

**Project Modernization of Government Services
in the Republic of Moldova Project
Project ID No. P148537**

**TERMS OF REFERENCE
Communication and PR Company to conduct
comprehensive citizen outreach and awareness campaigns**

I. Background

The Government of Moldova is determined to fundamentally change the way how public services are provided in Moldova through a variety of interventions for modernization of service delivery, which combat corruption, foster a customer care culture, enhance access, as well as increases efficiency in the Moldovan public administration. From 2006 to 2013, Moldova modernized its civil service legislation and administrative processes under the Central Public Administration Reform (CPAR), supported by the World Bank's administered CPAR Multi-Donor Trust Fund. In July 2016, the Government of Moldova has approved the Public Administration Reform Strategy for 2016-2020¹, which keeps the modernization of the public services delivery process among its main objectives. This fact reconfirms the Government's determination in the modernization of the administrative service delivery system by improving access to these services through various channels, their efficiency, reduction of unnecessary administrative burdens and cost of services for both beneficiaries and service providers, ensuring a stable level of quality of administrative services.

To achieve the stated objectives, the Government requested the World Bank's assistance for a PAR operation, which became effective in June 2018, called the Modernization of Government Services Project (hereafter *MGSP* or *the Project*).

The design of the project considers the Government of Moldova's vision, stated in the Public Administration Reform Strategy 2016-2020 and makes extensive use of institutional and technological achievements of the Governance e-Transformation Project (GeT) implemented by the Government of Moldova and World Bank in the period between November 2011- December 2016. The project aims to achieve improvements in access, efficiency, and quality of delivery of selected administrative services through the following components:

1. Administrative Service Modernization

The key activities under this component focus on re-engineering a group of government to citizen and government to business administrative services; piloting of one-stop-shops for public service delivery in selected locations and rolling out at national level; increasing public awareness on and advocacy for administrative services, with a particular highlight on e-services.

2. Digital Platform and Services

The main objective of this component is to digitize selected re-engineered government services; complete and strengthen a common infrastructure and mechanisms for rapid deployment of ICT-enabled public services; introduce government wide IT Management and Cyber Security standards and procedures. The component finances the procurement of additional shared computing infrastructure elements, digitization of services needed to deliver Government services electronically,

¹ <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=366209>

as well as the development of a learning management system to mainstream the new digital infrastructure and the modernized services within the government.

3. Service Delivery Model Implementation

The objective of this component is to ensure that the institutional capabilities of key government agencies are aligned with and support the new model of public services delivery.

4. Project Management

This component supports the Project Implementation Unit (PIU), based in the e-Governance Agency (eGA) and ensures the activity the core e-Governance Agency team.

II. Objective

The objective of this assignment is to ensure a comprehensive, socially inclusive, and gender-sensitive citizen outreach through a public awareness campaign, using the distribution channels which will enable reaching socially vulnerable groups (women, youth, elderly, linguistic/ethnic minorities, people with disabilities, people living in remote areas, people with low literacy levels, people with low IT skills or limited access to digital tools, etc.)

III. Scope of work and activities

Activities to be carried out by the Communication Company during the assignment shall be as follows:

i) Support in organizing comprehensive citizen outreach and awareness campaigns.

In close cooperation with the eGA Public Relations and Partnership Unit, develop the plan, organize, and carry out communication campaigns aimed at communicating, raising awareness, organizing effectively the adequate media coverage to ensure constant visibility of the Governance e-Transformation Agenda but also support the social change in attitudes and behavior towards more support and consumption of information technologies in citizens' interaction with the Government. The communication campaigns will include: briefings, press clubs, official public launches of e-transformation projects and e-services developed under the MGSP, etc. The Company shall engage an intensive collaboration with media and TV Companies (including territorial TV) in implementing communication and public awareness campaigns regarding the Governance of the e-Transformation Agenda, to ensure the adequate level of media coverage expected by the Client.

Each campaign will include the following activities:

- develop plans and communication materials;
- support in the organization of campaign activities (organizational and communication- related logistics)
- design, photo/video, live broadcasts
- provide media coverage, including sponsored promotion (articles, interviews, TV shows), as well as influencers.
- sponsored promotion on Social Media networks (Facebook, Instagram, LinkedIn, Twitter, YouTube, etc.).

ii) **Provide support in organizing PR events (including joint events of the e-Governance Agency and its partners)**, namely: logistics, photo, video, and other communication services. The videos and photos shall be processed in electronic format to be used for further/consecutive online promotion, as well as for other communication, monitoring, and evaluation activities. The photo and video materials shall be sent via transfer sites as per the by PR and Partnerships Unit request, not later

than 2 hours after each event closing (for short-lasting events), or during the event, when required (for long-lasting events). Upon eGA request, produce and manage pre-event communications. The support will be requested depending on the type of event (product launches, forums, conferences, exhibitions, seminars, press tours, etc.).

