

**Modernization of Government Services
in the Republic of Moldova
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 approved the Public Administration Reform Strategy for 2016-2020¹, that kept the modernization of public services delivery process among its main objectives.

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

The design of the project takes into account 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 Governance e-Transformation Project (GeT) implemented by the Government of Moldova and World Bank in the period between November 2011- December 2016.

In 2021, the new Executive issued its governing Programme "Establishing Good Times for Moldova"² and set modernization of at least 100 administrative services and access of 100% of active population to electronic public services as some of its objectives. The Government Action Plan 2021 – 2022³ through its envisaged actions reconfirms the determination of the Government to modernize the administrative service delivery system by improving access to public 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.

MGSP continues to play a very important role in achieving the high level objectives set up by the Government. The project aims to improve 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

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

² https://www.gov.md/sites/default/files/document/attachments/programul_de_activitate_al_guvernului_moldova_vremurilor_bune.pdf

³ https://www.gov.md/sites/default/files/document/attachments/pag_2021-2022_ro.pdf

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, 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.

The activities in this ToR are an integral part of a national information and communication campaign, carried out under the auspices of the Deputy Prime Minister for Digitization, with the aim of actively promote a unique brand - Digital Moldova - and make it well known to the absolute majority of Moldovan citizens at home and abroad.

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, plan, organize, and carry out communication campaigns aimed at communicating, raising awareness, effectively organize 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.

To guarantee inclusiveness, the outreach and communication efforts will make special provisions to ensure that all actions undertaken will reach and/or represent typically underserved or underrepresented segments of the population (e.g. because of age, race, ethnicity, gender, physical abilities, etc.)

The communication campaigns will include different PR events: briefings, press clubs, official public launches of e-transformation projects and e-services developed under the MGSP, round tables, public debates, hackathons, exhibition (virtual), promotional campaign with prizes, social and inclusive (charity) campaigns, 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. A total of 30 events is planned to be organized, including:

5 official public launch events for new products/platforms

5 conferences/debates

5 competitions and exhibitions

5 promotional, social and inclusive campaigns

10 press events

These events will have different formats: online, offline (in Chisinau and across the country), and hybrid events. The maximum number of participants for online events will be 200.

In this regard, the Consulting Firm will:

- Ensure event planning and management.
- Identify target audience, create key messages/communication content for all e-Governance services choosing adequate language/style for the target audience.
- Produce and manage pre-event communications, where applicable. The support will be requested depending on the type of event (product launches, forums, conferences, exhibitions, seminars, press tours, etc.).
- Develop communication materials.
- Support in the organization of event activities (organizational and communication- related logistics) - define the technical and logistical support services needed, choosing the venue depending on the estimated attendance, defining hardware and software tools speakers and attendees require for an optimal event experience – projectors/light equipment, laptops, mics, screens, video equipment, translation equipment, online connection, etc.

The Consulting Firm will cover the costs of on-line communication means/platform which will allow real-time interpretation (translation channel) during online and hybrid events.

Logistic services shall be procured by the Client under separate contract and need to be planned by the Consultant in advance so that these are procured in time. The Consultant shall coordinate such activities with the Client's Procurement team and provide support by preparing technical specifications and cost estimations needed for the procurement of services, also present a list of at least three potential suppliers/providers of such services.

- provide design, photo/video services, live broadcasts, social media promotion. 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. Photo and video materials shall be sent via transfer sites as per the 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).

The Consulting Firm will ensure live broadcast of maximum 3 hours for 10 events via the most popular platform(s).

- provide media coverage, including paid/sponsored promotion (articles, interviews, TV shows, radio, online, influencers, etc.) – 40 materials published

10 articles

5 interviews

Participation in 10 TV shows

Participation in 5 radio shows

10 promoted by at least 2 influencers

- ensure sponsored promotion of information materials about e-Governance on Social Media networks (Facebook, Instagram, LinkedIn, Twitter, YouTube, etc.) – 40 sponsored posts promoted.

