Terms of Reference (ToR) for

Junior Non-Key Visibility and Promotion Expert

**1. Short description of »Improved evidence-based policymaking, implementation practices and coordination in the ESP sector and strengthened capacities to participate in ESF« project**

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| Contractor: | Archidata s.r.l. |
| Contract No.: | IPA/2022 440-570 |
| Contract Title: | Improved evidence-based policymaking, implementation practices and coordination in the ESP sector and strengthened capacities to participate in ESF« project |
| Contracting Authority: | Delegation of the European Union to Montenegro |
| Beneficiaries | PIU Ministry of Labour and Social Welfare |
| Position: | **Junior Non-Key Visibility and Promotion Expert** |
| Component / Activity: | **Component /Outcome 1**: Supporting beneficiary institutions (Employment Agency Montenegro, Ministry of Labour and Social Welfare, Centres for Social Work) in revision and preparation of policies in ESP sectors and in programming relevant for ESF+ based on developed policies.**Activity 1.4.** Developing conditions for establishing a conductive environment for social economy concept in Montenegro**Sub-activity 1.4.2.** Implement raising-awareness campaign about possibilities of social economy in terms of sustainable employment and social inclusion of most vulnerable groups in labour market in all three Montenegrin regions.**Component 2**: Supporting beneficiary institutions (namely Ministry of Labour and Social Welfare, Employment Agency Montenegro with its regional offices, Centres for Social Work, NIPAC office, local authorities, NGOs) in management, implementation, monitoring, evaluation and control of the ESP activities and capacity building for the management of ESF**.****Activity 1.6.** Strengthen institutional and human capacities at the national and local level to participate in ESF+**Sub-activity 1.6.2.** Organize regional events with the purpose to promote newly developed policies implemented within ESP sector and possibilities of future ESF in all 3 regions of Montenegro**Activity 1.7**. Improving evidence-based policymaking, implementation and coordination in the ESP sector**Sub-activity 1.7.3.:** Provide expert support to the PIU MLSW in the communication, visibility and promotion of the activities implemented within ESP sector |

The “Improved evidence-based policymaking, implementation practices and coordination in the ESP sector and strengthened capacities to participate in ESF” is a 24-month project, financed within the Instrument for Pre-Accession Assistance – IPA III, Annual programme for Montenegro 2020 and implemented by Consotium led by Archidata s.r.l.

This service aims at further building of capacities of the beneficiary institutions to implement sector wide approach and assume obligations deriving from the EU accession process in ESP sector. It builds upon technical assistance provided through the project “Technical Assistance to the Operating Structure for the Sectoral Operational Programme for Employment, Education and Social Policies – SOPEES” and its activities derive from the relating Action Document 2020.

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

Specific objective (Outcome) 1 – Supporting relevant institutions (Ministry of Economic Development, Employment Agency Montenegro, Ministry of Finance and Social Welfare, Centres for Social Work, Agency for Social and Child Protection) in revision and preparation of policies in ESP sectors and in programming relevant for ESF based on developed policies.

Specific objective (Outcome) 2 – Supporting beneficiary institutions and other stakeholders (namely Ministry of Economic Development, Employment Agency Montenegro with its regional offices, Ministry of Finance and Social Welfare, Centres for Social Work, NIPAC office, local authorities, NGOs) in management, implementation, monitoring, evaluation and control of the ESP activities and capacity building for the management of ESF.

The **purposes** of this project are as follows:

* To support evidence-based policymaking, implementation practices and coordination in the ESP sector in order to support assuming obligations deriving from the EU accession process;
* To support efforts of future Operating Structure in programming relevant for ESF;
* To build capacities and awareness of stakeholders at national and local level for the management and use of ESF;
* To further improve the capacities of beneficiary institutions for management, implementation, monitoring, evaluation and control of the EU-funded programmes and projects and ensure high level of efficiency in using the available IPA funds in line with the EU rules.

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

Output 1 to Outcome 1 - Implemented effective monitoring of relevant policies (namely Agreement of cooperation between EAM and CSW, Activation Plan for Women Victims of Domestic Violence, the Activation Plan for Youth leaving Social Protection and the Activation Plan for Persons with Disabilities, Labour Law, Occupational Health and Safety Law) in the ESP sectors.

Output 2 to Outcome 1 – Supported Operating Structure in programming relevant for ESF and/or for IPA III in Montenegro.

Output 3 to Outcome 1 – Provision of support to establishment and implementation of Youth Guarantee and Child Guarantee in Montenegro

Output 1 to Outcome 2 – Capacities of the relevant staff of beneficiary institutions and other stakeholders (Ministry of Labour and Social Welfare, Employment Agency Montenegro with its regional offices, Centres for Social Work, NIPAC office, local authorities, NGOs) for management, implementation, monitoring, evaluation and control of the EU-funded programmes and projects increased and the basis for ESF management and implementation ensured.

