



A Toolkit for Procurement of Communication Activities in World Bank Financed Projects



World Bank

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**Development Communication Division
External Affairs Vice Presidency, The World Bank**

**A TOOLKIT FOR PROCUREMENT OF
COMMUNICATION ACTIVITIES
IN WORLD BANK-FINANCED PROJECTS**

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Foreword

This Toolkit on Procurement of Communication Activities is intended to help World Bank staff and client governments procure communication services in accordance with World Bank procurement guidelines.

Communication activities do not always fit within the simple procurement distinction of works, goods and services. We have developed this toolkit to provide guidance on how to align them with the policies and procedures of the World Bank Procurement Guidelines.

In preparing this toolkit, we identified specific features of communication-related activities that differ substantially from other activities procured under World Bank-financed projects, and reviewed relevant documentation from most projects implemented in the past five years that included one or more communication components. We also interviewed many communication specialists, task team leaders and procurement specialists involved in projects with communication components, as well as local representatives and managers in the implementing agencies and with communication industry representatives.

This toolkit identifies procurement issues implementing agencies commonly face in designing communication components and provides suggestions on how to mainstream communication components into project design, procurement planning and implementation.

We hope this toolkit serves to help communication specialists and implementing agencies become more knowledgeable of the particularities of procuring communications services to facilitate the procurement process and ensure that funds are used most effectively and efficiently. We also hope that this toolkit helps familiarize procurement specialists with the particular requirements in procuring “creativity”.

Lucia Grenna

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The OPCPR team reviewed the toolkit. Thank you in particular to Alex Velderman who believed in the approach and helped find solutions; to Enzo De Laurentiis, Mary Lucy Giraldo, Rebecca Post and Evelyn Villatoro for sharing their experience; and to Giovanni Casartelli for approving the initiative.

Malin Jennings and Gualtiero Tagliaferri shared their insights into the “industry” of communication and Francis Dobbs shared his experience of procuring multimedia for the World Bank.

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Thanks to all for sharing their knowledge and experiences.

Antonietta Poduie
Consultant

Acronyms

CBO	Community Based Organization
CDD	Community-Driven Development Project
CNA	Communication Needs Assessment
DEVCOMM	Development Communication Division
EOI	Expression of Interest
FBS	Fixed Budget Selection
IC	Individual Consultants
ICB	International Competitive Bidding
ITC	Information to Consultants
LA	Loan Agreement
LCS	Least Cost Selection
NCB	National Competitive Bidding
OPCPR	Procurement Policy & Services Group
QBS	Quality Based Selection
QCBS	Quality and Cost Based Selection
PPF	Project Preparation Facility
RFP	Request for Proposal
SBCQ	Selection Based on Consultants Qualifications
SPN	Specific Procurement Notice
SSS	Single Source Selection
TOR	Terms of Reference

Introduction

Communication is becoming increasingly recognized as an important tool in development, and is playing a greater role in World Bank projects. Whether discussing a development project or broader economic reforms – from health, education, or rural development to private sector development, financial reform, or judicial reform – significant efforts are being made to build consensus through raising public understanding and generating well-informed dialogue between stakeholders and the World Bank and among stakeholders themselves.

Communication in Development is handled in the World Bank by specialists who help operational staff and institutions in client countries to make appropriate use of communication tools to build consensus on development initiatives and processes using innovative, culturally-sensitive, two-way communication strategies. Communication specialists are active in all regions and all sectors of the World Bank's portfolio.

Communication specialists focus their activities on the design and supervision of public communication programs. The development and implementation of public communication programs involve a variety of activities and tools. Communication activities are characterized by a unique mix: consulting services of an intellectual nature, production and sale of goods, technical services (such as advertising through radio, television stations, and newspapers), purchases of communication equipment, and so forth.

Communication Specialists have been advising at various stages the Government of Georgia on the public education and information component of the Judicial Reform Project. The underlying objective of the project is to establish the judiciary as an independent third branch of government. The objective of the communication component is to inform and educate the public about its legal rights, the workings of the judicial system, and the role it can play in the reform.

The final implementation of this component rests with a local entity, comprising both governmental and non-governmental organizations. Starting from a recent opinion research study on users' perception of the judiciary, the international consultant hired to assist the local entity is preparing its staff to carry out all communication functions including to:

- design the appropriate strategy, action plan and feedback mechanism;
- launch a general mass media campaign;
- help the judiciary become a user- friendly institution;
- promote dialogues and consensus building at all levels on judicial reform;
- streamline internal communication among judicial bodies, and
- build media understanding of legal and judicial issues.

The activities being procured under this component include:

- the initial opinion research study;
- hiring the international consultant;
- the development and production of a series of TV and radio programs;
- the production of public service announcements;
- the arrangement of press events;
- the organization of fora;
- the development of materials, and
- the organization of training and workshops.

The communication and advertising industry involves commercial practices that differ from other industries whose services World Bank financed projects usually contract. Peculiar to the industry, for example, is the method of preparation of proposals.

Typically advertising agencies provide multiple options within their proposals that complicate the evaluation under World Bank procedures. On the contracting side, advertising companies usually work on a percentage fee and tend to deal (either directly or through media centers) with the broadcasters to contract, for example, the air time for TV and Radio programs. Hidden costs are usually absorbed in the percentage fee, a practice that cannot be reconciled with the World Bank procurement guidelines.

In commercial practice, communication companies are occasionally paid for the presentation of large proposals, a practice which the World Bank does not follow for any consultant. Communication and advertising companies' services are, by definition, innovative and creative. Clear and precise Terms of Reference (TOR) are needed to describe the objective and scope of services; however, care must be taken not to restrict creativity and competition by over-specification. Room should be left for communication firms to propose, for example, broadcasting air time or other forms of communication, without allowing a bias towards, or encouraging excess use of, that media.

The World Bank's Guidelines for Procurement of Consultants¹ (also commonly referred to as the Green Book) and Guidelines for Procurement of Goods and Works² (also commonly referred to as the Red Book) cover extensively all the basic procedures for the procurement of consultants, goods and works.

Procurement is one of the key components of the process of safeguarding the fiduciary role of the World Bank.

The objective of this toolkit is to provide guidance to implementing agencies in client countries on how to follow these guidelines in procuring communication activities in the most economic, transparent and timely way while ensuring that the quality of services and goods provided meets high standards.

In Nicaragua, the Public Institutions of the Agro-forestry sector are implementing a long term (2000-2016) reform of the Program of Innovation, Investigation, and Technology Transfer to small and medium size farmers .

Communication Specialists have been assisting more than eight institutions involved in the implementation of the program in the development of a communication program aimed at: explaining and promoting the new National System for Technological Innovation; promoting policy dialogue among the different national and international agencies and the private sector; strengthening communication capabilities of the various institutions involved in the program; building consensus on the new sector policies; harmonizing the inter-institutional communication flow; increasing the participation of providers of technological services and final recipients such as producers, extensionists, educators and investigators.

Examples of activities being developed under this program include:

- Hiring a group of consultants including international, national consultants and NGOs to design and implement the program;
- the preparation of information material for the different groups of actors;
- organization of events with the support of media;
- organization of fora and festivals in local areas where the technological innovations are being introduced;
- the production of radio, video programs and radio and television.

¹ Guidelines, Selection and Employment of Consultants by World Bank Borrowers, May 2004

² Guidelines, Procurement under IBRD Loans and IDA Credits, May 2004

This introduction gives examples of projects where Communication specialists have been playing a role in shaping the communication components and the variety of procurement activities involved. The following section illustrates the various steps involved in a Public Communication Program.

The next section looks at the procurement under World Bank projects considering the different actors involved in procuring communication activities. It underlines the importance of planning the procurement activities including the packaging of the communication activities, the timeline, the choice of procurement methods, and the responsibility for conducting the procurement. It is followed by a section dedicated to choosing the procurement methods for communication activities among the permissible alternatives according to budget, objectives, timeline and actors and it ends illustrating alternative approaches for contracting communication activities according to procurement plan and methods.

The Annex contains examples of Requests for Expression of Interest and of TOR for procurement of communication activities.

