

## ANNEX II: TERMS OF REFERENCE

<b>1.</b>	<b>BACKGROUND INFORMATION .....</b>	<b>2</b>
1.1.	Partner country.....	2
1.2.	Contracting Authority .....	2
1.3.	Country background .....	2
1.4.	Current situation in the sector .....	2
<b>2.</b>	<b>OBJECTIVE, PURPOSE &amp; EXPECTED RESULTS .....</b>	<b>3</b>
2.1.	Overall objective .....	3
2.2.	Purpose .....	4
2.3.	Results to be achieved by the Contractor .....	4
<b>3.</b>	<b>ASSUMPTIONS &amp; RISKS.....</b>	<b>4</b>
3.1.	Assumptions underlying the project .....	4
3.2.	Risks .....	4
<b>4.</b>	<b>SCOPE OF THE WORK.....</b>	<b>4</b>
4.1.	General .....	4
4.2.	Specific work.....	4
4.3.	Project management .....	9
<b>5.</b>	<b>LOGISTICS AND TIMING .....</b>	<b>9</b>
5.1.	Location .....	9
5.2.	Start date & Period of implementation of tasks.....	9
<b>6.</b>	<b>REQUIREMENTS.....</b>	<b>9</b>
6.1.	Staff.....	9
6.2.	Office accommodation .....	8
6.3.	Facilities to be provided by the Contractor .....	8
6.4.	Equipment .....	8
<b>7.</b>	<b>REPORTS .....</b>	<b>10</b>
7.1.	Reporting requirements .....	10
<b>8.</b>	<b>MONITORING AND EVALUATION .....</b>	<b>8</b>
8.1.	Definition of indicators .....	8
8.2.	Special requirements .....	8

## **1. BACKGROUND INFORMATION**

### **1.1. Partner country**

Bosnia and Herzegovina

### **1.2. Contracting authority**

Union of Employers of Republic of Srpska  
Trg Republike Srpske 8/13  
78000 Banja Luka  
Bosnia and Herzegovina

### **1.3. Country background**

Bosnia and Herzegovina is a country with a surface area of 51,209 km<sup>2</sup> and with an estimated population of 3.5 million people. The constitutional setup stems from Annex IV to the Dayton/Paris Peace Agreement (DPA) and establishes a complex political structure that provides for governments at State, Entity, Brčko District, and cantonal levels.

Since 1995 and according to the Dayton Agreement the state of Bosnia and Herzegovina has been divided into two political entities – the Republika Srpska (RS) and the Federation of Bosnia and Herzegovina (FB&H) – and the Brčko District (condominium). The RS covers 49% of the territory and forms a semi-circle around the north and east, while the FB&H occupies the other 51%. Each Entity has its political structure and administration. The B&H State government consists of a Parliamentary Assembly, which is divided into a House of Representatives and a House of Peoples, a rotating tripartite presidency (with one member from each of the constituent peoples), and a Council of Ministers with nine ministries. The political structure of the FB&H is divided into three levels: the Entity level, the Cantonal level, and the Municipal level, with each municipality having its own municipal council and administrative structures. By contrast, the Republika Srpska (RS) has no cantons, only municipalities.

While one entity (Republika Srpska) has a strongly centralized system, the other entity is comprised of 10 cantons with wide autonomy. Several crucial sectors are given either to the entities or even cantons such as education, social policy, culture, environment, etc. Therefore, in such a complex environment non-state actors (NSA) such as employers' associations have difficulties in advocating for reforms in the above-mentioned areas.

In accordance with the registry of the Council of Ministers of BiH (<http://zbirniregistri.gov.ba/Home> - only accessible in Bosnia and Herzegovina's official languages), approx. 640 CSOs working in the field of social development and entrepreneurship. Directly 16 organizations from RS and FBiH have been recognized as entrepreneurial and CSOs target groups.

At the State and Federation of Bosnia and Herzegovina level, the Ministries of Justices are responsible for registration and for keeping the Registry Books for Associations and Foundations. According to the Republika Srpska' Law on Associations and Foundations, associations and foundations register at the Basic Court in the seat of the District Court in the area in which they have their seat.

### **1.4. Current situation in the sector**

The project "Contribution of CSOs to improving entrepreneurship impact on socio-economic development of BiH – EISE project" will be realized through the Civil Society Facility and Media Programme for Bosnia and Herzegovina 2019 - Support to existing and newly established CSOs networks in various areas under the Lot 7: Support to CSOs networks in the area of Entrepreneurship and local economy. The project was launched on 01/01/2020 and will be implemented in cooperation with the Employers Association of the FBiH and will be implemented in a period of 36 months.