- Development of information materials (brochures, leaflets, video spots, etc.) in the context of the organized public event – 60 information materials developed (at least 3 per event).

Printing services shall be procured by the Client and need to be planned by the Consultant in advance so that the production of information materials is performed in time according to the planned deadlines. The Consultant shall coordinate such activities with the Client's Procurement team and provide support by preparing technical specifications and cost estimations needed for the procurement of printing services, also present a list of at least three potential suppliers/providers of such services.

- Post-event media monitoring (Press digest) and presentation of a visibility report/recommendations on promotion opportunities through analysis of the results – monthly reports (press digests) submitted by the end of each month. Monitoring of at least 25 media sources (tv, radio, online, regional press) - 20 national and 5 international sources.

ii) **Produce 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; MCabinet - Citizens' portal/ Entrepreneurs' Portal; MNotify; MDelivery; MPay; Electronic signature; Public Services Portal/ servicii.gov.md; Government Data Portal; MConnect; e-Learning Platform / Center for Innovation and Training in Digital Governance; e-LPA; Unified Centers for Service Delivery (CUPS); Digitization of services; Reengineering of services; etc.

Each set will be developed per service/theme and include:

- One Pager presentation in A4 format.
- Animated videos, gifs, infographics.
- Animated Power Point Presentation, which would include interactive PowerPoint slide elements.
- Tutorial, demo video.
- Stationery (folders, pens, booklets).

A minimum of 15 sets will be developed and presented in Romanian, Russian and English in electronic format (PNG and PDF, as well as editable version, and MP4 video format) in no more than 4 weeks from the eGA approval of the final format of the product.

Certain elements of the media kit will have to be printed. Printing services shall be procured by the Client and need to be planned by the Consultant in advance so that the production of promo and visibility materials is performed in time according to the planned deadlines. The Consultant shall coordinate such activities with the Client's Procurement team and provide support by preparing technical specifications

and cost estimations needed for the procurement of printing services, also present a list of at least three potential suppliers/providers of such services.

iii) **Develop video-spots for promoting e-Governance services and products** - produce video spots and ensure sponsored promotion on national and regional media channels.

The videos will have a duration of 40 - 60 seconds, with background voice in Romanian and Russian languages (subtitled in Romanian, Russian and English, sign language). The type of the video spot (graphic/ animated/reportage format/ commercial, etc.) will be chosen in coordination with the PR and Partnerships Unit. The video spot will be delivered in TV and online format. Spots will be produced for the following thematic services/platforms: Government Services Modernization Project (in Romanian, Russian, English); MPower; MCabinet - Citizens' portal/ Entrepreneurs' Portal; MNotify; MDelivery; MPay; Electronic signature (MobiSign); Public Services Portal/ servicii.gov.md; Government Data Portal; MConnect; e-Learning Platform / Center for Innovation and Training in Digital Governance; e-LPA; Unified Centers for Service Delivery (CUPS); Digitization of services; Modernization of services; etc.

Each video spot will be presented in social media, TV and radio format, also editable version. A total of at least 10 video spots are planned. The production shall not exceed 2 weeks from the eGA approval of the final format of the product. 5 spots are planned to be promoted for 5 months on 3 TV and radio channels with national coverage and 3 TV and radio channels with regional coverage (North, Centre, South).

iv) **Boosting digital education and literacy among citizens.**

In this regard, the Consulting Firm will:

- Organize participation (including paid) in media projects – on 5 TV and 5 radio programs on national and regional channels to promote digital education and literacy.
- Produce a cycle of **10 TV shows** with a duration of up to **30 minutes**, with the generic “Digital Moldova” dedicated to digital education and familiarization of the public on how to access the electronic services and platforms. These will be in Romanian, subtitled in Russian.

v) **Ensure media and public opinion monitoring.** The Consulting Firm 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. The Consulting Firm shall cover the costs for the 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 provide media coverage, including sponsored promotion 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 weak sides of the implemented actions/messages, etc. further, all these marks will conduct to the improvement of the quality of communication actions.

vi) **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 3,000 pages⁴ will need to be translated during the contracting period.

vii) **Strengthening communication and presentation skills of the eGA team and partners.** Organize 5 one-day seminars/trainings for eGA team members and partners in the field of communication to streamline the communication process and delivery of information sessions/seminars for the public.