Output 2 to Outcome 2 - Knowledge of potential and awarded grant beneficiaries in preparation of applications and implementation of projects in accordance with IPA rules increased.

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

**Component 1: Supporting relevant institutions (Ministry of Economic Development, Employment Agency**

**Montenegro, Ministry of Finance and Social Welfare, Centres for Social Work, Agency for Social and Child**

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| **Protection) in revision and preparation of policies in ESP sectors and in programming relevant for ESF based on****developed policies** |
| **1.1.** | **Improving evidence-based policymaking, implementation and coordination in the ESP sector** |
| 1.1.1. | Supporting efforts of relevant institutions in ESP sector in coordination of their plans and strategic documents through the development and implementation of Performance Assessment Framework (PAF). |
| 1.1.2. | Capacity building of relevant institutions (Ministry of Labour and Social Welfare – at least 25 participants) for effective monitoring of the implementation of the strategic documents in ESP sector. |
| 1.1.3. | Providing assistance to the relevant institutions in ESP sector in monitoring of the implementation of sector strategic documents as well as supporting them in annual reporting. |
| 1.1.4. | Upon start of programming support beneficiary institutions in selection of specific objectives under ESF+ in line with policy objectives, and in preparation of an assessment of horizontal and thematic enablingconditions under ESF+. |
| 1.1.5. | Support future Operating Structure in programming relevant for ESF and/or for IPA III (support in the development of the Action Document 2024, the Sector Operational Programme 2024-2027 and the Operational Identification Sheets). |
| 1.1.6. | Support future Operating Structure in drafting of relevant part (ESF part) of rules and procedures. |
| 1.1.7. | Ensure further technical assistance for coordination, communication and effective monitoring of the implementation of Youth Guarantee in Montenegro. |
| 1.1.8. | Provide support to relevant national institutions and ensure a participatory approach and inclusive consultations in the establishment of Child Guarantee in Montenegro, based on EU good practices. |
| **1.2.** | **Developing policies for activation of social welfare beneficiaries, improving their motivation and****incentives for work (FSA beneficiaries, unemployed, inactive, people leaving institutions and foster families, people experiencing violence)** |
| 1.2.1. | Analysis of current practices in the implementation of the Agreement of cooperation between EAM and CSW. |
| 1.2.2. | Revision of the Agreement of cooperation between EAM and CSW based on identified issues and needs of the end recipients and development of new legal basis for effective cooperation between EAM and CSW. |
| 1.2.3. | Capacity building of EAM and CSW staff (at least 25 participants) for the implementation of the newly developed activation policy including revised Agreement of cooperation between EAM and CSW |
| 1.2.4. | Gap analysis of the policies (legislation, programmes, measures) on national and local level regarding activation of inactive persons in labour market in Montenegro. |
| 1.2.5. | Development of the proposals for new policies, measures, programmes and services for activation of inactive persons that would address the existing gaps in Montenegro and communication/consultationswith different national and regional stakeholders. |
| 1.2.6. | Provide support to the relevant institutions (Ministry of Labour and Social Welfare, Employment Agency of Montenegro) in the development of Activation Plans – the Activation Plan for Women Victims of Domestic Violence, the Activation Plan for Youth leaving Social Protection and the Activation Plan forPersons with Disabilities. |
| **1.3.** | **Developing policies for decreasing informal work and formalizing employment** |
| 1.3.1. | Support to the Ministry of Labour and Social Policies in the development of a mechanism for monitoring the implementation of the new Labour Law and the Law on Occupational Health and Safety, including aconsultation process with social partners. |
| 1.3.2. | Capacity building of relevant institutions (Ministry of Labour and Social Welfare, Labour Inspectorate, social partners) for monitoring of implementation of the new Labour Law and Law on OccupationalHealth and Safety based on developed methodology. |
| 1.3.3. | Supporting relevant institutions (Ministry of Labour and Social Welfare, Labour Inspectorate, social partners) in monitoring of implementation of the new Labour Law and Law on Occupational Health and Safety as well as in the development of report on implementation of the Laws. |