Each PR event will include the following activities:

- develop the plans and communication materials.
- provide communication-related support in the organization of campaigns' activities (organizational and communication- related logistics - design services, photo/video, live broadcasts, social media promotion)
- provide media coverage (minimum 10 media channels: TV, radio, online, influencers etc.)
 - i) **Creating info kit of e-services, projects, and e-Governance products.** Moldova's achievements in the field of e-governance (in Romanian, Russian, English); Government Services Modernization Project (in Romanian, Russian, English); MPower; Public Services Portal; Citizens' portal/ Entrepreneurs' Portal; MNotify; MDelivery; MOperations; MPay; MSign; Public Services Portal/ servicii.gov.md; Life scenarios; Government Data Portal; MConnect; e-Learning Platform / Center for Innovation and Training in Digital Governance; Unified Client Support Call Center; e-LPA; Unified Centers for Service Delivery (CUPS); Digitization of services; Reengineering of services; Digital news / artificial intelligence, etc. Each set will be presented in electronic format (PNG and PDF, as well as the editable version). It should be mentioned that the term should not exceed 4 weeks from the eGA approval of the final format of the product.
 - ii) **Development of video-spots for promoting e-Governance services and products.** Creating and promotional/informative video spot. Duration: 40 - 120 seconds, with background voice in Romanian and Russian languages (subtitled in Romanian, Russian and English, sign language). The video spot will be delivered in TV and online format. A spot will be made for the following thematic services/platforms: e-Governance Agency, Moldova's achievements in the field of e-government (in Romanian, Russian, English); Government Services Modernization Project (in Romanian, Russian, English); MPower; Government portal of the citizen / Entrepreneur; MNotify; MDelivery; MOperations; MPay; MSign; Public Services Portal/ servicii.gov.md; Life scenarios; Government Data Portal; MConnect; e-Learning Platform / Center for Innovation and Training in Digital Governance; Unified Client Support Call Center; e-LPA; Unified Centers for Service Delivery (CUPS); Digitization of services; Reengineering of services; Digital news / artificial intelligence, etc. It should be mentioned that the term should not exceed 2 weeks from the eGA approval of the final format of the product.
 - iii) **Boosting digital education and literacy among citizens.** Participation (including paid) in media projects, TV and radio programs on national and regional channels to promote digital education and literacy; creation of a television column under the auspices of the eGA, in which to explain very practically how to access the electronic services and platforms created and managed by the eGA and prove their usefulness. Paid promotion on various TV and radio channels.
 - iv) **Ensure media and public opinion monitoring.** The Communication company will monitor public opinions about and attitude towards the Governance e-Transformation Agenda and eGA activities and results on forums, blogs, social media platforms, etc., which will signal potential negative reactions and risks. Subscription of the eGA to at least 10 national and international media sources. Also, The Consultant shall monitor TV, radio, print, and web media. The Consultants' conclusions, comments, and suggestions, as a result of public

opinion and media monitoring efforts, shall be integrated into a Public Opinion and Media Monitoring Report (POMMR), to be submitted to the Client on a monthly basis and in the format agreed with the eGA. The POMMR will systematically capture and use the citizens' feedback through various media channels and will reflect it in the statistical and reporting snapshots on weekly basis. The weekly snapshots will be annexed to POMMR. The latter will also include narrative part about media activity, a file with all appearances in print, TV, and radio, as well as links to the web news and posts, related to the project's activities, data on the number and type of reactions from the media, stakeholders, and civil society representatives to the referenced appearances and the eGA activities. Based on the information provided, where necessary, the Report should provide proposals for activity adjustments to ensure the fulfillment of the tasks' objectives and indicators. The Report will give the possibility to the eGA communication team, but also to the management of the institution to understand the strong and low sights of the implemented actions/messages, etc. further, all these marks will conduct to the improvement of the quality of communication actions.

- v) **Provide written translation of the communication materials and content posted on eGA web platforms and resources, as well as of other electronic and printed materials upon eGA request.** When required, the Consultant shall provide a translation into English, Romanian and Russian languages of the eGA communication and promoting materials. A preliminary estimation of the level of effort in this context indicates that approximately 6,000 pages will need to be translated during the multi-annual contracting period.
- vi) **Strengthening communication and presentation skills of the eGA team and partners.** Organize seminars, training, workshops for eGA team members and partners, hiring experts in the field of communication. Organize ToT sessions to streamline the communication process and delivery of information sessions/seminars for the public. Organize documentation/info visits and exchange of experience in the digital communication field.
- vii) **Design and package in user friendly electronic formats *The e-Governance Guide for Beneficiaries*,** which will include: the eGA policy programs, guidelines, and frameworks, concept notes, description of e-services and e-Governance products to ensure a better understanding of e-Governance related services and other outputs' importance by the direct beneficiaries of such products and by eGA partners from both public and private sectors.

IV. Expected Outcomes and Deliverables

Outcomes:

- Developed and implemented information, education, and digital literacy campaigns.
- Increased visibility of e-Transformation process both at the local and central level, as well as on the international level.
- Increased public demand for expanding e-Governance, both at the central and local levels of government.
- Increased level of access to government electronic platforms and the use of electronic services.