The Client will provide premises for training sessions and necessary equipment. EGA will ensure selection of participants.

viii) **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.

The Consulting Firm will propose at least three (3) design versions to the Client. The final version will be approved by the PR and Partnerships Unit in coordination with relevant EGA staff and after that translated into Russian and English.

IV. Expected Outcomes and Deliverables and Reporting Obligations

Outcomes:

- Increased digital literacy.
- Increased visibility of Digitalization process both at the national and 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:

- A total of 30 events organized, including:
 - 5 official public launch events for new products/platforms
 - 5 conferences/debates
 - 5 competitions and exhibitions
 - 5 promotional, social, and inclusive campaigns
 - 10 press events
- 60 information materials developed (at least 3 per event)
- 15 sets of Info kits produced in Romanian, Russian and English in electronic format
- 10 Video spots for promoting e-governance services and products produced
- PR and communication materials developed
- 40 press materials published, including

⁴ One page calculated as 1500 characters no space.

- 10 articles
 - 5 interviews
 - Participation in 10 TV shows
 - Participations in 5 radio shows
 - 10 promoted by at least 2 influencers
- 40 sponsored posts on information materials about e-Governance promoted on Social Media networks (Facebook, Instagram, LinkedIn, Twitter, YouTube, etc.)
 - Live broadcast of 10 events ensured
 - 5 spots promoted for 5 months on 5 national and regional TV and radio channels
 - Participation in 5 TV and 5 radio programs on national and regional channels to promote digital education and literacy ensured
 - 10 TV shows with the generic “Digital Moldova” produced
 - Written translation of the communication materials RO-ENG, RO-RU (approx. 3,000 pages will need to be translated);
 - Monthly Public Opinion and Media Monitoring Reports prepared
 - Subscription of the eGA to at least 10 national and international media sources
 - 5 one-day seminars/trainings for eGA team members and partners organized
 - user-friendly design templates/branded formats to be used for *the eGovernance GUIDE for Beneficiaries* (in 3 languages: RO, RU, ENG) developed.

Reports:

- Inception Report, including Implementation Plan for activities specified in Section III. Scope of work and activities, submitted in one week from the start of the services
- Monthly Progress Reports submitted in fifteen (15) days after the end of each month
- Final Report, submitted 2 weeks before the end of the services.

All deliverables will be provided during June 2022 – 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. Timing

The services will be provided between June 2022 - June 15, 2023.

VI. 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.

Relevant Documents that might be useful to the Consultant:

- 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.

The documents are available on the EGA website, as Annex 2 to the Decision of the EGA Board of Directors No.10, July 28, 2021 - <https://egov.md/ro/consiliul-institutiei>.

VII. Qualification requirements

Minimum requirements for the Consultant (Firm):

- Minimum 3 years of experience in implementing national online media campaigns, including social media campaigns (this shall be proven by: reports showing the impact of campaigns carried out and a list of references (links) to relevant products developed in the last 2-3 years; 5 references from clients, which shall also contain information/confirmation of the terms of execution and delivery of the requested products)
- Minimum 2 years of experience in developing animated video spots, tutorials, gifs, infographics, etc. (this shall be proven by: a list of references (links) to relevant products developed in the last 2 years)
- Experience in implementing media campaigns in the field of ICT will be an advantage
- Experience in implementing communication campaigns in public sector, targeting social behavior and mindset change will be an advantage
- 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, training etc.