Networking is, as a primary methodology approach of the project, directly contributing general aim realization of the CSF&M program, which is “support to existing and newly established CSOs networks in various areas”, listed as social development in the entrepreneurship sector.

The long-standing negative demographic trends, poor natural growth, an aging population, and the continued increase in population migration to EU countries, have caused a dramatic decline in the labor force supply which is the primary communication topic of the project.

Also, the projections point to a further downward trend in the number of the active population, active labor force supply, a decrease in the population aged up to 15, an increase in external migration, and other adverse trends. Given both the significant decline in industrial production and the announcement of instability in relation to global economic developments, these trends are seriously tempting the future projections of the sustainability of the social protection system and economic growth and indicate the need to take better communication of strategic approach to the sustainability of the overall system.

From a project perspective, networking, as a primary communication methodology approach of the project directly contributes to the realization of the CSF&M programme and the project, is support to existing and newly established CSOs networks in various areas, listed as social development in the entrepreneurship sector. The industrial production and questionable sustainability in relation to global economic developments, and the global recession caused by COVID-19, are trends that seriously affect future projections on the sustainability of the social protection system and economic growth and indicate the need to take a project communication strategic approach with reflection on the sustainability of the entire BiH system.

Some governments in BiH have tried, using documents such as the Proposal for Population Policy Measures, to define a demographic renewal on some strategic approach, giving this topic a national priority. This approach only makes sense if it is part of a broader coherent and coordinating policy and PR and communication campaign, primarily economic and social, that should have the structure of a national reconstruction program that the project advocate. A second communication methodology approach and a special focus on communication activities will be topics related to stopping the negative trends of employee migration towards more developed economies and societies policies that can be achieved through the growth of young people's standard of living. Also, the problem of employee migration is related to economic motives but also political instability in the country.

Overall project communication, as a third communication methodological approach, is a message to the institutions that will be focused on reducing the burden on the economy (fiscal and para-fiscal), and a message to employers would be to redirect these funds to the growth of workers' incomes. However, the general sense of security and perspective of the society is also significantly dependent on the level of rule of law and political stability, which at the moment, given the outflow of employees and entrepreneurs, is not at the level that enables economic growth and development of the community. Entrepreneurs do not have confidence on the one hand in decision-makers, but they have an interest in being involved in the process of developing business policies and programs on the other.

## **2. OBJECTIVE, PURPOSE & EXPECTED RESULTS**

### **2.1. Overall objective**

The overall objective of the project of which this contract will be a part is as follows:

The project aim is to strengthen the capacity of entrepreneurial and employers' CSOs to contribute to social and economic development in the entrepreneurship sector in BiH by creating a favorable

environment through economic and social reform. By contributing realization of this aim, the reduced outflow of the BiH population project will be the impact of the project that be reached.

## **2.2. Purpose**

The purpose of this contract is as follows:

**PR Campaign for project “Contribution of CSOs to improving entrepreneurship impact on socio-economic development of BiH – EISE project”.**

## **2.3. Results to be achieved by the contractor**

Implemented project PR campaign.

## **3.0. ASSUMPTIONS & RISKS**

### **3.1. Assumptions underlying the project**

The unfavorable political situation in Bosnia and Herzegovina and the world.

### **3.2. Risks**

The worsening political situation in Bosnia and Herzegovina and geopolitical trends in the world can affect the visibility and success of the project's PR activities.

## **4. SCOPE OF THE WORK**

### **4.1.General**

#### **4.1.1. Description of the assignment**

One of the components of the Project is building Public relations (PR) through a campaign in a form of communication that is carefully designed to create a positive image of the project activities and results. For project activities, this means that they have long-term successful relationships with various target groups of the public, and they are sensitized to proposals and suggestions coming from the Lead Applicant and Co-applicant. The main goal of PR campaigns will be: to approach everything from the aspect of user interest and the general public, to provide users with a sense of involvement in the communication process, to communicate with users and target groups and not towards them, to maintain consistency and credibility during the project. The PR campaign will last for six months, with a created plan, messages, communication tools, and targeted PR methods in certain crucial moments of the project. The planning and implementation of the PR campaign will be done by a contractor. All materials produced during the campaign will comply with the rules regarding compliance with the EU visibility standard when implementing EU grant contracts prescribed by the document “Communication and Visibility Requirements for EU External Actions” ([https://ec.europa.eu/international-partnerships/comm-visibility-requirements\\_en](https://ec.europa.eu/international-partnerships/comm-visibility-requirements_en)).

