



Terms of Reference (ToR) for

Communication and Visibility Junior Non-Key Expert

1. Short Description of »Preparation for Sectoral Operational Programme 2024 – 2027 Employment and Social Inclusion« Project

Contractor:	WYG Consulting Ltd.
Contract No.:	2026/490-692
Contract Title:	Preparation for Sectoral Operational Programme 2024 – 2027 Employment and Social Inclusion
Contracting Authority:	Delegation of the European Union to Montenegro
Beneficiaries	Ministry of Labour, Employment and Social Dialogue (MLESD) Ministry of Social Welfare, Family Care and Demography (MSWFCD)
Position:	Communication and Visibility Junior Non-Key expert
Component / Activity:	Component 1: Enhancement of the Maturity and Preparedness of OP ESI 2024-2027 Activities through Regulatory and Procedural Measures Activity 1.2. Framework for prevention of institutionalisation and further de-institutionalisation in place and preparatory activities for Piloting Implementation of Child Guarantee Measures for Improved Support Sub-activity 1.2.6. Support the MSWFCD in implementing awareness campaigns to promote the benefits of community-based care over institutionalisation Sub-activity 1.2.12. Organise local-level campaigns to inform children and parents and relevant stakeholders about existing services and rights under the Child Guarantee Activity 1.4. Updated Youth Guarantee implementation plan ready for operationalization Sub-activity 1.4.3. Further support for promotion
	Component 2: Reinforcing Institutional Capacities for the Effective Implementation of OP ESI 2024-2027 and future ESF+ Initiatives Activity 2.3 Framework for information and awareness raising of potential project beneficiaries and general public regarding opportunities offered by the OP ESI 2024–2027 and future ESF + in place Sub-activity 2.3.1. Identify internal and external communication needs across the different policies that are supported by the project and identify supporting communication activities Sub-activity 2.3.2. Develop an awareness raising plan based on the draft Communication Action Plan (CAP) for OP ESI 2024–2027 developed by the Managing Authority and support its implementation, including the organization of



	events, production of promotion and information material and design of campaigns Sub-activity 2.3.3. Support the Managing Authority to develop and maintain a website for the OP ESI 2024-2027 as a platform for communication on Employment and Social Inclusion
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The "Preparation for Sectoral Operational Programme 2024 – 2027 Employment and Social Inclusion" is a 36-month project, financed within the Instrument for Pre-Accession Assistance – IPA III, and implemented by a Consortium led by WYG Consulting Ltd.

Its overall objective is to enhance Montenegro's capacity for efficient and effective use of IPA III and future EU cohesion policy/ESF+ funds by supporting the establishment of functioning operational structures, preparatory work and the capacity to develop relevant programmes and projects in the area of employment and social policy.

The specific **objectives (Outcomes) of the project** are as follows:

Specific objective (Outcome) 1 – Maturity of the activities foreseen to be implemented under the OP ESI 2024-2027 Areas of Support enhanced, including through regulatory and procedural preparatory measures;

Specific objective (Outcome) 2 – Capacities to roll out the implementation of the OP ESI 2024-2027 and future ESF+ enhanced.

Expected outputs to be achieved by the TA project are as follows:

Output 1 to Outcome 1 – Policy, institutional and stakeholder coordination within the ESP sector established and working to improve the effectiveness of actions to be financed under the OP ESI 2024-2027 and beyond;

Output 2 to Outcome 1 Framework for prevention of institutionalisation and further de-institutionalisation in place;

Output 3 to Outcome 1 Framework for social entrepreneurship in place;

Output 4 to Outcome 1 Updated Youth Guarantee implementation plan ready for operationalisation;

Output 5 to Outcome 1 Mature project documentation relevant to OP ESI 2024-2027 and ESP sector ready

Output 1 to Outcome 2 – Capacities of relevant Employment and Social Policy stakeholders in charge of the policy implementation, including social partners and civil society organisations, improved;

Output 2 to Outcome 2 Preparatory framework for the development of the management information system (MIS) for ESI funds defined;

Output 3 to Outcome 2 Framework for information and awareness rising of potential project beneficiaries and general public regarding opportunities offered by the OP ESI 2024-2027 and future ESF + in place.