Large infrastructure projects financed by the World Bank have often been criticized by the stakeholders and the international community because of their impact on the natural environment and on peoples' lives, particularly when resettlement is involved. The World Bank has established strict safeguards and requires environmental impact assessments and resettlement action plans to ensure that negative impacts are mitigated. One such large infrastructure project that has attracted the attention of international and regional NGOs is the proposed Nam Theun 2 (NT2) Hydropower project in Lao People's Democratic Republic. While the World Bank and other donors have been preparing and appraising this project for possible World Bank support, communication specialists are assisting the World Bank project team and the Government of LAO PDR in developing a communication strategy and public consultation program to address the concerns of local, regional and international stakeholders.

This communication support is designed to help the Government of LAO PDR address the concerns of numerous interested stakeholders and people directly affected by the project in an open and transparent manner and to help develop a two-way feed-back mechanism and assist them in engaging in the dialogue with concerned stakeholders as the project undergoes the stages in the World Bank project cycle. Activities being developed under this project include:

- a stakeholder mapping exercise;
- opinion research;
- design and preparation of public information materials;
- identification of appropriate channels and messages to reach various stakeholders, and
- support in the development and management of an interactive website.

1

The Communication Process

Every communication program is different in the details but, in the best practice, it tends to follow a similar pattern. The variables are in the way component activities are performed, who bears the responsibilities, the available budget and the capacity to carry them out. These factors, in turn, will determine the procurement requirements and the appropriate procurement methods.³

Phase one of the communication process is **listening to and understanding the stakeholders**. This is accomplished by conducting:

The Communication Needs Assessment (CNA) to investigate key issues and define the stakeholders. The CNA is also meant to assess local capacities, probe behaviors that need to be addressed through communication, gain insight into socio-political concerns and roadblocks that affect the project, determine the knowledge level and perceptions of the media with respect to the project and the issues related to it, learn what the NGOs are doing in the same area, and verify the availability and skills level of research agencies and communication agencies in the country. This study is grounded on interviews and analysis, of available data and it is important to understand all dimensions of the situation and to determine stakeholders perceptions, opinions, and beliefs, **and**

Communication Research, based on both qualitative and quantitative methods. This research is meant to delve into why people do what they do and think what they think and what change is needed. Ideally this research should be linked to the social assessment conducted in the framework of the project. The results of this research help decide on policy directions, operations improvements and strategy design.

Specific communication activities performed during this phase include, but are not limited to:

- Polling
- Perception Studies
- Baseline Studies
- Surveys
- Qualitative research (in depth interviews and focus groups discussions)

³ See also *Communicating Development Projects: A Practical Guide* by Caroline Pond, Anne Gamurorwa, Diana Chung, Cecilia Verzosa. The guide follows the path of the Nutrition and Early Childhood Development Project in Uganda.

Phase two of the communication process is: **Communication Strategy Design** which can be a broad or detailed plan that involves:

- Framing the issues
- Segmenting stakeholders based on their positions
- Preparing appropriate messages to mobilize support and address the right concerns
- Finding the most effective mix of channels to reach audiences
- Creating communication capacity on the ground to implement the process
- Building consensus, and
- Designing mechanisms for monitoring and evaluation (qualitative and quantitative).

Phase three of the process is: **Communication Strategy Implementation**

This involves using the appropriate tools to implement the activities specified in the design of the communication strategy and procure the bulk of the communication activities such as:

- Training and capacity building
- Production of radio and TV ads, programs, interviews
- Purchasing of air time on radio and/or TV
- Production of posters
- Production of brochures
- Production of web pages
- Community mobilization activities such as workshops, theater performances, conferences
- Organization of fora,
- Purchasing communication equipment, computers and software, vehicles including, for example, tele-center vehicles etc.

Phase four of the process is **Communication Monitoring and Evaluation**, usually devised at the strategy design stage and incorporated in the implementation. This involves:

- Carrying out public opinion tracking studies
- Qualitative program and products evaluations

The communication activities described in the various stages of the communication process can be organized and executed in a variety of ways, depending on local capabilities, experience in similar activities, timing requirements, and available budget.

2

The Procurement Plan

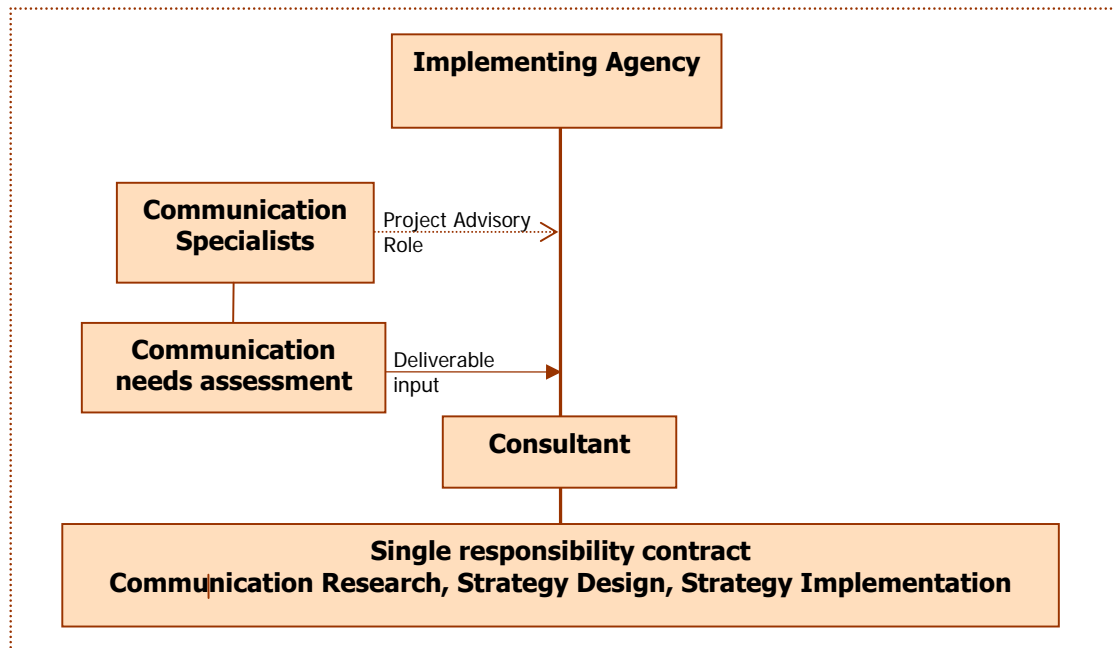
Since communication programs are needed the most at project start-up, they should be one of the important elements of the initial planning, at least in broad outline form. Procurement Planning is pivotal in the success of a project but the need for communication activities often emerges when the design of a project and, therefore, its procurement plan have already been drawn.

It is important that the Bank and Clients recognize the need to involve Communication specialists early on in the process, ideally during project identification so that it will be an integral part of the overall budget and procurement plan that emerges during project appraisal. Where this has not been done, other strategies have to be adopted to insert the procurement of communication activities into the procurement flow. This may require seeking additional budget through use of trust funds or supplemental allocations.

The very initial step in a communication program, the **Needs Assessment Study**, is usually performed by communication specialists in collaboration with the counterpart in the country, sometimes with the assistance of one individual consultant, seldom a firm. Financing for the assessment can be provided by Project Preparation Facility (PPF) budget, by a Trust Fund or can be simply provided under the operational budget of the project. Ideally the Needs Assessment Study should be performed during project preparation.

The rest of the communication process can be organized in a number of ways. In the following pages the most common organizational models are presented.

1. Single Responsibility Contract



PROS	CONS
<p>This approach clearly establishes that one consultant is responsible for all aspects of the process. It eliminates problems of coordination among different consultants and minimizes the administrative burden on the implementing agency.</p>	<p>It foresees a consultant skilled in all aspects of the communication process—research, communication and advertising—and also creates a high value contract that may require a lengthy consultant selection procedure so it is not suitable when early actions are needed for some components.</p>

Examples of Model 1. Single Responsibility Contract (turnkey) for all the activities.