The campaign will use print, electronic, and internet media. Special attention and focus will be on social networks and mini-campaigns conducted through Facebook, Instagram, and Twitter. The existing Lead Applicant and Co-applicant accounts will be used because it is not necessary to work on building followers on them. For the needs of the project, the campaigns through the networks will be additionally branded to know that they are supported by the EU.

### **4.2. Specific work**

For the needs of the PR campaign, a special program based on advocacy needs will be created, which will result from the Advocacy Plan from Activity 3 and the Public Consultations from Activity 4. The PR campaign will have the following segments:

The selected PR company will, in accordance with the project activities and in cooperation with the Project Coordinator, prepare a PR campaign that will be focused on the implementation of the project activities, namely:

#### **5.7.2. Activity 1.1. Expansion of existing Entrepreneurs and Employers Association Members**

- Creation of a marketing and media plan aimed at increasing the number of members;
- Creation of promo content to improve the growth of the number of members;
- Preparation of content for the creation of the Lead Applicant's promo brochure;
- Storyboard preparation for 3 promo video clips of the Lead Applicant;
- Preparation of content for the access section on the Internet presentation of the Lead Applicant;
- Preparation of content for the promotion of new members on the Internet presentation and social networks of the Lead Applicant and
- Preparation of reports on the level of impact of marketing and media activities on the growth of the number of members with suggestions for improvement (efficiency and effectiveness of the actions taken).

#### **5.7.8. Activity 3.4.2. Advocacy campaign for indirect taxes**

- In cooperation with the Project Coordinator, creating an Advocacy campaign for indirect taxes;
- Creation of a marketing and media plan based on the prepared Advocacy campaign for parafiscal policies;
- Implementation of marketing and media plan;

**As part of the implementation of the marketing and media plan for the implementation of the Campaign, the following activities are implemented:**

- Preparing media calls;
- Preparing Lead Applicant representatives for media appearances;
- Monitoring of publications and media appearances of Lead and Co-Applicant representatives and making suggestions for improvement;
- Preparing reports on the implementation of planned activities within the media and marketing plan;
- Organizing public performances of Project representatives;
- Preparation and posting of content on internet presentations, social networks, newsletters, press releases, and others;
- Preparing press conferences and organized media presence at them;
- Preparing reports, press clippings, and other reports for monitoring and measuring the effectiveness of actions taken and
- Participation in the preparation of Project visuals and project activities.

#### **5.7.12. Activity 4.3. Organization of public consultation sessions in the field of improving legal and institutional framework in the field of indirect tax at the state level;**

In accordance with the Advocacy Plan, the following activities will be implemented:

- Preparation of the press conference (announcement, during and after the event);
- Preparation of content in cooperation with the Project Coordinator with the aim of increasing influence on the decision-makers and distributing content through different channels in accordance with the planned Advocacy Plan or based on an assessment of the adequacy of information placement (Dm contents, broadcasts, etc.);

- Participation in the creation of the Plan of activities for the implementation of Public Consultations and preparing and implementing the marketing and media plan for the implementation of the Public Consultations event;
- Preparing media calls;
- Preparing Lead Applicant representatives for media appearances;
- Monitoring of publications and media appearances of Lead and Co-Applicant representatives and making suggestions for improvement;
- Preparing reports on the implementation of planned activities within the media and marketing plan;
- Organization of public performances of Project representatives;
- Preparation and posting of content on internet presentations, social networks, newsletters, press releases, and others;
- Preparing press conferences and organizing media presence at them;
- Preparing reports, press clippings, and other reports for the purpose of monitoring and measuring the effectiveness of actions taken and
- Participation in the preparation of Project visuals and project activities.

**5.7.13. Activity – 4.4. Organization of public consultation sessions in the field of improvement of the education system;**

In accordance with the Advocacy Plan, the following activities will be implemented:

- Preparation of the press conference (announcement, during and after the event);
- Preparing content in cooperation with the Project Coordinator with the aim of increasing influence on the decision-makers and distributing content through different channels in accordance with the planned Advocacy Plan or based on an assessment of the adequacy of information placement (Dm contents, broadcasts, etc.);
- Participated in the creation of the Plan of activities for the implementation of Public Consultations and prepares and implements the marketing and media plan for the implementation of the Public Consultations event;
- Prepared media calls;
- Preparing Lead Applicant representatives for media appearances;
- Monitoring of publications and media appearances of Lead and Co-Applicant representatives and making suggestions for improvement;
- Preparing reports on the implementation of planned activities within the media and marketing plan;
- Organizing public performances of Project representatives;
- Preparation and posting of content on internet presentations, social networks, newsletters, press releases, and others;
- Preparing press conferences and organizing media presence at them;
- Preparing reports, press clippings, and other reports for the purpose of monitoring and measuring the effectiveness of actions taken and
- Participates in the preparation of Project visuals and project activities.