The work of the project is centred on **eight activities**:

Component 1: Enhancement of the Maturity and Preparedness of OP ESI 2024-2027 Activities through Regulatory and Procedural Measures	
1.1.	Policy, institutional and stakeholder coordination within the ESP sector established and working to improve effectiveness to be financed under OP ESI 2024-2027 and beyond



1.1.1.	Support the Ministry of Labour, Employment and Social Dialogue and Ministry of Social Welfare, Family Care and Demography in the development of coordination mechanisms for planning, organising and monitoring the reform processes necessary for the implementation of the OP ESI 2024-2027
1.1.2.	Establish and facilitate the work of inter-sectoral working groups involving key stakeholders (MLESD, MSWFCD, EAM, CFSWs, Institute for Social and Child Protection, social partners, civil society organisations)
1.1.3.	Draft guidelines for defining the roles, responsibilities and operational procedures of a coordination body and a policy framework for cooperation among the employment and social protection sector
1.1.4.	Provide capacity building for representatives of the inter-sectoral working groups for regular consultation and exchange of data between institutions based on a coordination framework
1.1.5.	Develop indicators and reporting mechanisms to assess the effectiveness of coordination efforts developed and annual progress report with recommendations for improvement
1.2.	Framework for prevention of institutionalisation and further de-institutionalisation in place and preparatory activities for Piloting Implementation of Child Guarantee Measures for Improved Support
1.2.1.	Support the Ministry of Social Welfare, Family Care and Demography in the preparation of bylaws which regulate norms and minimum standards and quality control for providing social and child protection services that are not of residential character and procedures related to de-institutionalization
1.2.2.	Support the revision/new methodology for transformation plans
1.2.3.	Provide support in the revision of existing transformation plans to align with the latest policy framework and best practices
1.2.4.	Support the MSWFCD in the development of new transformation plans for the residential institutions to facilitate transition to community-based care services
1.2.5.	Strengthen the capacity for implementing transformation plans (training programme for social workers, caregivers and institutional staff)
1.2.6.	Support the MSWFCD in implementing awareness campaigns to promote the benefits of community-based care over institutionalisation
1.2.7.	Select a few key measures (e.g. access to education, healthcare or social services for at-risk children) to be piloted in several regions or municipalities of Montenegro and assess their impact through feedback from beneficiaries and working teams and propose adjustment of measures based on the results
1.2.8.	Conduct a needs assessment for children's services, identifying at least three essential services for children in a selected municipality based on data analysis and stakeholder consultations
1.2.9.	Design of minimum three integrated services for children ensuring coordination between education, healthcare and social protection sectors
1.2.10.	Strengthen the capacities of professional workers in the Centres for Social Works to enable them implementing measures from the National Action Plan
1.2.11.	Suggest a methodology how to collaborate with schools to create a system for early identification of children at risk, develop tailored interventions and support piloting the model in select schools in order to monitor its impact on improving educational outcomes for vulnerable children
1.2.12.	Organise local-level campaigns to inform children and parents and relevant stakeholders about existing services and rights under the Child Guarantee
1.2.13.	Develop and pilot a comprehensive and operational monitoring framework for child poverty in cooperation with national stakeholders and in alignment with EU-SILC standards (EU statistics on income and living conditions)
1.2.14.	Improve institutional capacities for data collection, analysis and use in child-related policy planning and service delivery across the Ministries of Social Welfare, Family Care and Demography, Ministry of Education, Science and Innovation and Ministry of Health to support the establishment and implementation of the Child Guarantee programme
1.2.15.	Prepare a baseline report and indicator matrix for Montenegro's European Child Guarantee National Action Plan, including clear targets, disaggregated data and policy recommendations