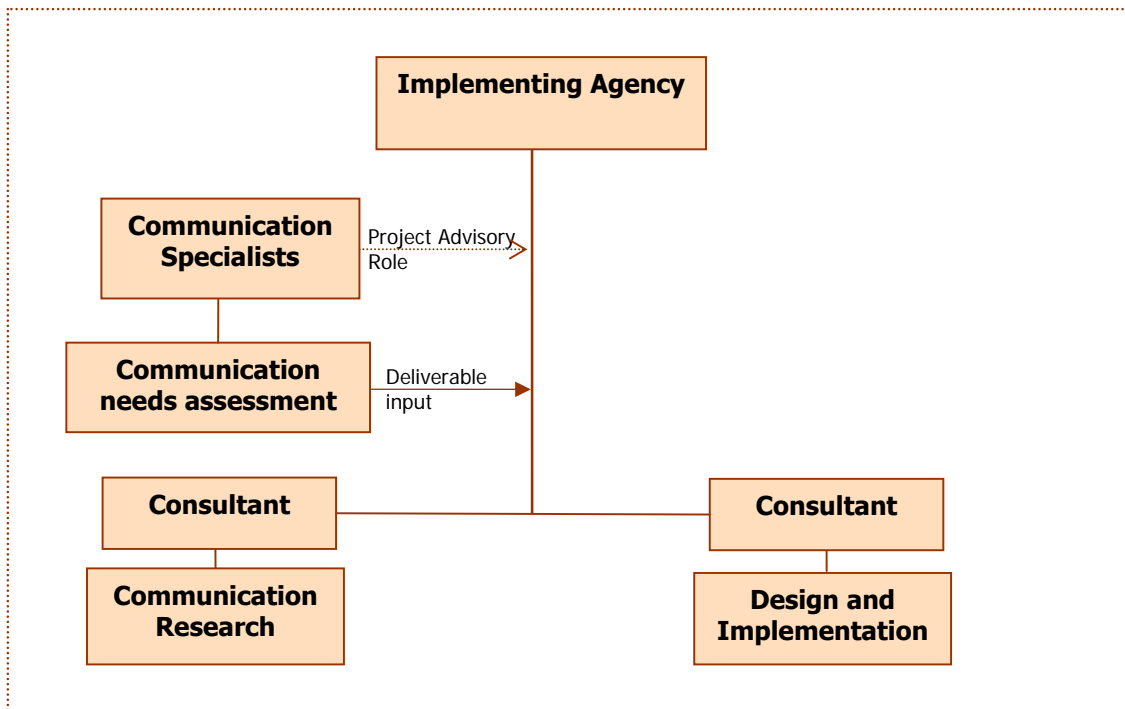
LAO People's Democratic Republic: Hydropower Project Nam Theun 2.

The Consultant is responsible for assisting in conceptualizing, designing and implementing a campaign beginning with a stakeholders mapping exercise, opinion research, design and implementation of a short term and medium term communication strategy, performing training, workshops, clinics, preparing effective public information materials, assist with the development and management of an interactive website. Total value of the contract is US\$250,000.

Paraguay: Reform of Telecommunications and Water and Sanitation Sectors. The Consultant is responsible for communication research, media planning, monitoring and analysis of the coverage of the reform in the media, production and broadcasting of a weekly TV and radio program for 26 weeks, production and printing of material, organization of seminars, production of advertising spots, organization of events, study tours, focus groups. The total value of the contract is US\$2,000,000.

Nigeria: National Urban Water Sector Reform Project. The consultant is responsible for carrying out qualitative research including baseline knowledge, attitude and practice of the relevant agencies allied to water resources; communication program design and communication program implementation and materials development including: a website for the general public, brochures, newsletter, mailing list, internal and external workshops, launch of the communication program and development of a communication campaign on radio, and monitoring, adjustment and evaluation. The total length of the assignment is 27 man-months.

2. Combined Design and Implementation, Single Stage



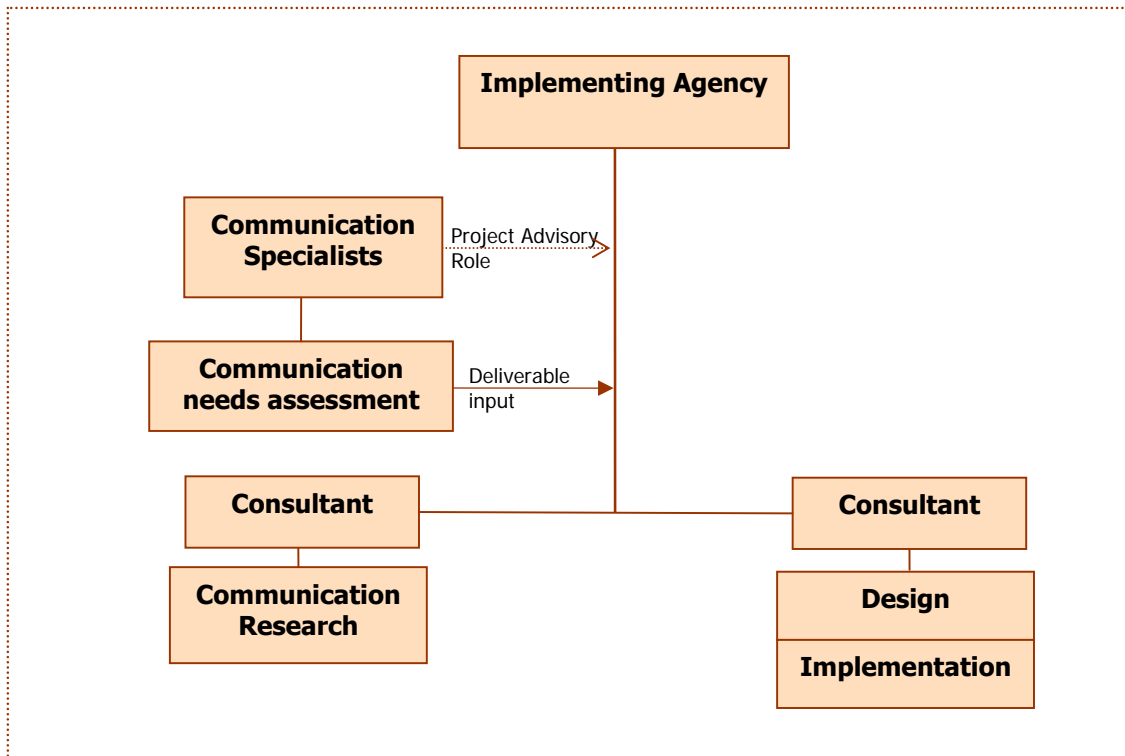
This model envisages the activities relating to communication research in one contract, and another contract covering the design of the communication strategy and its subsequent implementation by the same consultant.

PROS	CONS
<p>This approach recognizes that different skills may be needed for research than for a communication program design and execution.</p> <p>It also gives the designer the opportunity and responsibility to carry out the proposed program, possibly ensuring consistency in the communication approach.</p>	<p>Awarding a combined contract for design and implementation may involve risks that the proposed strategy design is not considered fully acceptable. It may be tilted, for example, to favor the consultant's own biases or media preferences rather than the best interests of the project.</p>

Model 2-Combined Design and Implementation, Single Stage

Nicaragua: National Program of Agricultural Technology and Rural Technical Education. The Consultant is responsible for designing and implementing an 18 month program with a budget for the communication services activities of \$1,000,000 including printing, production of audiovisual equipment, production of radio programs, fora, production of printed material and capacity building.

