

SPECIFIC TERMS OF REFERENCE
Development and Support to the Implementation of the Communication and Visibility Plan for
the Institutional Capacity Building for the Transport Sector in Uganda Project
FWC SIEA 2018- LOT 2: Infrastructure, sustainable growth and jobs
EuropeAid/138778/DH/SER/multi
FED/2019/407339/1

1 BACKGROUND

1.1 Institutional Capacity Building for the Transport Sector in Uganda Project

The European Union (EU) and the Republic of Uganda, represented by the National Authorising Officer (NAO) of the European Development Fund (EDF), are jointly implementing the project "Institutional Capacity Building for the Transport Sector in Uganda". The overall objective of this action is to improve the transport sector in terms of sector governance, planning, implementation and sustainability of transport infrastructure. The results of the action are:

- (a) Strengthened capacity of the Ministry of Works and Transport (MoWT) in gender responsive strategic planning and oversight in a multimodal transport environment, contributing to an appropriate investment-maintenance mix, climate change mitigation and building climate resilience of the sector;
- (b) Improved delivery of road development projects;
- (c) Improved operational efficiency of road maintenance and;
- (d) Increased competitiveness of the local construction industry in the transport sector.

The project commenced in December 2016 and is implemented through four service contracts. In addition, a grant contract is foreseen to support the achievement of result (d) above.

1.2 Key Stakeholders

The results in section 1.1 above will be achieved through three separate avenues of support with distinct implementation modalities, as detailed below.

- (a) Support to government institutions (result (a) through (c)) is implemented by indirect management with the Government of Uganda (GoU) through the Ministry of Finance, Planning and Economic Development/NAO of the EDF. The beneficiary institutions (MoWT, Uganda National Roads Authority and Uganda Road Fund) are assigned the role of Supervisor and take responsibility for the quality of the individual component outputs for each service contract, namely:
 - (i) Technical Assistance to the Ministry of Works and Transport implemented by M/s COWI A/S (Parallelvej 2, 2800 Kongens Lyngby, Denmark);
 - (ii) Technical Assistance to the Uganda National Roads Authority (UNRA);
 - (iii) Technical Assistance to the Uganda Road Fund (URF).
- (b) Support to the local construction industry (result (d)) is implemented by direct management through a service contract and grant – direct award. The Uganda Institution of Professional Engineers (UIPE) is responsible for the achievement of the component result. The service contract, including (ii) and (iii) above, are implemented by M/s IMC Worldwide (64-68 London Rd S, Redhill RH1 1LG, United Kingdom).

The European Commission, represented by the EU Delegation to Uganda is responsible for the management of this specific framework contract (FWC) for and on behalf of the government of the Republic of Uganda. The modality of payment of the FWC is global price.

1.3 Communication and Visibility Plan

In agreement with the provisions of the Financing Agreement, a communication and visibility (C&V) plan of the project has to be developed and its implementation supported. The plan must ensure that the purpose, objectives, framework and implementation of the project activities are well received and appreciated by the beneficiaries, and transport sector stakeholders. Under communication, the following thematic areas, which are the core of present sector dialogue between GoU and Development Partners (DPs), are also to be addressed:

- (a) Multimodal (and intermodal) shift in transport planning and implementation;
- (b) Sustainable management of existing assets through gazetting funds for timely and adequate maintenance (a more appropriate investment-maintenance mix);
- (c) Separation of regulatory and implementation functions of transport sector ministries, departments and agencies through the commercialisation concept;
- (d) Local private sector participation in infrastructure projects.

In the scope of the communication activities to be defined by the Framework Contractor, the visibility of the European Union, which is co-financing the project, shall be ensured through appropriate mentioning in line with the "Communication and Visibility Manual for European Union External Actions".

(https://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions_en)

Funds for C&V activities under this specific framework contract come directly from the Financing Agreement and are managed by the EU Delegation (EUD). In addition, C&V activities are foreseen to be implemented by the Consultants (IMC Worldwide and COWI A/S), in agreement with the Supervisors and based on the Consultants' C&V plan for each service contract. These C&V activities are foreseen to be implemented with part of the incidental budgets of the fee-based service contracts and within the global price of the TA to MoWT contract. The Consultants (IMC Worldwide and COWI A/S) have prepared draft C&V plans and the Framework Contractor will provide services in relation to the monitoring of the implementation of these C&V plans as detailed in Section 2.3.4 below.