1.2.16.	Train national authorities, particularly staff of the Ministry of Social Welfare, Family Care and Demography, in monitoring methodologies, evaluation tools and results-based management principles
1.3.	Framework for social entrepreneurship in place
1.3.1.	Support setting up the register for social entrepreneurs in Montenegro, including the finalisation of the legal/strategic framework for the social entrepreneurship, the definition of a specific set of criteria for the identification of the legal entity as a social entrepreneur, as well as a terminology (directives) for the register
1.3.2.	In line with EU practices, develop a methodology for monitoring the impact of social entrepreneurship in key areas such as social impact, economic impact, environmental impact, its influence on legislative and institutional changes, on community attitudes and behaviour and include of success and challenges
1.3.3.	Support developing reporting capacities on the implementation of the Action plan 2025-2027 and the implementation of the Social Entrepreneurship Development Strategy
1.3.4.	Carry out a mapping exercise of non-governmental organisations that operate according to the principles of social and solidarity economy and organise trainings for writing a business plan
1.4.	Updated Youth Guarantee implementation plan ready for operationalization
1.4.1.	Further support the Ministry of Labour, Employment and Social dialogue and Employment Agency of Montenegro in the implementation of the Youth Guarantee implementation plan and preparatory activities for the delivery of the YG model
1.4.1.1.	<i>Support developing a detailed Youth Guarantee implementation plan for 2027-2030 that will be executed on the national level</i>
1.4.1.2.	<i>Improve the coordination mechanisms established during the implementation of the pilot phase between the Employment Agency of Montenegro (EAM), local employers, educational institutions and NGOs to ensure a comprehensive support system for young job seekers in each municipality in Montenegro</i>
1.4.1.3.	<i>Develop structured training modules for EAM staff, including local branches across Montenegro, to enhance their capacity to guide young job seekers through the Youth Guarantee (2027-2030)</i>
1.4.1.4.	<i>Develop a user-friendly YG mobile application and web site where young people can register for the Youth Guarantee program, apply for jobs, internships, and training opportunities, and receive personalized career guidance and employment updates</i>
1.4.1.5.	<i>Support rolling out of outreach model developed in the pilot municipalities to the whole country</i>
1.4.1.6.	<i>Build professional capacities of the EAM staff at both central and local levels through structured training programmes, in order to be able to provide more effective and individualized support to young jobseekers within the YG framework (2027-2030)</i>
1.4.1.7.	<i>Support the design and implementation of measures for vulnerable groups – such as NEETs, Roma, migrants, long-term unemployed, women, including designing of mentorship schemes, career guidance, and integrated support services that improve their access to education, training, and sustainable employment</i>
1.4.1.8.	<i>Establishing a monitoring and evaluation system to assess the implementation of the Youth Guarantee pilot phase (2025-2026), with a focus on measuring effectiveness, identifying good practices and challenges across pilot municipalities and using evidence-based insights to inform the development of the full-scale implementation plan for the 2027-2030 period</i>
1.4.1.9.	<i>Support MLESD and EAM in developing a budgetary framework for post-2027 Youth Guarantee (2027-2030) implementation</i>
1.4.2.	Support to monitoring and reporting of the YG Implementation plan
1.4.2.1.	<i>Improve the monitoring and reporting framework developed through the pilot phase, ensuring effective tracking and assessment of the Youth Guarantee implementation plan (2027-2030)</i>
1.4.2.2.	<i>Support evaluating the pilot phase of the Youth Guarantee (2024-2026), assessing the effectiveness of the Youth Guarantee model in the three pilot municipalities and identifying best practices and challenges</i>
1.4.2.3.	<i>Strengthen data collection and analysis mechanisms across Youth Guarantee relevant stakeholders by building on systems developed during the pilot phase, ensuring standardized data-sharing, real-time</i>