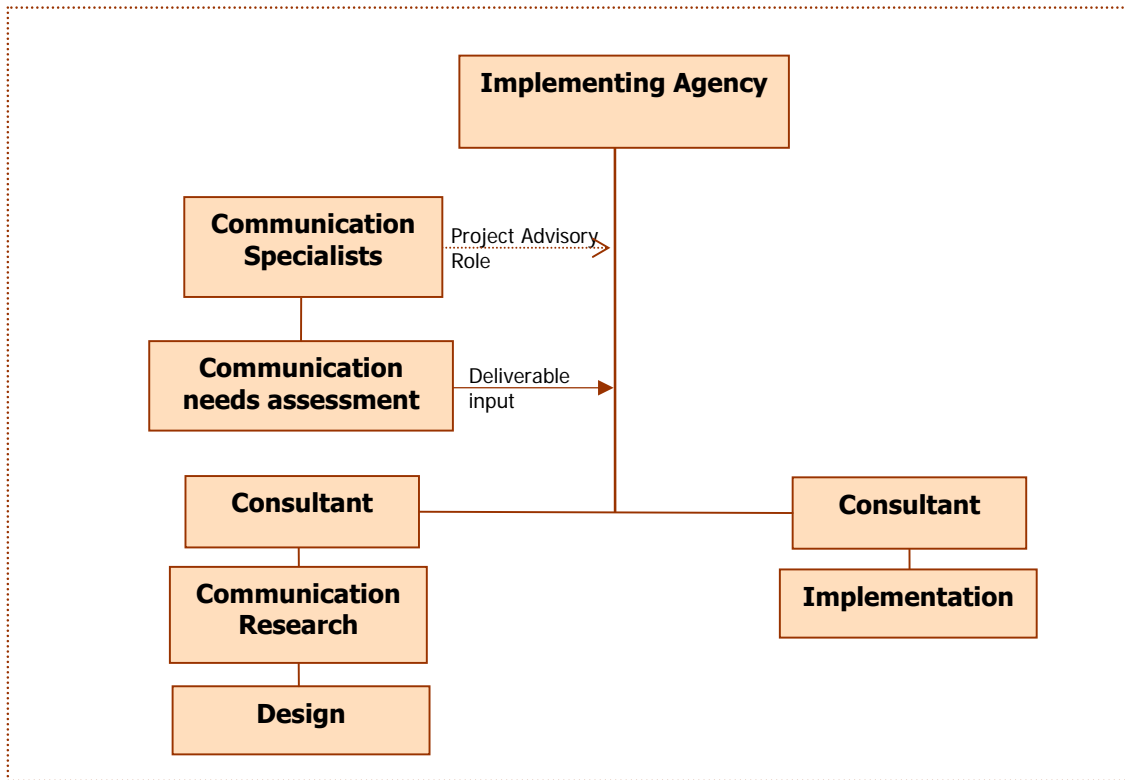
2A. Combined Design and Implementation, Two Stage



Model 2A takes a two-stage approach for the design and implementation contract. The design deliverables must be reviewed, modified if necessary, and accepted by the Client and Bank before authorizing the same consultant to proceed with implementation. If the design products are not made acceptable, a new contract is awarded for the implementation phase and the original contractor is excluded.

PROS	CONS
It reduces the risk of implementing a strategy whose design is not fully acceptable.	TOR and Request for Proposal (RFP) have to be drafted more carefully to mirror the two phase requirement. If a different consultant takes over the implementation stage it could spend considerable effort in adjusting the design before starting implementation.

2B. Combined Communication Research and Design



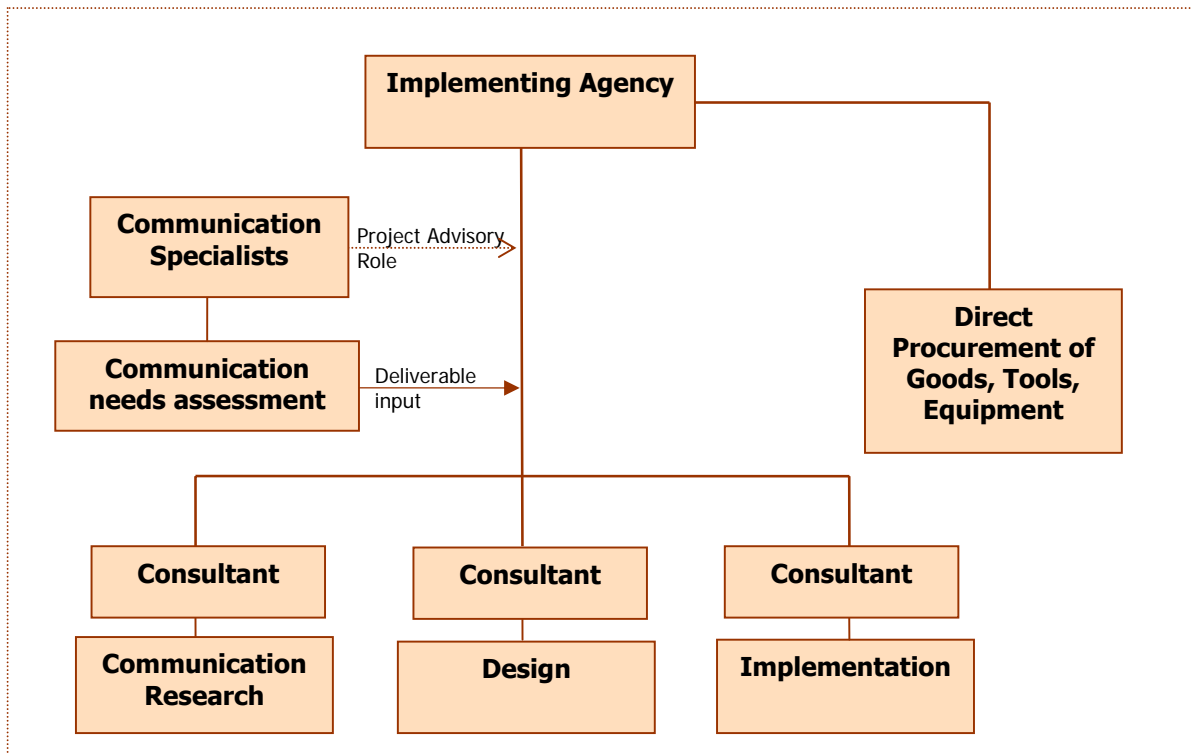
Model 2B is simply another variant where the design component is linked with communication research rather than implementation.

PROS	CONS
This also is a way of reducing incentives to create solutions where the proposed implementation arrangements give added benefits to the designer. This approach can also be either a single or two-stage contract for research and design.	Communication Research and Strategy Design usually require different skills.

Example of Model 2B-Combined Communication Research and Design

Honduras Programa Nacional de Competitividad de Honduras. A consultant has been hired for the Communication Research and the design of the Communication Campaign. No contracting obligations exist to hire the same consultant for the implementation of the campaign. The procurement process is still ongoing.

3. Separated Responsibilities



The final version is one in which the Implementing Agency awards separate contracts for each component and retains direct responsibility for purchasing some or all of the tools, products and goods needed for the project -- vehicles, computers, printed materials, broadcast airtime, etc.

PROS	CONS
<p>Provided that a viable coordination mechanism is in place, the client has more control over the expenses.</p>	<p>This process is time consuming because it requires the implementing agency to prepare separate TOR/bidding documents and conduct evaluations, awards, negotiations, contracting and disbursement for each individual contract. A communication consultant might have more experience and leverage in negotiating and acquiring activities anticipated in the media plan.</p>

Example of Model 3- Separated Responsibilities

A variant of this model is represented by Nigeria Privatization Support Project (Lagos State Water Corporation component) where separate contracts were awarded for all the components of the communication campaign including: production and distribution of television programs, production and distribution of radio programs, outdoor advertising and billboards, corporate advertising services, printing services, media relations services, events management services, community and grass root communication, public opinion research and tracking studies, web site development and hosting services, and communication consultant/senior advisor.

Sometimes communication programs/projects involve multiple implementing agencies or decentralized purchasing responsibilities. The basic features of the procurement process do not change, but coordination becomes an important feature.

These models and their variants cover the range of approaches for assigning contractual responsibilities in a communication project or campaign. The specific circumstances in each case, including the capabilities and experience of the implementing agency and local consultants, timing requirements and values of contract packages, will determine which approach is most suitable.