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| 1.3.4. | Capacity building of the Labour Inspectorate and other relevant stakeholders (staff of Ministry of Labour and Social Affairs - at least 25 participants) for the implementation of the new Labour Law with thepurpose of decreasing informal work. |
| 1.3.5. | Provide support to up-dateing of Action Plans for Chapters 2 and 19 in order to identify the legal, institutional and operational objectives to be achieved for closing benchmarks. |
| **1.4.** | **Developing conditions for establishing a conductive environment for social economy concept in Montenegro** |
| 1.4.1. | Provide expert assistance to the relevant national institutions (Ministry of Labour and Social Welfare) in creating favourable environment including participatory approach for the development of the socialeconomy in Montenegro. |
| 1.4.2. | Implement raising-awareness campaign about possibilities of social economy in terms of sustainable employment and social inclusion of most vulnerable groups in labour market in all three Montenegrinregions. |
| 1.4.3. | Support creation of the network of potential and existing social entrepreneurs in Montenegro. |
| **Supporting beneficiary institutions and other stakeholders (namely Ministry of Economic Development, Employment Agency Montenegro with its regional offices, Ministry of Finance and Social Welfare, Centres for Social Work, NIPAC office, local authorities, NGOs) in management, implementation, monitoring, evaluation and****control of the ESP activities and capacity building for the management of ESF.** |
| **1.5.** | **Support beneficiary institutions (Min9stry of Labour and Social Welfare) in improving monitoring and evaluation practices** |
| 1.5.1. | Analyse existing monitoring & evaluation practices of the beneficiary institutions (Ministry of Labour and Social Welfare) within ESP sectors. |
| 1.5.2. | Prepare overall M&E framework, with tools and detailed methodology based on good practices in ESF, for the ESP sector. |
| 1.5.3. | Prepare relevant Guidelines in relation to monitoring and evaluation practices in ESP sectors. |
| 1.5.4. | Organize capacity building activities for the staff of beneficiary institution (Ministry of Labour and SocialWelfare) and other stakeholders (EAM, Institute for Social and Child protection, CSWs – at least 25 participants) on monitoring and evaluation in ESP sector. |
| **1.6.** | **Strengthen institutional and human capacities at the national and local level to participate in ESF+** |
| 1.6.1. | Produce relevant ESF Guidelines containing detailed information regarding possibilities and good practices of ESF projects |
| 1.6.2. | Organize regional events with the purpose to promote the newly developed policies implemented within ESP sector and possibilities of future ESF in all 3 regions of Montenegro. |
| 1.6.3. | Build capacities through workshops and info seminars for relevant institutions (Employment Agency Montenegro with its regional offices, Ministry of Labour and Social Welfare, Centres for Social Work, NIPAC office, local authorities – at least 50 participants) on the EU policies in ESP sector and future use of ESF in Montenegro (including the modality of direct grant awards and the management rules forimplementation of ESF) |
| 1.6.4. | Organisation of study visits and exchange of experience for the staff of institutions responsible for the management and implementation of the newly developed policies in the ESP sector and the management and implementation of ESF in the future (up to 25 participants), with the aim of enhancing the overall expert knowledge and the management and implementation capacities in the context of theESF |
| **1.7**. | **Provide technical assistance to the PIU MLSW in the management of grant schemes** |
| 1.7.1. | Following the signature of the grant contracts within grant scheme, provide implementation workshops (minimum 2 workshops) for the grant beneficiaries (at least 24grant beneficiaries) on implementation of IPA grant projects including administrative procedures, reporting requirements, secondary procurement rules, monitoring requirements, financial management issues, etc. which they must comply withthroughout the grant contract implementation. |

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| 1.7.2. | Providing support and assistance to the grant beneficiaries in implementation of their grant projects (preparation of procurement, monitoring of their activities and outputs, reporting). Note: CA of the grant projects is DEU and support will not in any way substitute support and control that will CA implement.This will be addition to their activities. |
| 1.7.3. | Provide expert support to the PIU MLSW in visibility and promotion of the activities implemented within ESP sector |

# 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, 1.4.2, 1.6.2. and 1.7.3.
2. define specific outputs to be delivered in a result of implementation of said tasks,
3. define the number of working days required to deliver said outputs and
4. establish timeframe and deadlines for delivering outputs.

# Main tasks/Activities

* + 1. **Sub-activity 1.4.2. Implement raising-awareness campaign about possibilities of social economy in terms of sustainable employment and social inclusion of most vulnerable groups in labour market in all three Montenegrin regions**

The main task within the sub-activity 1.4.2. is to design and produce a creative advocacy campaign for social entrepreneurship promotion to be shared with the public. The publicity campaign will be a part of the project Visibility and promotion Plan and it will be designed and delivered in conjunction with the Beneficiary and EUD.

# Scope of work:

The JNKE will carry out the following activities with the guidance from the TL/KE1, SNKE, and beneficiary and EUD as appropriate:

* + - * Supporting SNKE in coordination of production audio-visual material
			* Developing promotion materials for awareness raising campaign
			* Providing support to the TA project team at campaign

# Expected outputs:

* + - * Audio-visual materials designed.
			* Promotion materials for events developed
			* Awareness raising campaign held.
			* Report on awareness raising campaign held (how many participants were in attendance, any feedback etc.) prepared.