2 DESCRIPTION OF THE ASSIGNMENT

2.1 Global objective

The global objective is to create positive visibility for the core of present sector dialogue between GoU and DPs, including stakeholder understanding and acceptance of the underlying principles therein.

2.2 Specific objective(s)¹

The specific objective is to develop and support the implementation of the C&V Plan for the Institutional Capacity Building for the Transport Sector in Uganda Project in close cooperation with the Supervisors, Consultants, NAO and the EUD.

¹ The global and specific objectives shall clarify that all EU funded actions must promote the cross-cutting objectives of the EC: environment and climate change, rights based approach, persons with disability, indigenous peoples and gender equality.

2.3 Requested services, including suggested methodology²

Phase I – Preparation of the C&V Plan

2.3.1 Collection of data and review of the documents

The Framework Contractor is responsible for organising meetings with key stakeholders: NAO, Supervisors (MoWT, UNRA, URF and UIPE), Consultants (IMC Worldwide and COWI A/S), and the EUD.

Moreover, the Framework Contractor needs to collect and review relevant background documents and information, in particular:

- (a) Available information on the project, its activities and timeline;
- (b) Consultants' (IMC Worldwide and COWI A/S) C&V plans including communication/awareness activities already completed or planned, methods of the implementation of those activities, and their available budgets;
- (c) Available information on the progress of the transport sector towards achievement of the thematic areas in Section 1.3 above;
- (d) Supervisors' communication tools and planned activities to be done within their internal budgets;
- (e) EU C&V Manual for External Actions and selection of EU visibility elements, which could be, at minimum cost, incorporated in ongoing or planned communication and awareness activities of the Consultants (IMC Worldwide and COWI A/S) and the Supervisors.

2.3.2 Preparation of the C&V plan

The Framework Contractor is tasked with developing the C&V plan for the Institutional Capacity Building for the Transport Sector in Uganda Project, to be approved by the EUD and project stakeholders. Particular attention should be paid to communication on the thematic areas in Section 1.3 above.

In addition, the EU visibility elements shall be incorporated within the communication activities, highlighting the co-financing of the project by the EU. Those visibility elements must be in accordance with the applicable rules on the visibility of external actions laid down and published by the Commission in the Communication and Visibility Manual for External Actions available from the EuropeAid website.

The plan needs to be divided into the following three parts:

Part 1: C&V campaign elements to be implemented directly by the Framework Contractor within the specific framework contract's budget.

A budget of minimum EUR 120 000 for the implementation of the C&V plan activities is to be foreseen under this specific framework contract (see Incidental Expenditures, point 6.1). The campaign activities shall be concentrated on the thematic areas in Section 1.3 above.

The concept shall include, but not be limited to the following:

- (a) The communication objective(s)
- (b) Target audiences
- (c) Specific communication objective for each target audience

² Contractors should describe how the action will contribute to the all cross cutting issues mentioned above and notably to the gender equality and the empowerment of women. This will include the communication action messages, materials and management structures.

- (d) Messages for each target audience
- (e) Communication tools/ methods
- (f) Planned calendar of activities
- (g) Resources (human and financial) for each activity
- (h) Qualitative and quantitative performance indicators

The proposed communication tools shall be adequate to the expected objectives, target audience and available budget. **The actions shall be coherently linked and complement activities already planned or ongoing within the service contracts' budgets.**

Part 2: C&V activities to be implemented by the Consultants (IMC Worldwide and COWI A/S) within the service contracts' budgets.

- (a) Based on the review of the Consultants' (IMC Worldwide and COWI A/S) C&V plans, the Framework Contractor shall (in close cooperation with the IMC Worldwide, COWI A/S and the Supervisors) make proposals for improvements/ modifications, additional activities to be included in these plans, taking into account the adequacy of the communication tools to be used and the available budgets. The Framework Contractor will advise the Supervisors (and IMC Worldwide and COWI A/S) on the C&V activities to be financed from the service contracts, in coherent linkage with the overall C&V plan.
- (b) Based on the review of the Consultants' (IMC Worldwide and COWI A/S) planned or ongoing activities in supporting the thematic areas in Section 1.3 above, the Framework Contractor shall make proposals for (a) potential improvements on those actions; and (b) how to include EU visibility elements within those activities (at minimal or no additional cost).