Besides the most obvious Technical Assistance provided by the communication consultant and/or the advertising agency, the implementation of a communication campaign always consists of a mixture of services, goods and “non tangible” goods such as, for example, the TV and radio space or the organization of events. These items can alternatively be contracted out to providers by the communication/advertisement consultant or by the client. In this case the client is well advised to enlist the assistance of WB Communication specialists and to be supported by a communication advisor. To get an idea of the kind of value this contract can run, consider that a communication campaign in Nicaragua with a total budget of US\$1,400,000 estimates US\$187,000 for consultants’ fees and reimbursable and US\$1, 080,734 for the media, printing, events organization etc. The estimated cost of similar items for a small communication campaign (US\$540,000.00) included in a larger project in Nigeria is US\$440,000.

NICARAGUA National Program of Agricultural Technology and Rural Technical Education.		NIGERIA National Urban Water Sector Reform (Component: Lagos State Water Corporation)	
Description	Estimated Amount (US dollars)	Description	Estimated Amount (US dollars)
Printed Material	\$263,757.00	Production and Distribution of TV Programs	\$90,000.00
Production of videos and copies	\$115,000.00	Production and Distribution of Radio Programs	\$70,000.00
Production and Broadcasting of radio programs and spots	\$224,027.00	Outdoor Advertising and Billboards	\$40,000.00
Workshops	\$50,350.00	Corporate Advertising Services	
Fora	\$131,500.00	Printing Services	
Fairs	\$10,300.00	Media relation Services	
Acquisition of advertising space in printed media	\$73,600.00	Events Management Services	
Production of Documents	\$6,000.00	Community and Grass root Communication	
Events in opinion programs	\$3,000.00	Public Opinion Research	
Conferences	\$6,700.00	Tracking Studies	
Royalties	\$20,000.00	Website Development and Hosting	
Web pages	\$20,000.00		
Digital material	\$400.00		
Communication equipment	\$20,000.00		\$210,000.00
TOTAL	\$1,080,734.00	TOTAL	\$440,000.00

The organizational structure should be chosen on the basis of what will be the most effective and economical arrangement for carrying out the communication program. This “packaging” decision, in turn, will determine what procurement procedures are most appropriate. It is also possible that timing considerations about when a service is needed can affect the way responsibilities are packaged, e.g., to have a smaller contract that can be awarded more quickly using one of the simpler procurement methods and thereby avoiding lengthier selection processes. Such considerations should feed back into the decisions about packaging and assignment of responsibilities to arrive at the best arrangements.

3

The Procurement Method

At this stage, decisions have been made about the communication content of the project, the budget is set, and an organizational structure and the responsibilities for procurement have been established. The next step is to choose the specific procurement methods to be used.

Consultants' Services

The major part of any communication project procurement will be to obtain consultants' services, so these aspects should take first priority. The Consultants Guidelines set out the acceptable methods for procuring consultant services and give broad guidance about how to apply them. Those methods apply whenever World Bank financing is used to finance such services and, usually, also when Trust Funds are being administered by the World Bank unless there is an explicit exemption. The methods are summarized in Table 1.⁴

⁴ See Jonathan C. Brown, Didem Ayvalikli and Nadeem Mohammad, 2004. Turning Bureaucrats Into Warriors, Preparing and Implementing multi-Sector HIV-AIDS Programs in Africa. A Generic Operations Manual. The World Bank, Washington, DC

Table 1 CONSULTANTS' SERVICES PROCUREMENT METHODS

Procurement Method	What it is
Quality & Cost Based Selection (QCBS)	QCBS is used to procure services of firms when the quality of the output is of the first concern, and then the cost. QCBS uses a competitive process among short-listed firms that takes into account the quality of the proposal and the cost of the services in the selection of the successful bidder. Cost as a factor of selection is used judiciously. The relative weight to be given to the quality and cost is determined for each case depending on the nature of the assignment, but technical weighting should always be at least 80% of the total.
Quality Based Selection (QBS)	This method might be used for assignments for which it is difficult to define precise TOR and consultants are expected to demonstrate innovation in their proposal. It may be suitable for large or small assignments where creative solutions are a key objective. Only technical proposal or technical and financial proposal in separate envelopes but to be presented at the same time may be requested.
Selection Based on Consultants Qualification (CQS)	This method might be used for very small assignments, not to exceed \$200,000, for which the need for preparing and evaluating competitive proposals is not justified.
Selection under a Fixed Budget (FBS)	This method is appropriate when the assignment is simple and can be precisely defined and when the budget is fixed because additional funding is not obtainable. Technical and financial proposals in separate envelopes will be presented, and any proposals exceeding the budget limit are rejected.
Least Cost Selection (LCS)	The method is more appropriate for the selection of consultants for assignments of a standard or routine nature, where well-established practices and standards exist, and in which the contract amount is small, usually under \$200,000 (amount is determined during project preparation).
Single Source Selection (SSS)	Single Source Selection may be appropriate only if it presents a clear advantage over competition: (a) for tasks that represent a natural continuation of previous work carried out by the firm/consultant, (b) when a rapid selection is essential (for example in an emergency situation), (c) for very small assignments costing \$100,000 or less, or (d) when only one firm is qualified or has experience of exceptional worth for the assignment.
Individual Consultants (IC)	May be hired at any stage of the project cycle: to perform a communication needs assessment study, to perform communication research or as a Communication Adviser to the PIU. The appropriate method to select Individual Consultants is the comparison of qualifications of at least three candidates among those that have expressed interest or have been approached directly by the client.

Several factors should guide the choice of methods for application to procurement of communication services;

1. The estimated cost of the contract, keeping in mind that the choice of method ultimately depends on the type of services to be acquired. If the amount exceeds threshold values set out in the loan agreement (LA), the usual choice is to use Quality and Cost Based Selection (QCBS). However, this is not the only option. For example when innovation and creative solutions are the primary consideration, Quality Based Selection (QBS) is likely to be the best choice. At the other extreme, routine work can be done based on Least Cost Selection (LCS).
2. The time when services are needed. Some selection methods require considerably more time to carry out even when the process goes smoothly, so if timing is a critical concern, it may be appropriate to use a simpler and less time consuming method, possibly even Single-Source selection. Advance planning, however, should take into account timing needs and try to avoid “emergency” situations. Selection based on Consultant Qualifications (SBCQ) is another way to speed up the process if the contract amounts are not so high.
3. The degree of budget flexibility. If the amount of money available for a service is strictly limited and cannot be changed, or only with difficulty and likely delays, a Fixed Budget (FB) selection method should be specified. If there is less rigidity in the budget allocation, the necessary financial control can be achieved by specifying an estimated monetary figure or level of expected effort in the RFP for other selection methods.

Unlike the award of contracts for procurement of goods, there should be a negotiations stage for all consultant contracts during which the scope of services, the methodology and the proposed price can be discussed. This applies regardless of the selection method used. Generally, there should not be significant changes made, but minor revisions that improve the likely success of the contract may be made. In such cases, the contract price should be adjusted to reflect such changes. However, there should be no negotiations to change the billing rates proposed by the consultant.

Goods and Equipment

The communication program is likely to procure goods such as printed material, vehicles, communication equipment, and computers. When the procurement of these goods is part of the consultant’s obligations under a single-responsibility contract, the procedures can follow best commercial practices, including comparative price quotations, negotiated delivery terms, etc.

When these are purchased separately by the Implementing Agency and not by a consultant as part of a single responsibility contract for the entire project, the World Bank Guidelines (Red Book) apply and describe the procedures to be used. Although international competitive bidding (ICB) and national competitive bidding (NCB) may be used by Implementing Agencies, very often the amounts involved will permit procurement by shopping based on three written price quotations.