	<i>tracking of participant progress, and impact assessment through digital tools and predictive analytics to improve program effectiveness and policy decisions</i>
1.4.2.4.	<i>Develop standardized reporting guidelines for Youth Guarantee (2027-2030) activities to ensure consistency and transparency across institutions, defining common reporting structures, performance metrics, and submission timelines</i>
1.4.2.5.	<i>Organize training programs for key institutions on the application of the newly developed methodology for monitoring and reporting, ensuring accurate data collection, analysis, and standardized reporting for the 2027-2030 Youth Guarantee implementation</i>
1.4.2.6.	<i>Support the MLESD and EAM in developing a unified digital reporting system, ensuring efficient data collection, processing, and visualization</i>
1.4.2.7.	<i>Provide technical assistance for the development of digital tools that facilitate automated reporting and analytics, track Youth Guarantee (2027-2030) implementation progress across municipalities, and identify trends and policy improvements based on empirical data</i>
1.4.3	Further support for promotion
1.4.3.1.	<i>Design and implement communication guidelines to raise awareness of the benefits of the Youth Guarantee program, ensuring a consistent and effective promotional approach across all stakeholders</i>
1.4.3.2.	<i>Launch targeted social media campaigns that showcase success stories of young job seekers who benefited from YG interventions</i>
1.4.3.3.	<i>Work closely with local municipalities, community centres, and media outlets to increase outreach, especially in rural areas</i>
1.4.3.4.	<i>Organize job fairs, networking events, school visits, and career workshops to connect YG-registered youth with employers facing labour shortages and promote the Youth Guarantee (2027-2023) model among young people, educational institutions, and businesses</i>
1.4.3.5.	<i>Facilitate sector-specific employer roundtables to strengthen cooperation between industries and the Employment Agency of Montenegro</i>
1.4.3.6.	<i>Ensure accessibility of promotional materials by translating them into Montenegrin and minority languages and adapting content for youth with disabilities</i>
1.5.	Mature project documentation relevant to OP ESI 2024–2027 and ESP sector ready
1.5.1.	Identify specific areas of assistance needed for preparation of relevant documentation and guidance of beneficiary institutions based on the status and phase of project pipeline implementation
1.5.2.	Based on the information provided by the beneficiary institutions on the OP ESI 2024-2027 activities state of play, support drafting of the preliminary action plan individualised by beneficiary institution's needs, by specific projects, by projects phases and related documents/processes
1.5.3.	Provide practical and mentorship support to the beneficiary institutions in drafting procurement documents (e.g. technical specifications, Terms of reference, Guidelines for Applicants, Twinning fiche etc.) and documents needed for starting the tendering process as well as support to the staff of the new operating structure when carrying out evaluation and contracting processes, implementation and monitoring
1.5.4.	Support the preparation of tender documentation for the Operational Programme for Employment and Social Inclusion 2024–2027, in light of the IPA III framework being implemented through an ex-post approach
Component 2: Reinforcing Institutional Capacities for the Effective implementation of OP ESI 2024–2027 and future ESF+ Initiatives	
2.1.	Strengthening capacities of employment and social policy stakeholders in charge of the policy implementation, including social partners and civil society organisations improved
2.1.1.	Conduct comprehensive training needs analysis to identify skill gaps and training priorities for key stakeholders, including public institutions, social partners, CSOs and service providers to persons in the ESP sector





2.1.2.	Organise capacity building activities for the current IPA III and future ESF structure and institutions implementing employment and social policies in preparation for their participation in the ESF as future beneficiaries of direct grants
2.1.3	Strengthen institutional coordination and policy dialogue among public institutions, social partners and civils society organisations and support regular stakeholder consultations to enhance participation in policy-making and design of the programme in line with the Partnership principle
2.2.	Preparatory framework for the development of the management information system (MIS) for ESI funds defined
2.2.1.	Support drafting technical specifications for the ESF information system in coordination with projects „Support to planning, programming and coordination related to EU and other financial assistance including sector Operational programmes and negotiating Chapter 22 (PPF)” and “EU 4 PFM in Montenegro” led by the NIPAC Office and Ministry of Finance under the MIS for other funds will be developed
2.3.	Framework for information and awareness raising of potential project beneficiaries and general public regarding opportunities offered by the OP ESI 2024–2027 and future ESF + in place
2.3.1.	Identify internal and external communication needs across the different policies that are supported by the project and identify supporting communication activities
2.3.2.	Develop an awareness raising plan based on the draft Communication Action Plan (CAP) for OP ESI 2024–2027 developed by the Managing Authority and support its implementation, including the organization of events, production of promotion and information material and design of campaigns
2.3.3.	Support the Managing Authority to develop and maintain a website for the OP ESI 2024-2027 as a platform for communication on Employment and Social Inclusion
2.3.4.	Provide trainings to OP ESI 2024–2027 staff on strategic communication and public speaking