**A Conference with panels regarding following activities:**

- **5.7.10. Activity 4.1. Organisation of public consultation sessions in the field of reducing fiscal burdens**
- **5.7.11. Activity 4.2. Organization of public consultation sessions in the field of reducing para-fiscal burdens**
- **5.7.12. Activity 4.3. Organization of public consultation sessions in the field of improving legal and institutional framework in the field of indirect tax at the state level**

#### **- 5.7.13. Activity 4.4. Organization of public consultation sessions in the field of improvement of the education system**

Subactivities for Conference organization:

- Creation of an Advocacy campaign for the conference, in cooperation with the Project coordinator;
- Creation of a marketing and media plan based on the prepared Advocacy campaign;
- Implements marketing and media plan;

**As part of the implementation of the marketing and media plan for the implementation of the Campaign, the following activities are implemented:**

- Preparing media calls;
- Preparing Lead Applicant representatives for media appearances;
- Monitoring of publications and media appearances of Lead and Co-Applicant representatives and making suggestions for improvement;
- Preparing reports on the implementation of planned activities within the media and marketing plan;
- Organizing public performances of Project representatives;
- Preparation and posting of content on internet presentations, social networks, newsletters, press releases, and others;
- Preparing press conferences and organized media presence at them;
- Preparing reports, press clippings, and other reports for the purpose of monitoring and measuring the effectiveness of actions taken;
- Participation in the preparation of Project visuals and project activities;

##### **a) Social networks PR campaign**

As part of the Advocacy Plan, a Social network campaign will be generated primarily via existing Facebook, Twitter, and Instagram Lead and Co-Applicant accounts to communicate all Network activities to the general public. Also, these accounts will be shared on websites [www.euresurs.ba](http://www.euresurs.ba), [www.unijauprs.org](http://www.unijauprs.org), and [www.upfbih.ba](http://www.upfbih.ba) and used to publicize the planned campaign and public events organized in the course of the project. The Facebook events will be created to facilitate sending invitations for the activities such as public consultations, trainings, and workshops as well as for the promotion of project documentation and policies and making calls for comments and opinions of different users regarding fiscal and para-fiscal reform. Lead Applicant and Co-applicant will commission service to provide the above-mentioned accounts to ensure that the Network and the project activities are regularly published on social networks.

##### **b) Production of promotional material**

In accordance with the Communication Plan and the Advocacy Plan through the PR campaign, the creation of content and all other visuals that will be used during the Project will be the responsibility of the selected PR company.

##### **c) Network Promotional campaigns**

The promotional campaign run for and by employers and entrepreneurs will include media formats that will facilitate employers and entrepreneurs to send their messages concerning the needs of the labor market in BiH. Short up to 1-2 minute video formats will be used for the promotion of these messages as well as radio programs and TV shows. In addition, employers and entrepreneurs need to be brought to interact in this communication with other participants of the labor market, including institutions, chambers, students, the unemployed, and academia. Therefore, media content like posts on Youtube, and TV debates may be adequate forms in addition to advertorials and op ads and promotion through networking on social pages.

##### **d) Institutional Promotional campaigns**

The institution's promotional campaigns' messages will be generated by the project and by entrepreneurs and employers. In this segment of the campaign, pages on Facebook and Twitter, as well as a video channel on YouTube will be maximally engaged. In the entire campaign period, updated content related to project topics, campaign research materials, photos from events and working atmosphere, etc. will be posted continuously on these profiles. This online effort will be supported through traditional media. In addition, opening and promoting entrepreneurs' and employers' organization's social media profiles may be a side activity to intensify the campaign. Campaigns may also be implemented through new and existing web platforms as well as through platforms of business organizations and institutions or through other databases where content will be distributed.