In projects containing a communication component, procurement is often handled by CBOs, Civil Society Group, local NGOs, and similar organizations. Generally the scope of goods, works, and services to be procured and the amounts of money involved are small. The same applies to communication components in Community-Driven Development Projects (CDD).⁵

Table 2 MOST COMMONLY USED PROCUREMENT METHODS IN CDD PROJECTS

<p>National bidding method</p>	<p>This method is applicable to higher value purchases that are below the ICB threshold and requires advertising the goods and services needed, allowing sufficient time for all prospective bidders to quote their prices in sealed envelopes and to submit their bids. Bids are opened and prices are announced in the presence of all bidders, the services offered and costs are compared, the successful bidder is selected and a formal contract is awarded and signed.</p>
<p>Quotations-based method/Shopping</p>	<p>This method involves comparing price offers (or pro-forma invoices) from different suppliers/service providers. Essentially the purchasing entity determines what to buy; then at least three written price quotations are collected and the least expensive which is acceptable in quality is selected and purchased.</p>
<p>Direct purchase method/Direct contracting</p>	<p>Direct purchasing may be suitable when there is an urgent need, there is only a single supplier, or when costs of other procedures are inordinately high relative to the value of the contract. The purchasing authority approaches a supplier/seller or service provider known to the community to provide goods or consultancy services and negotiates the contract (if needed) or purchases the item at a negotiated price, provided the costs are in line with local market rates. This method can be applied only for purchases below the financial threshold defined in the LA.</p>

⁵ See The Reference Guide: Fiduciary Management for Community-Driven Development Projects pg. 12-16. 2002 The World Bank, Washington DC.

As already mentioned an important factor in choosing a procurement method is the estimated cost of the contract

Table 3 TYPICAL THRESHOLDS VALUE FOR PROCUREMENT IN WORLD BANK FINANCED CONTRACTS⁶

Consulting services:	
Over US\$200,000 or more	Quality and Cost Based Selection (QCBS)
US\$100,000 to US\$200,000	Selection Based on Consultants Qualifications (CQS), Least Cost Selection (LCS), Selection under a Fixed Budget (FBS)
Under US\$100,000	FBS, Single Source Selection (SSS)
Individual Consultants	Short list of at least 3 resumes selection of one and award of contract.
Please refer to the ceilings identified by the WB for different countries below which the shortlist of consultants may be composed exclusively by national consultants.	
Goods:	
Packages of goods and/ or services (other than consultant services) costing, for example, US\$100,000 or above (the limit is determined during project preparation)	International Competitive Bidding (ICB)
Packages of goods and/or services (other than consultant services) estimated to cost, for example less than US\$100,000 equivalent up to an aggregate amount (in total project life) of US\$300,000	National Competitive Bidding (NCB)
Procurement for readily available off-the shelf goods that cannot be grouped together and estimated to cost, for example, less than US\$30,000 or equivalent up to an aggregate amount (in total project life) of US\$650,000	Shopping

TYPICAL THRESHOLDS VALUE FOR PROCUREMENT BY CBOS, CIVIL SOCIETY GROUPS, ETC. IN WORLD BANK FINANCED CONTRACTS

Above US\$1,000	Bidding Method (Advertise and select a bidder/seller)
Between US\$500 to US\$999.99	Three quotations method
Below US\$500	Direct purchase or buy off the shelf directly from a seller (Shop around for the best price and keep a receipt)

⁶ See Jonathan C. Brown, Didem Ayvalikli and Nadeem Mohammad, 2004. Turning Bureaucrats Into Warriors, Preparing and Implementing multi-Sector HIV-AIDS Programs in Africa. A Generic Operations Manual. The World Bank, Washington, DC

Examples of Alternative Purchasing Approaches

Option 1: Goods and services may be purchased by the consulting firm implementing the campaign using the following approaches

- a) A budget for program activities (audiovisual, production, printing of materials, training workshops etc.) is identified by the client, with the advice of the Bank, and the budget is provided in the Request for Proposal (RFP) to the short listed firms. The firms will then include in their technical proposal an indicative budget for each of the program activities they recommend. This indicative budget is itemized separately in the financial proposal which includes the Consultant's fees and reimbursable costs.

Examples of contracts for which this option was used (In these cases the selection method was a QCBS)
<p>Georgia: TOR for a Communication Consultant for the Judicial Reform Project</p> <p>The Public Education and Information component has a budget of around \$750,000-\$900,000 for program activities (audiovisual production, printing of materials, training workshops, etc.). It is expected that the project's first 18 months will necessitate a larger share of these resources, but the budget above has been allocated for the whole duration of the project. For the length of this contract, the Consultant will jointly manage the ALPE budget for these program activities through a system of co-signature of invoices with ALPE's director. For this purpose it will be necessary for the Consultant to include in its proposal an indicative budget for each of the program activities it recommends. This indicative budget is distinct from the Financial Proposal for the eighteen months assignment, which includes the Consultant's fees and reimbursable costs. The indicative budget must be included in the Technical Proposal.</p>
<p>Nicaragua: TOR for a Communication Consultant for the Agricultural Technology Project</p> <p>"The contract will last 18 calendar month...The Communication Program has a budget of \$1,000,000 for program activities (printing of materials, audiovisual, radio programs, workshops, fora, fairs, etc.). For this purpose the consulting firms are expected to present, in their technical proposal, an indicative budget illustrating how they intend to utilize the available budget. This indicative budget is distinct from the Financial Proposal which includes the Consultant's fee and the reimbursable (such as lodging, daily subsistence, travel). The indicative budget will be included in the technical proposal and its price in connection with the description of the suggested activities and the efficient use of the budget available for the activities will be important criteria for the evaluation of the technical proposals. It is calculated that 20 person months will be necessary to meet the requirements set out in these TOR".</p>
<p>Nigeria: TOR for a Communication Consultant for the Privatization Support Project</p> <p>"This assignment has an estimated budget of US\$2,800,000-\$3,200,000 for program activities (audiovisual production, development and dissemination of materials, training workshops, international promotion, etc.) for a period of 24 months. For this purpose it will be necessary for the consultant to include, as part of its Technical Proposal, an indicative program budget with an estimated price breakdown for each of the activities it recommends. This indicative program budget is distinct from the Financial Proposal, which will include only the consultant's fees and reimbursable costs (fees, per-diem allowance, consultants' accommodation, international travel). Its coherence with the objectives and proposed activities as well as its cost-effectiveness will be an integral part of the Technical Proposal's evaluation criteria".</p>

The consultants become responsible for purchasing the communication activities that can be done through commercial practices as long as the budget ceiling is respected and as long as proof of the purchase can be shown.

b)

**Example of another contract for which this option was used
(In these case the selection method was a FB)**

Paraguay: Reform and Privatization of Telecommunications and Water and Sanitation Sectors

The total budget of US\$2,000,000 included identified program activities categorized as reimbursable expenses plus the consultants' fees that were to include the actual professional fees of the consultants' team, transportation costs, lodging, equipment and other operative costs. The consultant's fees and the reimbursables were to be quoted separately but were not to exceed the FB of US\$2,000,000.

Option 2: Individual items are purchased separately by the Client; the World Bank Procurement Guidelines apply and the guiding principle remains the price.

In buying individual items of the media plan, as for example television and radio broadcasting time or advertising space on printed media, specific considerations apply that should be reflected in the procurement documents such as:

- Reach-What proportion of the audience is exposed to the channel
- Frequency-How often are the audiences exposed to the channel
- Cost-How much will it cost to achieve each contact with a member of the target audience
- Managerial feasibility-Will it be possible for the project to manage the use of channels?
- Effectiveness per contact-How much effect on knowledge or behavior will each contact with the channel produce?⁷

Example of Procurement of TV Clips

The Islamic Republic of Iran Environment Management Support Project (EMSP).

The consultant is expected to carry out the following activities

- TV Clips. Develop pre-test (through focus group) and produce 10 TV spots, with different messages and formats, between 30'' and 2' for the different audiences previously listed. The TV clips ought to be produced in digital video format.
- Airing Plans. Elaborate several combinations of cost-effective options for airing plans, with a budget range between USD 0.5 and 1.5 millions. The plan should include the number of emissions, TV stations, scheduling, and budget. (NB: The implementation of the airing plan will be financed under a separate contract).

⁷ Cecilia Cabañero-Verzosa, 2003. Strategic Communication for Development Projects. The World Bank , Washington, DC.

Air time, or advertising space on printed media should be considered a “service other than consultant service”⁸ when bought separately and should be procured using the “red book” while the “green book” should be used when production and airtime, or advertising space on printed media are procured as combined responsibilities.