Part 3: Activities to be implemented by the Supervisors (MoWT, UNRA, URF and UIPE)

Based on the review of the Supervisors' corporate communication tools and planning of activities, the Framework Contractor shall in close cooperation with their Communications teams make proposals on (a) how to include the communication and information elements about the project into the Supervisors' communication activities (e.g. web page, social media), (b) how to provide up-to-date information on the thematic areas in Section 1.3 above.

Phase II – Support in the Implementation of the C&V Plan

2.3.3 Implementation of elements of the C&V Plan to be directly implemented by the Framework Contractor

Depending on the final approved C&V plan (point 2.3.2) the Framework Contractor will prepare, contract and manage concrete C&V activities (including a communication campaign) under the foreseen budget, in close consultation with the EU Delegation, the Supervisors and the Consultants (IMC Worldwide and COWI A/S).

The preparation and implementation of the agreed communication campaign (activities) to be performed within this specific framework contract's budget include in particular:

- (a) Develop the relevant communication concept for the campaign;
- (b) Prepare the content for C&V messages to be transmitted in the media and on communication materials;
- (c) Ensure the development of communication materials, complying to both the EU and the Supervisors' branding requirements;
- (d) Ensure procurement of media space and other related dissemination facilities as well the production of the communication materials;

- (e) Oversee the rollout of the campaign;
- (f) Document and disseminate lessons learnt in an end of campaign report.

2.3.4 Support the implementation and monitoring of the C&V plans of the Consultants (IMC Worldwide and COWI A/S) and the Supervisors

This support and monitoring includes:

- (a) Provide advice to the Consultants (IMC Worldwide and COWI A/S) in the implementation of agreed activities within their C&V Plans (see point 2.3.2, Part 2). It should be noted that the implementation of C&V plans/activities in each service contract is the responsibility the Consultants (IMC Worldwide and COWI A/S). The Framework Contractor shall only provide support to IMC Worldwide and COWI A/S in developing and implementing the plans. In addition, the Framework Contractor will monitor and report on the C&V activities of IMC Worldwide and COWI A/S;
- (b) Review of communication materials proposed by the Consultants and provide advice;
- (c) Review how the EU visibility elements are incorporated in the C&V activities performed by the Consultants and provide advice;
- (d) Collect information/ data and photos and prepare the draft content for the Supervisors and EUD websites and social media platforms;
- (e) On the basis of the information provided by the Consultants on the implementation of the agreed communication activities and its results, document them and include in the final report at the end of the specific framework contract;
- (f) On the basis of the information provided by the Supervisors, monitor implementation of the communication activities by the Supervisors and document them by including it in the final report at the end of the specific framework contract.

2.4 Required outputs

- (a) Inception report
- (b) C&V plan
- (c) Detailed concept for communication campaign
- (d) End of campaign report
- (e) Final report

2.5 Language of the Specific Contract

The language of the specific contract is English.

3 EXPERTS PROFILE or EXPERTISE REQUIRED

3.1 Number of requested experts³ per category and number of man-days per expert or per category

This assignment requires at least 2 experts for a minimum of 75 man-days. The following table shows an indicative distribution of the man-days amongst experts. However, the Framework Contractor shall optimally decide the number of experts required and balance the composition of the team and their inputs in order to allow complete coverage of the required expertise for the different aspects of the

³ The European Union pursues an equal opportunities policy. Gender balance in the proposed team, at both administrative/secretarial and decision-making levels, is highly recommended.

assignment, as set out in these terms of reference.

Category of experts	Minimum number of experts	Total number of working days (total)	(Out of which) number of working days on field mission
Cat I	-	-	-
Cat II	1	50	35
Cat III	1	25	20

3.2 Profile per expert or expertise required

Minimum requirements – Team Leader (Cat. II expert):

- At least 6 years of experience in drafting concepts/C&V plans and managing or implementation of marketing, visibility or communication campaigns for reputable organisations/companies;
- At least 3 experiences (of which at least 2 should be in Sub-Saharan Africa) in implementing visibility and/or communication campaigns. Of the 3 experiences, at least 2 should be in relation to the infrastructure sector. References and/or contact details from previous clients of the above-mentioned experiences and electronic links to the work samples shall be provided in the technical offer.

Additional requirements – Team Leader (Cat. II expert):

- Relevant communication experience for capacity building projects/programmes and/or policy actions will be an added advantage;
- Prior experience with European Union C&V activities will be an added advantage;
- Previous experience in media as journalist will be an added advantage.