2. Purpose of the ToR and the Mission(s)

The purpose of the TOR is to:

- (1) assign specific tasks to the JNKE for project sub-activities 1.2.6., 1.2.12., 1.4.3., 2.3.1., 2.3.2. and 2.3.3.
- (2) define the specific results that will be provided as a result of the implementation of the specified tasks.
- 3) define the number of working days required to deliver said outputs and
- (4) establish timeframe and deadlines for delivering outputs.

2.1. Main tasks/Activities and expected outputs.

The Junior Non-Key Expert will support the project team and beneficiary institutions in carrying out promotion and communication activities defined in the project ToR and workplan, as follows

Activity 1.2. Framework for prevention of institutionalisation and further de-institutionalisation in place and preparatory activities for Piloting Implementation of Child Guarantee Measures for Improved Support

Sub-activity 1.2.6. Support the MSWFCD in implementing awareness campaigns to promote the benefits of community-based care over institutionalisation

Broader understanding and acceptance of community-based care among professionals, local authorities, service providers, families and communities represents one of the key preconditions for a successful





deinstitutionalisation process in Montenegro. Awareness of what community-based services offer remains limited, and misconceptions about quality and safety often slow reforms and weaken local support.

To address this, the Project will support the MSWFCD in designing and delivering awareness-raising activities that clearly communicate the benefits of community-based care, the importance of preventing institutionalisation and the protection of users' rights. These actions will be closely linked to ongoing transformation processes under Activity 1.2, ensuring that messages reflect real reforms and visible changes on the ground.

The approach will prioritise direct, interactive and locally tailored communication, using in-person formats that encourage dialogue, trust-building and open discussion of concerns. Messages will focus on practical benefits, continuity of care and user rights, while explicitly addressing common misconceptions.

Awareness activities will include panel discussions and round tables with institutions and service providers, community meetings where families can ask questions, and targeted presentations linked to specific transformation milestones. Events will be organised across all three regions of Montenegro.

Through this approach, awareness-raising will serve as a practical support measure to the reform process, helping reduce resistance, strengthen understanding and build local ownership of the transition towards community-based care.

Scope of work:

- provide assistance to the project team and MSWFCD in drafting communication and awareness materials: Campaign content, key messages; Support the project team and MSWFCD in preparing scripts or talking points for events, videos, or radio segments
- provide operational support in campaign planning and delivering: Assist in developing the campaign calendar, sequencing of activities, and coordination notes, prepare logistical checklists for campaign events, workshops, or outreach activities; Support coordination with municipalities, CSOs, and service providers involved in community-based care. Participate in meetings with MSWFCD, local centres for social work, NGOs, and service providers; Ensure that throughout the implementation of the project, EU visibility requirements will be respected, EU and counterpart logos will be included in all official reports and publicity materials; Support preparation, production and dissemination of promotion and other project materials
- provide support in monitoring and documentation: Track campaign implementation activities (dates, outputs, participation), Collect photos, attendance lists, and short summaries for reporting; Assist in preparing inputs for progress reports, visibility reports, and monitoring indicators.
- provide administrative and coordination assistance: Maintain documentation and structured folders for campaign materials. Prepare minutes, follow-up notes, and action point trackers, report on events held.