Deliverables:

- Communication campaigns as part of comprehensive citizen outreach and awareness campaign (20 campaigns)
- Support in organizing and ensuring informational coverage of the communication and PR events to promote e-governance projects and services: *press conferences/briefings, press-*

clubs, media informal meetings, public launches, seminars, forums, conferences, exhibitions etc. (30 events)

- Info kits of e-services, projects, and e-Governance products (20 kits);
- Video spots for promoting e-governance services and products (20 video spots);
- PR and communication materials, paid promotion media, TV and radio channels (50 pieces);
- Written translation of the communication materials RO-ENG, RO-RU (approx. 6,000 pages will need to be translated);
- Monthly Public Opinion and Media Monitoring Reports (20 reports);
- Subscription of the eGA to at least 10 national and international media sources.
- Seminars, training, workshops, ToT sessions, information sessions/seminars for e-Governance Agency and its partners, as well as for the public (20 events)
- Organize documentation/info visits and exchange of experience in the digital communication field (3 visits);
- Develop and deliver user-friendly design templates/branded formats to be used for *The eGovernance GUIDE for Beneficiaries* (at least three (3) design versions in 3 languages: RO, RU, ENG).

All deliverables are foreseen for the period September 2021 – June 2023, without having a predefined frequency. The communication actions will be evenly distributed to maintain an active image of the institution and will be certainly determined at the first stage of contract implementation.

V. Reporting

The Consulting Firm shall prepare monthly progress reports and submit them in fifteen (15) days after the end of each month.

VI. Timing

The services will be provided between September 2021 - June 15, 2023.

VII. Institutional arrangements

The Consulting Firm shall carry out the activities from its own premises. The selected Consulting Firm will carry out its activity under the direct supervision of and report monthly to the eGA Head of the PR and Partnerships Unit and work in close cooperation with the communication team.

Documents that will be made available to the company:

- eGA Communication and Partnership Strategy for the period 2021-2024.
- The Action Plan regarding the implementation of the Communication and Partnership Strategy of the e-Governance Agency for the period 2021-2024.

VIII. Qualification requirements

Minimum requirements for the Consultant (Firm):

- Minimum 7 years of experience in communication and public relations fields;
- Minimum 7 years of experience in devising and implementing communication campaigns that engage, inform and motivate;
- Experience in implementing communication campaigns in governance and public-sector reform, targeting social behavior and mindset change will be an advantage;
- Experience in implementing media campaigns in the field of ICT will be an advantage;

- Minimum 7 years of experience in the elaboration of promotion materials, video spots, tutorials, gifs, infographics, and others (the Consultant shall submit examples of previously developed products)
- Experience in working with international organizations (World Bank, UN agencies, others) would be an asset.

Key Staff

The core Consultant team will ideally comprise of 3 (three) key staff members:

- Team Leader - an expert in communication, public relations, social change and image building, as Team Leader;
- Content and social media expert;
- A visual communication expert.

The minimum qualification requirements for the key staff members of the core Consultant team are described below:

- 1. Team Leader – Communication Expert** – shall be responsible for overall coordination of activities carried out under the assignment, preparation of reports for submission, and shall meet the following qualification criteria:
 - Advanced university degree in PR and communication or other related fields;
 - At least 5 years of professional experience in public and media relations;
 - Experience in coordinating visibility/PR activities (during the last 3 years);
 - Experience in coordinating editing and printing activities (during at least 3 years);
 - Experience in advising and management of communication campaigns targeting public sector and democratic reforms;
 - Experience in writing and editing texts, in content development;
 - Experience in organizing and coordinating different types of online and offline events;
 - Experience related to development of visibility materials (press-releases, fact-sheets, brochures, newsletters, etc.);
 - Excellent knowledge of Romanian, English and Russian.
- 2. Consultant - Content and social media expert** – shall meet the following qualification criteria:
 - University degree in communication, marketing, business, Public Relations or other related fields;
 - At least 3 years of experience in copywriting and content development (during the last 3 years)
 - Experience in managing web pages and social media sites;
 - Hands-on experience with MS Office and WordPress;
 - Experience in generating, editing, publishing and sharing daily content (original text, images, video or HTML) Basic technical knowledge of HTML, and web publishing;
 - Knowledge of web design, web development, CRO (conversion rate optimization), SEO (Search Engine Optimization), and web traffic metrics;
 - Social Media Management (SMM) experience;
 - Excellent writing skills in Romanian, and Russian;
 - Good knowledge of English will be an asset.
- 3. Consultant - Visual communication expert** – shall meet the following qualification criteria:
 - University degree in PR, Marketing, Advertising, or relevant field;

- Minimum 3 years of experience in brand design with an excellent understanding of layout, typography, color, photography usage, and other design principles;
- Strong understanding of the principles, software, and practices in design and production for print, digital and multimedia products;
- Experience in a photo and video editing, digital marketing design;
- Proficiency in the Adobe Creative Suite, Photoshop, Illustrator & InDesign, Prezi, Slate, Canva, Slack, Adobe Animate CC, Microsoft Word, PowerPoint;
- Excellent writing skills in Romanian and Russian;
- Good knowledge of English will be an asset.

The Consultant shall, as and when required, involve other experts / support staff to perform the specialist interventions such as photo and video shooting, web communication, copywriting, translating, editing, design, printing, etc.