Minimum requirements – Communications Expert (Cat. III expert):

- At least 3 years of experience drafting and implementation of public/ social awareness communication actions for reputable organisations/companies;
- At least 2 years of experience in media as journalist;
- At least 1 experience, in Sub-Saharan Africa, in implementing visibility and/or communication campaigns. References and/or contact details from previous clients of the above-mentioned experiences and electronic links to the work samples shall be provided in the technical offer.

Additional requirements – Communications Expert (Cat. III expert):

- Relevant communication experience for capacity building projects/programmes and/or policy actions will be an added advantage.

Language skills of the team:

- Cat. II expert: at least one member shall possess a level C1 expertise in English;
- Cat. III expert : at least one member shall possess a level C1 expertise in English;

3.3 Management team member presence required or not for briefing and/or debriefing

Not required.

4 LOCATION AND DURATION

4.1 Starting period

Provisional start of the assignment is beginning of August 2019.

4.2 Foreseen finishing period or duration

Maximum duration of the assignment: 491 calendar days

This overall duration includes working days, week-ends, periods foreseen for comments, for review of draft versions, debriefing sessions, and distribution of outputs.

4.3 Planning, including the period for notification for placement of the staff as per Article 16.4 a) of the General Conditions

The consultancy service will extend over a period of 491 calendar days (**approximately 16 calendar months**) and will be carried out in two to three separate missions. The first mission is expected to start in August 2019. The exact dates and duration for the second and third mission will be agreed upon with the specific framework contract Project Manager. It is anticipated that the second mission shall start about one month after approval of the C&V plan and no later than 4 months after the start date of this assignment. The third mission, preparation of the final report, will be conducted no earlier than 12 months after the start date of this assignment.

Mission 1 (August 2019):

- Collection of information, data and review of documents.
- Preparation of the C&V plan.

Mission 2 (no later than December 2019)

- Concept for the communication campaign to be implemented within the scope of this assignment related to the thematic areas in Section 1.3 above;
- Implementation of the campaign and providing an end of campaign report;
- Preparation of contents for the Supervisors and EUD's websites and social media platforms,
- Advise the Consultants (IMC Worldwide and COWI A/S) on the implementation of agreed activities, review of communication materials prepared by the Consultants, and review of how EU visibility elements are incorporated in the activities.

It is envisaged that at least part of the activities within this mission could be done at the Framework Contractor's home office without necessarily engaging the experts in a field mission. However, the detailed planning of the implementation of the activities and experts' allocation is the responsibility of the Framework Contractor.

Mission 3 (not earlier than July 2020 – no necessity of "field mission" to Uganda)

- Collection of information/ data and photos provided by the Consultants (IMC Worldwide and COWI A/S) and the Supervisors and other project stakeholders on the C&V activities/actions undertaken, as input for the final report.
- Preparation of the final report.

The collection of the information and report preparation could be done at the Framework Contractor's home office i.e. without a third field mission to Uganda.

4.4 Location(s) of assignment

The assignment will take place in Kampala and the Framework Contractor's Home Office.

5 REPORTING

5.1 Content

The Framework Contractor shall produce the following reports:

- **Inception report** (15 pages maximum): In the report, the Framework Contractor shall describe (i) their proposed methodology to deliver the services expected, (ii) actual work done so far, (iii) proposed planning/ schedule for further consultancy service activities, (iv) foreseen difficulties in collecting information and proposed mitigation measures, and (v) other encountered and/or foreseen difficulties and proposed mitigation measures.
- **Communication and Visibility Plan for the Institutional Capacity Building for the Transport Sector in Uganda Project** including key elements: communication objective(s); target audiences; specific communication objectives and messages for each target audience; proposal of communication tools/ methods; indicative calendar and budget for activities; log frame including qualitative and quantitative performance indicators for monitoring and evaluation purposes.
- **Detailed concept** for the communication campaign to be implemented within the scope of this assignment, as described in point 2.3.3, design and implementation of this campaign in relation to the thematic areas in Section 1.3 above.
- **End of campaign report** (10 pages maximum excluding annexes, photos) documenting the activities done by the Framework Contractor within the communication campaign in relation to the thematic areas in Section 1.3 above.
- **Final report** (maximum 25 pages main text, excluding annexes) summarising the implementation of the campaign elements funded through this assignment; reporting against the agreed log frame indicators, i.e. the overall implementation of the campaign also by other project partners; when possible illustrations and pictures of all activities shall be provided in annex.