Expected outputs:

- implementing awareness campaigns to promote the benefits of community-based care over institutionalisation implemented

Sub-activity 1.2.12. Organise local-level campaigns to inform children and parents and relevant stakeholders about existing services and rights under the Child Guarantee





Limited awareness of available services and rights remains a major barrier for children and families at risk of poverty and social exclusion in Montenegro. Although Child Guarantee entitlements exist, many families, especially Roma and Egyptian communities, families in poverty, children with disabilities and those in remote areas, lack practical information on where to seek support and how services work in practice. This task will address these gaps through locally grounded, outreach-oriented campaigns that translate formal rights into accessible, community-level information.

Outreach will begin once the NAP is adopted and priority services are being designed, ensuring communication is linked to concrete service offers. Activities will run across all three regions and build on the Project's experience that local, face-to-face outreach is the most effective way to promote access to services.

Campaigns will be based on a clear understanding of local access barriers, identified in cooperation with municipalities, CSWs, schools and community actors. These include limited information of available service, language obstacles, mistrust of institutions, distance or complex administrative procedures. This approach will allow outreach activities to effectively target priority groups and respond to real needs.

The Project will prioritise dialogue-based formats that enable interaction and trust-building, including school-based sessions for parents, discussions in CSWs and community centres, neighbourhood meetings and mobile information points. Schools, CSWs and community spaces will serve as familiar entry points, allowing families to receive information in trusted environments and enabling immediate referral to services where possible.

Through this structured yet flexible approach, local campaigns will function as active outreach mechanisms, raising awareness, strengthening trust in institutions and improving uptake of Child Guarantee services among the children and families who need them most.

Scope of the work:

- provide assistance to the project team and MSWFCD in developing campaign content, accessible, child-friendly and parent-friendly messages explaining rights under the Child Guarantee, short texts for leaflets, posters, social media posts, and school-friendly materials.
- provide assistance in planning and delivering local events: Support preparation of campaign calendars and activity plans for each municipality; assist in organising outreach events; coordinate logistical aspects: venue preparation, materials distribution, invitations, attendance lists.
- provide assistance in stakeholder coordination and field engagement: maintain regular communication with local partners (schools, CSWs, NGOs). Participate in local meetings and help gather feedback on campaign messages and formats. Support mobilisation of children, parents, and community actors for campaign activities.
- provide visibility and communication support: Assist in preparing visual materials (basic layouts, simple graphics, social media visuals). Help manage social media posting schedules in coordination with the Project and local institutions. Collect photos, quotes, and short stories from campaign events for visibility reporting.
- provide support in monitoring and documentation: Track implementation of campaign activities across municipalities. Document participation, feedback, and outreach results. Prepare structured inputs for project progress reports, visibility reports, and monitoring indicators.
- Provide administrative and coordination support: Maintain organised folders with campaign





materials, drafts, and final versions. Prepare meeting minutes, follow-up notes, and action point trackers. Prepare minutes, follow-up notes, and action point trackers, report on events held.

Expected outputs:

- Local level information campaigns about existing services and rights under the Child Guarantee for children, parents and other local stakeholders implemented

Activity 1.4. Updated Youth Guarantee implementation plan ready for operationalization

Sub-activity 1.4.3. Further support for promotion

Sub-activity 1.4.3. focuses on outreach and communication, ensuring accessible entry points to the Youth Guarantee for young people, employers and local stakeholders. Its primary objective is to raise awareness of the Youth Guarantee, support engagement of young people across different groups, and strengthen links with employers and local actors, with particular attention to inactive and hard-to-reach youth.