If the client is buying these items directly then at least an individual communication advisor should be involved in designing the specifications. The procurement process should also be followed very closely by a procurement specialist, familiar with World Bank procurement guidelines, working with the implementing agency and consulting when necessary with the World Bank.

Terms of Reference

Drafting the TOR is a fundamental step in the procurement of consultants’ services.⁹ A basic outline of TOR contents is needed at budget estimation stage, and fully developed TOR are necessary before issuing RFPs and selecting consultants. Some modifications may be made in TOR during negotiations to reflect technical changes in the selected proposal and to make appropriate financial adjustments.

Three main guiding principles apply¹⁰ :

- TOR should contain sufficient background information on the project to enable consultants to present responsive proposals.
- The scope of work should be consistent with available budget.
- The TOR should take into account the organization of the client implementing the communication component, its level of technical expertise and institutional strength.

After an introduction containing background information on the project the TOR will define the Scope of Work including, when applicable:

- Definition, scope, limits and criteria of acceptance of the assignment;
- Personnel Requirements;
- Desired level of detail;
- Necessary comparison of assignment with similar projects;
- Goals to be reached;
- Tasks to be accomplished;
- Alternatives to be considered;

⁸ Guidelines, Procurement under IBRD Loans and IDA Credits, May 2004. Pg.1

⁹ See Annex for Model TOR

¹⁰ See Consulting Services Manual, A Comprehensive Guide to Selection of Consultants, World Bank, 2001.

- Conditions of work (facilities made available by the client), travel needs anticipated;
- Support services to be provided by client or others;
- List of documents available, data from needs assessments and/or opinion researches;
- Information on audience to be reached;
- Special equipment requirements;
- Institutional and legal framework of project;
- Transfer of knowledge;
- Language requirements;
- Local knowledge requirement;
- Need for continuity, need for phasing of assignments;
- Need for monitoring and evaluation, for example, of use of media.

Reporting Requirements

- a) Inception report (usually six weeks into the contract);
- b) Progress report (monthly or bimonthly);
- c) Interim reports for phased projects;
- d) Final report to be discussed with the client in its draft form.

Estimating Cost and Budget

The Client is responsible for preparing the estimated costs of consulting assignments for budget purposes, but often will need assistance from Communication Specialists to produce realistic figures.

For all consultant selection methods except Fixed Budget (FB), the actual costs of the services will be determined by the winning consultant's price proposal and only subsequent adjustments made during negotiations if the scope of services is modified.

Items to be considered when preparing the budget

- Consultant staff remuneration;
- Travel and transportation;
- Mobilization and demobilization;
- Staff allowances;
- Computer hardware and software;
- Office rent, supplies, equipment, shipping and insurance;
- Surveys and training programs;
- Report translations and printing;
- Taxes and duties, and
- Contingencies (usually 10 to 15%).

It is advisable to include some allowance for the Consultant's administrative costs of purchasing minor items, say 10% of purchase prices in addition to reimbursable costs.

In this list of common items the budget should include the media plan if the RFP envisages the procurement of communication services/tools for implementation done by the consultant. These can be reimbursable items regardless of whether the basic contract is a fixed fee or time-based.

In particular the staff remuneration rate includes different proportions of the following components:

- Basic salary;
- Social charges;
- Overhead;
- Fees or profit, and
- Allowances.

These will vary significantly for different kinds of organizations in different locations so the estimates should be related to the specific circumstances of each project.

The Request for Expression of Interest (EOI)-

The TOR are the basis for issuing a Specific Procurement Notice (SPN) with the Request for Expression of Interest¹¹ to be published (according to the estimated value of the contract) either in the UNDB online and dgMarket (above US\$200,000)¹² or national gazette, national newspaper or electronic portal of free access.

The SPN should not be too limiting so as to discourage competition but should address firms that are better qualified for the job and include a list of requirements according to the need of the contract: experience of the firm specific to the assignment and/or the country and region, specific skills required if differentiation is needed (research, communication, and advertising). The SPN might also include indication of staff months or budget anticipated.

¹¹ Sample in Annex

¹² UNDB is a publication of the United Nations. Subscription information is available from: Development Business, United Nations, GCPO Box 5850, New York, NY 10163-5850, USA (Website: <http://www.devbusiness.com>; e-mail: dsubscribe@un.org); Development Gateway Market is an electronic portal of Development Gateway Foundation, 1889 F Street NW, Washington, DC 20006, USA (Website: <http://www.dgmarket.com>)

The Shortlisting

Shortlisting of firms providing communication services follows all the general rules about requiring appropriate experience and qualifications. Some communication-specific needs include: the absolute necessity to deal with a local or regional firm for the communication research, because of the unique local knowledge required. Local knowledge can be very important also in the communication strategy development and implementation. On the other hand, international experience might also be necessary. In this case the shortlist should include local and international consultants and the RFP should allow/recommend joint presentation of proposal. If a joint venture is proposed, one of the firms should be designated to represent the joint venture but all the members shall be jointly and severally liable for the entire assignment. The Bank does not accept consortia unless the agreement includes a clear definition of the members' liabilities. If the association is in the form of subcontracting, the main contractor bears the full responsibility for the assignment.

Although not required, the implementing agency can choose to introduce a matrix for the evaluation of EOI. The WB communication specialist shortlisting a consultant for TA for Community Based Tourism Development in Albania: Communications for Cultural and Natural Resources Management, Butrint Archeological Site and National Park, adopted the following matrix:

Weight	Indicator
15%	Suitability of team proposed
20%	Community Based Tourism Experience
10%	CDD experience (other than tourism)
10%	Tourism experience
10%	Small Business Development experience
15%	Training (Small Business Development, Vocational)
10%	Albania experience
10%	National Park experience
100%	Total

Communication is a highly sensitive and powerful tool. The shortlist should not include firms or individuals with a political agenda.

The Guidelines recommend consistency in the shortlisting. If UN Agencies are included in shortlists with commercial firms, they shall not receive any preferential treatment in the selection so QBS should be the method of choice. Assignments that require considerable local knowledge and participation may be best performed by NGOs, and in such cases it would be advisable not to include other types of consultants in a short list. In this case the method of selection would be QCBS.

The Preparation of the Request for Proposal (RFP)

The RFP¹³ follows the standard form and includes a) a Letter of Invitation, b) Information to Consultants (ITC), c) the TOR and d) the proposed contract.

The ITC indicates an estimate of the level of effort required by the consultant (in staff time) or the budget available for the assignment but not both. It also contains the information on the evaluation process including the evaluation criteria and subcriteria, factors and their respective weights and the minimum passing score. The specific experience of the consultant should have already been amply established in the shortlisting process and should be given minimum weight possible. It is advisable not to include too many subcriteria. The following contains some examples of subcriteria introduced by communication specialists, but is not necessary to include all of these in a single evaluation table:

	<u>Points</u>
(i) Specific experience of the consultants related to the assignment	0-10
(ii) Methodology	20-50
<ul style="list-style-type: none">▪ Technical approach for the different subcomponents if the contract comprises more than one (for example communication research, strategy design, strategy implementation)▪ Technical approach to media relations▪ Methodology for awareness creation, behavior change, consensus building, internal communication activities (as it applies to the component)▪ Methodology proposed for monitoring and evaluation▪ Justification of the choice of channels of communication and of specific media▪ Cultural and/or gender approach	
(iii) Qualifications and competence of the key staff for the Assignment	30-60
<ul style="list-style-type: none">▪ Experience in similar communication sector (privatization, judicial reform, health reform etc.)▪ Fluency in a local language (including local dialects if needed)	
(iv) Suitability of the transfer of knowledge program (training)	0-10
(v) Local participation (as reflected by nationals among key staff (Presented by foreign and local firms; maximum not to exceed 10 points)	0-10
Total Points:	100

¹³ See Standard Request for Proposals, The World Bank May 2004

The number of points to be given under each evaluation sub criteria for qualifications of staff is:

	<u>Points</u>
(i) General qualifications	25
(ii) Adequacy for the project	55
(iii) Experience in region & language	20
Total Points:	100

For contracts that are subject to the Bank’s prior review (ceiling set in the LA) the proposed cost estimate, RFP and shortlist require the Bank’s no objection before the short-listed consultants receive the RFP.