In addition to the above reports, the Team Leader shall regularly brief the EU Delegation and the Supervisors on his activities during performance of services in Uganda.

The reports must match quality standards. The text of the report should be illustrated, as appropriate, with maps, graphs and tables. All documents, reports, or other material acquired during the mission and relevant to the project will be submitted to the Contracting Authority at the end of the mission, and will remain available for further missions and/or programmes.

NB: It must be noted that the Contracting Authority reserves the right to have reports redrafted as many times as necessary to bring them to the required standard.

5.2 Language

The language of the reports shall be English.

5.3 Submission/comments timing

Provisional timing of key report submissions and comments is summarised below.

Milestone/Action	Time Frame (calendar days)	Responsibility	Percentage of Contract Value
Award of Contract	X	EUD	
Start of Assignment	X+10	Framework Contractor	
Draft Inception Report submission	X+24	Framework Contractor	
Submission of comments on Draft Inception Report to Framework Contractor	X+38	Supervisors/NAO /EUD	
Final Inception Report	X+45	Framework Contractor	10%
Draft Communication and Visibility Plan submission	X+59	Framework Contractor	
Submission of comments on Draft Communication and Visibility Plan to Framework Contractor	X+73	Supervisors/NAO /EUD	
Final Communication and Visibility Plan	X+80	Framework Contractor	15%
Draft Detailed Concept for Communication Campaign submission	Mission 2 start date + 21	Framework Contractor	
Submission of comments on Draft Detailed Concept for Communication Campaign to Framework Contractor	Mission 2 start date + 35	Supervisors/NAO /EUD	
Final Detailed Concept for Communication Campaign	Mission 2 start date + 42	Framework Contractor	15%
Draft End of Campaign Report submission	End of Campaign + 14	Framework Contractor	
Submission of comments on Draft End of Campaign Report submission to Framework Contractor	End of Campaign + 28	Supervisors/NAO /EUD	
Final End of Campaign Report	End of Campaign + 35	Framework Contractor	40%
Draft Final Report submission	Mission 3 start	Framework	

Milestone/Action	Time Frame (calendar days)	Responsibility	Percentage of Contract Value
	date + 21	Contractor	
Submission of comments on Draft Final Report to Framework Contractor	Mission 3 start date + 35	Supervisors/NAO /EUD	
Final Report	Mission 3 start date + 49	Framework Contractor	20%

5.4 Number of report(s) copies

Draft reports and documents: Electronic versions of documents in *.pdf and *.doc and/or *.xls format to be submitted to the Project Manager of the Delegation of the European Union to Uganda.

Final reports and documents: 1 CD-ROM with documents in *.pdf and *.doc and/or *.xls format and 10 paper copies to the Delegation of the European Union to Uganda, which shall be responsible for reports and documents dissemination among project stakeholders: NAO, MoWT, UNRA, URF, UIPE, IMC Worldwide and COWI A/S.

6 INCIDENTAL EXPENDITURE

6.1 Other exhaustively identified reimbursable costs, with their details

- Reimbursable costs shall include: International air travel of experts in economy class to/from Uganda.
- An indicative provision of **minimum EUR 120 000** should be included under reimbursables to cover the preparation (i.e. the actual production, editing, contracting additional providers/communication agencies, purchasing media space etc. of the C&V material) and/or implementation of the C&V plan and the communication campaign in Section 2.3.3 above.
- Per diems for missions outside the normal place of posting (Kampala). An indicative provision of maximum EUR 2 040 should be included under reimbursables for per diems for missions outside the normal place of posting. The experts may work six days per week, when requested by the Team Leader and agreed by the EU Delegation.

6.2 Details regarding the tax-exoneration agreement and the administrative formalities for the FWC Contractor to obtain such exoneration

The local taxes upon eligible incidental expenditure incurred under the Specific Contract shall be reimbursed in full.

7 MONITORING AND EVALUATION

7.1 Definition of indicators

The following indicators will be used to monitor the progress and performance of the Framework Contractor in meeting the assignment objectives:

- Timely submission and quality of all outputs in line with the requirements detailed in Sections 2.3, 2.4 and 5 above.