Scope of the work:

- design and implement communication guidelines to raise awareness of the benefits of the Youth Guarantee program, ensuring a consistent and effective promotional approach across all stakeholders;
- launch targeted social media campaigns that showcase success stories of young job seekers who benefited from YG interventions
- work closely with local municipalities, community centres, and media outlets to increase outreach, especially in rural areas
- organize job fairs, networking events, school visits, and career workshops to connect YG-registered youth with employers facing labour shortages and promote the Youth Guarantee (2027-2030) model among young people, educational institutions, and businesses
- facilitate sector-specific employer roundtables to strengthen cooperation between industries and the Employment Agency of Montenegro
- Ensure accessibility of promotional materials by translating them into Montenegrin and minority languages and adapting content for youth with disabilities

Expected outputs:

- Youth Guarantee Communication Guidelines developed
- Social media campaign launched
- Local outreach supported
- Youth Guarantee job fair and career events organized and conducted
- Sector employer round tables organized and conducted
- Accessible multilingual promotional materials pack

Component 2: Reinforcing Institutional Capacities for the Effective Implementation of OP ESI 2024-2027 and future ESF+ Initiatives

Activity 2.3 Framework for information and awareness raising of potential project beneficiaries and general public regarding opportunities offered by the OP ESI 2024–2027 and future ESF + in place





Sub-activity 2.3.1. Identify internal and external communication needs across the different policies that are supported by the project and identify supporting communication activities

Sub-activity 2.3.1 delivers a focused assessment of communication needs for OP ESI implementation, identifying who needs what information, when, and through which channels. Building on lessons from previous technical assistance, it examines internal communication gaps between institutions, external information needs of potential beneficiaries, and audience-specific challenges. Based on these findings, the Project will propose targeted communication tools and outreach actions aligned with OP ESI objectives and the existing Communication Action Plan, forming the basis for subsequent awareness-raising activities.

Scope of work:

- Identify all institutional actors involved in OP ESI implementation
- Analyse stakeholder existing communication channels used by beneficiary institutions, implementing bodies, and intermediate bodies and examine communication flows between institutions responsible for OP ESI implementation
- Collect lessons learned from previous communication support under IPA/ESI, including gaps identified in past evaluations.
- Map external audiences: potential beneficiaries, service providers, municipalities, CSOs, vulnerable groups, and the general public.
- Determine what information potential beneficiaries need (eligibility, procedures, deadlines, rights, available services) and assess the effectiveness of current outreach channels (websites, social media, local offices, printed materials).
- propose tailored communication tools (guides, FAQs, infographics, social media formats, beneficiary-friendly materials).
- Prepare a structured assessment report with recommendations for strengthening internal coordination and communication protocols.

Expected output

- Communication Needs Assessment Report

Sub-activity 2.3.2. Develop an awareness raising plan based on the draft Communication Action Plan (CAP) for OP ESI 2024–2027 developed by the Managing Authority and support its implementation, including the organization of events, production of promotion and information material and design of campaigns

This sub-activity operationalises the draft Communication Action Plan by turning it into a practical and measurable set of communication actions linked to OP ESI implementation. It begins with the development of a consolidated awareness-raising framework that defines institutional roles, communication objectives, priority audiences, key messages, tools and basic monitoring elements. Based on this framework, an annual action plan will translate strategic directions into concrete, time-bound activities aligned with programme milestones.

The Project team will support the preparation and refinement of communication materials - factsheets, guides, presentations and digital content, acting as a technical and quality-assurance function while institutions retain ownership. It will also assist in designing and delivering citizen- and beneficiary-focused awareness actions for key OP ESI measures, adapting messages into accessible language, selecting appropriate channels and supporting outreach events.





Where relevant, the Project will provide advisory support for media-related activities and ensure all outputs meet EU visibility requirements. Light monitoring of communication actions will feed into annual updates of the awareness-raising plan, ensuring communication remains relevant, consistent and aligned with OP ESI implementation.

Scope of work:

- develop the OP ESI Awareness Raising Framework
- support MA to prepare the OP ESI promotion materials
- support MA to organise awareness raising and information events

Expected outputs:

- Awareness raising framework and Communication plan developed and implemented

Sub-activity 2.3.3. Support the Managing Authority to develop and maintain a website for the OP ESI 2024-2027 as a platform for communication on Employment and Social Inclusion

Task 2.3.3 supports the Managing Authority in development and maintenance of the OP ESI 2024-2027 website as the central platform for information on employment and social inclusion policies, funding opportunities and programme results- including its development and ongoing maintenance.

