 5 communication and media activities per objects should be prepared and published such as: video, newspaper article, post on web sites and/or others.
- At the end of MEEP 2 implementation Final Evaluation Report (including media/ social media coverage) with recommended next steps.
- Final Presentation of achieved results on MEEP 2. The Final presentation should be prepared in the following forms: PP presentation, newspaper article, video presentation, presentation on web site and other social media.

All reports will be submitted in three hard copies and electronically (MS Word) to the PIU. All reports, including Final presentation (all forms specified above) must be delivered both in English and Montenegro language, and they are subject of approval by the Ministry of Economy

5. Time Schedule

The Consultant is expected to start with the communication activities during the November 2019 and will cover the whole MEEP 2 implementation period by the 31st December 2023.

6. Selection criteria

The Consultant for this assignment will be required to have the following minimum qualifications:

- Reference list of similar assignments (minimum two) in the last 5 years. Reference list should contain information: detail data on entity's for which services are prepared, description of service, value of the contract for performed services, information on the project realization dates, as well as entity's contact person.
- Extensive experience in the field of communication – such as strategic communication, media, social media, advertising, public relations, political campaigns, digital campaigns, social marketing, and related activities.
- To have equipment necessary to perform the required tasks.

The consultant's team should include key staff of a least two persons:

- **Team Leader** with:
 - ✓ minimum 3 years of proven history record in similar assignments.
 - ✓ Experience in graphic design, including visual identity and logo design, and branding; knowledge of multimedia materials, including photos and video; Experience in producing high-quality print publications in a cost-effective and timely manner;
 - ✓ The ability to draft professional public communication materials quickly. Proven experience in at least one similar assignment in the last three years in a similar capacity.

- ✓ Demonstrated interpersonal and diplomatic skills, as well as the ability to communicate effectively with all stakeholders and to present ideas clearly and effectively;
- ✓ Proven ability to work in a collaborative and multi-stakeholder team environment.
- ✓ Excellent writing and presentation skills in English and local language;
- The **technical person** with:
 - ✓ Experience in energy efficiency.
 - ✓ Understanding of key stakeholders in energy sector;
 - ✓ Excellent writing and presentation skills in English and local language.
 - ✓ Good understanding of new media communication channels

From above required/key staff, the consultant should plan to engage other non-key experts for the additional expertise necessary to perform the above tasks.