# Sub-activity 1.6.2. Organize regional events with the purpose to promote newly developed policies implemented within ESP sector and possibilities of future ESF in all 3 regions of Montenegro

* + 1. **Scope of work:**

The JNKE will carry out the following activities with the guidance from the TL/KE1 and beneficiary and EUD as appropriate:

* + - * Outlining, organizing, and conducting regional events
			* Providing support to TA project team in collection of promotional material of EU ESF best practices and case studies
			* Providing support to the TA project team at regional events.

# Expected outputs

* + - * plan outlining the organization of regional events (timeframe, locations, activities, stakeholders, contacts, costs, agenda, etc.) revised
			* At least 9 regional events with a minimum of 90 participants organized.
			* Report on each event held (how many participants were in attendance, any feedback etc.) prepared.

# Sub-activity 1.7.3.: Provide expert support to the PIU MLSW in the communication, visibility and promotion of the activities implemented within ESP sector The aim of the sub-activity is to provide support to the MLSW in visibility and promotion of the activities implemented within ESP sector.

**Scope of work**:

The JNKE will carry out the following activities with the guidance from the TL/KE1 and beneficiary and EUD as appropriate:

* Update the TAT and Beneficiary database including press contacts and relevant institutions.
* Support preparation, production and dissemination of promotion and other project materials
* 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 TAT in production of ad-hoc visibility materials (promotion materials, success stories videos),

# Expected outputs:

* Database of relevant institutions and press contacts established.
* At least 10 information in social media and web page of Ministry of labor, Employment and Social dialog and Ministry of Social Welfare, Family care and Demography announced

# Timing, location, and duration of mission/s

Period of implementation: from August 2024 to March 2025.

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| **Activities - Overall Project** | **2024** | **2025** |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** | **1** | **2** | **3** |
| 1.4.2 | Raising-awareness campaign about possibilities of social economy in terms of sustainable employment and social inclusion of most vulnerable groups in labourmarket inall three regions in montenegro |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.6.2 | Organisation of regional events to promote newly developed policies implememte din the ESP sector and possibilities of future ESF in all threeMontenegrin regions |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.7.3. | Providing support to the PIU MLSW in communication. visibility and promotion of the activities implemented within ESP sector |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Total working days’ allocation: **43 working days.**

# Sub-activity 1.4.2. Implement raising-awareness campaign about possibilities of social economy in terms of sustainable employment and social inclusion of most vulnerable groups in labour market in all three Montenegrin regions

Period of implementation**: from November 2024 - March 2025**

* Working days’ allocation**: 11 working days**, out of which:
	+ First mission in the period from **November 4th to November 5th** (2 working days)

Mission plan for expert’s next assignments will be developed/confirmed together with MLSW.

# sub-activity 1.6.2. Organize regional events with the purpose to promote newly developed policies implemented within ESP sector and possibilities of future ESF in all 3 regions of Montenegro

* Period of implementation**: from November 2024 - March 2025**
* Working days’ allocation**: 15 working days, out of which:**
	+ First mission in the period **November 6th to August 7th** (2 working days).

Mission plan for expert’s next assignment will be developed/confirmed together with MLSW.

# Sub-activity 1.7.3.: Provide expert support to the PIU MLSW in the communication, visibility and promotion of the activities implemented within ESP sector

* Period of implementation: **from November 2024 - March 2025**
* Working days’ allocation**: 17 working days** from August 2024 on regularly basis, in average 3 working days per month.

Location: The expert will be working in Podgorica at Project office, or elsewhere in Montenegro, if so agreed.

# Profile of the expert needed.

A JNKE is required for the job with 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 3 years of work in communication /marketing /advertising/ journalism/ or similar fields;
* Strong communication skills in writing and editing content and designing communication and outreach materials for an organization
* Ability to engage with media, including engaging with and influencing policy makers, and concerned stakeholders particularly tripartite partners.
* Ability to analyze complex information from different sources and to synthesize this information into coherent briefs and communication documents in appropriate style and use traditional and new media channels for distribution.
* Ability to express clearly and concisely ideas and concepts in written and oral form
* Advanced computer skills; proficiency in MS Word, Excel, PowerPoint;
* Proficient knowledge of English.

# Specific requirement

* Knowledge of designing and executing advocacy campaigns
* Knowledge of multimedia to develop a range of communication and information products.
* Experience in producing, editing and / or distributing written, audio-visual and electronic information material on social media.

# Desirable requirement

* Knowledge of the local language.

# 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, KE2 / ESF expert and the Beneficiary.