The Project team will help organise content around OP priorities, clarify information on calls and eligibility, ensure consistency with communication requirements and support regular updates to keep information

Scope of work

- Organise and present communication content according to the strategic priorities of the OP.
- Ensure continuous updating of information to keep all materials current, accurate and aligned with programme developments.

Expected output:

- A consolidated and regularly updated communication content package structured around the strategic priorities of the OP, ensuring that all information materials remain current, accurate, and fully aligned with programme developments.





2.2. Timing, location, and duration of mission/s

- Period of implementation: 31 months, from November 2026 to May 2029
- Total working days' allocation: **205 working days** from November 2026, on a regular basis, averaging 6 to 7 working days per month in line with the Project work plan.

Activities - Overall Project		2026							2027											2028											2029						
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
		J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
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Activity 1.2. Framework for prevention of institutionalisation and further de-institutionalisation in place and preparatory activities for Piloting Implementation of Child Guarantee Measures for Improved Support





Sub-activity 1.2.6. Support the MSWFCD in implementing awareness campaigns to promote the benefits of community-based care over institutionalisation

Period of implementation: from September 2027 to April 2029

Working days' allocation: **24 working days**

Sub-activity 1.2.12. Organise local-level campaigns to inform children and parents and relevant stakeholders about existing services and rights under the Child Guarantee

Period of implementation: from January 2028 to March 2029

Working days' allocation: **27 working days**

Sub-activity 1.4.3. Further support for promotion of the YG

Period of implementation: from May 2027 to April 2029

Working days' allocation: **110 working days**

Sub-activity 2.3.1. Framework for information and awareness raising of potential project beneficiaries and general public regarding opportunities offered by the OP ESI 2024–2027 and future ESF + in place

Period of implementation: November 2026

Working days' allocation: **5 working days**

Sub-activity 2.3.2. Develop an awareness raising plan based on the draft Communication Action Plan (CAP) for OP ESI 2024–2027 developed by the Managing Authority and support its implementation, including the organization of events, production of promotion and information material and design of campaigns

Period of implementation: November 2026 to May 2029

Working days' allocation: **34 working days**

Sub-activity 2.3.3. Support the Managing Authority to develop and maintain a website for the OP ESI 2024-2027 as a platform for communication on Employment and Social Inclusion

Period of implementation: November 2026 to May 2029

Working days' allocation: **5 working days**

3. Profile of the Expert Needed

The JNKE is expected to have the following qualifications and skills:

General requirements

- University degree (where a degree has been awarded on completion of four years study in a university or equivalent institution) in communication, journalism, marketing or other closely related field;
- Minimum 5 years of professional experience in communication /marketing /advertising/ journalism/ or similar fields
- Ability to work systematically, methodically, methodologically and accurately.
- Ability to work under the guidance of senior experts and deliver high-quality inputs on time.
- Advanced computer skills; proficiency in MS Word, Excel, PowerPoint.





- Proficient knowledge of English.

Specific requirement

- Demonstrated experience in EU-funded projects, with a particular emphasis on the sectors of social policy and inclusion, employment, and ESF-related instruments.
- Ability to produce inclusive, accessible, communication materials
- Experience in designing, facilitating, and moderating interactive sessions, including focus groups, panel discussions, local-level workshops, and participatory consultations, round tables, etc.
- Experience in writing and editing texts, developing scripts, coordinating production processes, and creating multimedia formats such as podcasts, short video stories, and audio/radio features.

Desirable requirement

- Knowledge of the local language

Important notice: According to the Project TOR, individuals employed as civil servants, as well as staff of the Montenegrin public administration or employees of international or regional organisations operating in Montenegro, are not eligible for this position.

4. Performance Indicators

The indicators reflecting the STEs performance are timely presentation of results and outputs, quality of documents and reports to be provided to the KE1 / TL and the Beneficiary.