Throughout the project period, advertising will be conducted through social networks using a variety of formats. Preliminary proposal of media plan for digital/social media campaign as follows:

- I. Update of the Facebook page, Twitter, Instagram accounts, and Youtube channel named after the Action,
- II. Placement of content on social networks continuously on all Action activities,
- III. Placement of social media banners on Facebook and
- IV. Networking with employers and entrepreneurs' representatives on social media.

e) The public component of the campaign

Although messages produced within institutions, entrepreneurs, and employers' campaigns will be shared with the public, there is always a need to further simplify the content and messages that will come as a result of this campaign. Depending on project situations during the implementations, messages that are published will be discussed between Lead Applicant and Co-Applicant. *The public media campaign* will use a combination of all communication tools and media formats: Media and PR campaigns will be carried out and will include a TV campaign, Radio campaign, Internet campaign, print campaign, and campaign on Social networks and Google.

f) TV and radio campaign

Production of 2 TV spots with a main message duration of up to 20 seconds to be broadcast in a period of 15 days, once per day on public broadcasters ATV, BN, FTV, RTRS, BHT, FACE TV. The organization of 3 TV shows on TV stations and 3 radio shows on radio stations.

g) Internet campaign

Production and placement of web containing generic visibility in all three BiH constituent languages and placement in the period of 365 days a year on the lead applicant and co-applicant web portals.

Also in the Internet campaign, PR support will publish a minimum of 2 PR articles on portals Klix, Radiosarajevo, Hercegovinainfo, Banjaluka.com, Biscani, Buka, Faktor, Hocu.ba, Fena, Bljesak related to project research, conclusions, and recommendations for reducing fiscal and para-fiscal burdens. In addition, all activities will be promoted via the web platform: Civil Society Facility and Media Action for Bosnia and Herzegovina [www.euresurs.ba](http://www.euresurs.ba).



In this part of the campaign, the promotion of the subpage of the Project through Social media and Google ads (using keywords) is planned. Campaign on social networks – Youtube campaign, Facebook campaign, Instagram campaign with continuously administrate and publish the content from project activities.

#### **4.3. Project management**

##### **4.3.1. Responsible body**

The body responsible for the implementation of the contract will be the Project Coordinator.

##### **4.3.2. Management structure**

The contractor will be responsible to the Contracting Authority (Union of Employers of RS) for the implementation of the tasks and in particular to the Project Coordinator. The information received from the Project Coordinator will be considered as information received from the Contracting Authority.

##### **4.3.1. Target groups**

- Union of Employers of the Republic of Srpska
- Employers Association of the FBiH
- Employers
- Policy decision-makers
- Media
- The general public

#### **5. LOGISTICS AND TIMING**

##### **5.1. Location**

Union of Employers of the Republic of Srpska is located in Banja Luka.

##### **5.2. Start date & period of implementation of tasks**

The intended start date is July, 1st 2023 and the period of implementation of the contract will be to the end of project activities (December 31st, 2023).

#### **6. REQUIREMENTS**

##### **6.1. Staff**

###### **6.1.1. Key experts**

CVs of Key experts are required.

###### **6.1.2. Other experts, support staff & backstopping**

The contractor shall select and hire other experts as required according to the needs.

The costs for backstopping and support staff, as needed, are considered to be included in the tenderer's financial offer in the final price.

###### **6.1.3. Support staff & backstopping**

The contractor will provide support facilities to their team of experts (back-stopping) during the implementation of the contract.

## **6.2. Office accommodation**

The contractor will provide Office accommodation.

## **6.3. Facilities to be provided by the contractor**

The contractor shall ensure that experts are adequately supported and equipped. In particular, it must ensure that there is sufficient administrative, secretarial, and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support its work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

## **6.4. Equipment**

No equipment is to be purchased on behalf of the contracting authority/partner country as part of this service contract or transferred to the contracting authority/partner country at the end of this contract. Any equipment related to this contract that is to be acquired by the partner country must be purchased using a separate supply tender procedure.

## **7. REPORTS**

### **7.1. Reporting requirements**

The contractor will submit the following reports in BiH languages in one original and 1 email copy. Final report with the same specifications as the draft final report, incorporating any comments received from the parties on the draft report.

The deadline for sending the final report is 5 days after receipt of comments on the draft final report.

## **8. MONITORING AND EVALUATION**

### **8.1. Monitoring body**

Monitoring of project activities will be the responsibility of Union of Employers of Republic of Srpska.

### **8.2. Special requirements**

All the activities to be put in place by the contractor must comply with its minimum obligation toward visibility. These activities must comply with the rules laid down in the Communication and Visibility Manual for EU External Actions published by the European Commission.