The Evaluation of Proposals ¹⁴

Carefully written TOR and pertinent scores set in the evaluation criteria are the best way to ensure a smooth proposal evaluation. Given the highly specialized nature of these projects, it is strongly recommended that the Client includes in the evaluation committee at least one Communication Specialist to help particularly with the evaluation of the “intangibles” such as creativity and innovation. If a communication consultant is not available, for major assignments it would make sense to hire one from the proceedings of the loan to help with the evaluation.¹⁵ WB Communication Specialists, Team Leaders or procurement specialists cannot participate or be involved at this stage of the process but, as for any other consulting contract, the Bank will be reviewing the technical evaluation report if the contract amount exceeds the prior review ceiling set in the loan agreement and issue the “no objection” to the opening of the financial proposals. Final evaluation report and recommendation of the winning firm will also be reviewed by the Bank that will issue the final “no objection” to the award. For contracts not subject to prior review, the documentation will be retained by the Client and will be made available to the Bank upon request.

¹⁴ See the Guidelines, Selection and Employment of Consultants by World Bank Borrowers, May 2004 Appendix 1: Review by the Bank of the Selection of Consultants

¹⁵ See the Sample Form of Evaluation Report Selection, The World Bank, October 1999.

Negotiations and Contracting¹⁶

The draft proposed contract is part of the RFP and establishes if the Consultants for Communication Activities will be subject to a Lump-Sum or Time-based contract. Nothing major differentiates the contracting of communication activities from other consulting activities. Lump-Sum contracts are based on delivery of outputs (or products that can be, for example, the organization of a forum or the production of a video). The offered price includes all costs (staff, overhead, travel, hotel, etc.) and, according to the option chosen in the TOR, it may also include the expenses related to the media-plan.

Time-based contracts are based on inputs (staff time and reimbursable expenses) which, according to the option chosen in the TOR, might include the expenses related to the media-plan.

Lump sum contracts are somewhat simpler to administer as long as there are no significant changes during implementation. The fact that payments are tied to the delivery of acceptable products gives the client a useful tool for quality assurance. This potential advantage can be abused, however, if the client sets unreasonable standards and expectations.

Time-based contracts require more administrative effort and record keeping, and partial payments may be made before it has been determined that the quality of outputs is acceptable. Subsequent requirements by the client to make product revisions will lead to additional time and costs. In a lump sum contract, these costs of deliverables are fixed. Time-based contracts, however, have the advantage of greater flexibility if there is a likelihood that conditions or work requirements may change during contract implementation.

In both cases, if the selection method has included price as a component, negotiations of price and/or staff rates should not take place. A possible exception is if negotiations have resulted in a revision of the scope of work that may warrant a price adjustment, but even in this case, staff rates should not be changed.

The presentation of receipts is necessary for all reimbursable and a mechanism to ensure proper reporting and monitoring of these expenses should be put in place. Indicators for monitoring of implementation and expenses may include: log books of radio and TV stations regarding number of broadcasts of each spot or program; records on the number of brochures distributed to service delivery points; program records at service delivery points regarding: the number of brochures distributed to clients, educational tools given, outreach visits by program staff, etc.¹⁷.

¹⁶ See the Guidelines, Selection and Employment of Consultants by World Bank Borrowers, May 2004. Negotiations and Award of Contracts 2.26.

¹⁷ Cecilia Cabañero-Verzosa, 2003. Strategic Communication for Development Projects. The World Bank, Washington, DC.

Common problems

Procurement “overkill”. Implementing agencies short on procurement experience have preferred more cumbersome procurement methods, for example, for the selection of consultants, while the low value of the contract would have called for a simpler method: Example: QCBS for a US\$25,000 contract in Ecuador. The whole process took 10 months.

Suggestion: Proper training in WB procurement for local functionaries and choice of procurement method consistent with anticipated budget.

Rigidity in the TOR. Design and/or implementation of Communication campaigns sometimes need to be changed during project implementation because of a reassessment of the audience, the media reach, the message etc. but the requirement by the Bank to review changes and provide no-objections often deters the implementing agency from doing so.

Suggestion: Working into the design of the campaign a series of mileposts where direction can be changed if needed without changing TOR.

Political pressure to hire a specific communication consultant and/or to run a campaign in a specific way is always detrimental for the outcome of the assignment. If communication specialists believe that communication is going to be used as a tool for political purposes the component should be canceled.

Suggestion: Politicians should be brought on board of the campaign to gain ownership of the same but without steering it. Unless there is ownership for the communication program as conceived by the specialists and unless the counterparts are committed to a genuine communication process it might not make too much sense to finance it.

Air time purchasing proves to be challenging in countries with public channels and private channels. The Government might insist for the campaign to be run on public channels (not necessarily free of charge) but the timing of the programming might not coincide with the need to reach the proper audience. In some countries there are only public channels and there is no choice (in this case the Guidelines allow the contracting with a public company as long as it has signing authority); in others local radios are the only successful channel to reach a certain section of the population.

Suggestion: Where applicable because more than one and/or public, private channels are available an evaluation parameter should be introduced to select the proper channel for dissemination. Some buyers of air time adopt Gross Rating Points (GRP).¹⁸

¹⁸ “Gross rating points, GRPs, are the sum total of the ratings achieved for a media schedule. It is the calculation of the ratings per program multiplied by the frequency, or the number of times the commercial is aired in each program time slot. CPP is the cost necessary to purchase a single rating point. To estimate media expenses, the buyer multiplies the total gross rating points by the cost per point to approximate the media cost for an advertising schedule”.
Tobe Berkovitz, Political Media Buying. A Brief Guide. 1996.
<http://www.ksg.harvard.edu/case/3pt/berkovitz.html>

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Annex I

SAMPLE REQUESTS FOR EXPRESSION OF INTEREST FOR COMMUNICATION SERVICES

Country:	Trinidad and Tobago
Project:	HIV/AIDS PREVENTION AND CONTROL PROJECT
Financing:	World Bank
Abstract:	BASELINE SURVEYS; HIV/AIDS RESEARCH; RAPID MAPPING EXERCISE; PR CAMPAIGNS; ASSESSMENT OF INTERVENTIONS
Sector:	Consultants
Loan/Credit Number:	Project ID: P075528
Contract/Bid Number:	Request for Expressions of Interest; Contract No. CON-F-CQ-02-15; CON-F-QCBS-01-1; CON-01-01-8; CON-102-26; CON-1-04-41
Deadline:	27 August 2004

This notice appears in *UN Development Business Online* only and not in the printed version. Although this notice is assigned to a specific print issue, the official publication date of this notice is considered the date that it is posted online (see below).

The Government of Trinidad and Tobago (GORTT) has received a loan from the International Bank of Reconstruction and Development toward the implementation of the HIV/AIDS Prevention and Control Project and it intends to apply the proceeds of the loan toward the procurement of the goods, works, related services, and consulting services under this project. The NACC, which falls under the aegis of the Office of the Prime Minister, has been established to execute this project.

The GORTT has developed a five year National Strategic Plan (NSP) 2004-2008 as the guide to the national response to HIV/AIDS. The NSP has five (5) priority areas:

1. Prevention of the spread of HIV/AIDS
2. Treatment, Care and Support
3. Advocacy and Human rights
4. Surveillance and Research
5. Programme Management, Coordination and Evaluation

The project seeks to:

- Conduct risk sexual behaviour surveys and research activities that will be used to inform the design and focus of intervention programs as they will serve to

- pinpoint the driving force behind the spread of the epidemic.
- Design and implement a Communications Program to intensify HIV/AIDS education and awareness using multiple communication channels to target messages for different audiences. The project would also include consultations with stakeholders and line ministries on mass media campaign contents and IEC(Information Education & Communication) materials and the planning production and dissemination of IEC materials for each component intervention, as well as assessments of IEC interventions impact and systematic incorporation of improvements
- Solicit the assistance of NGOs, FBOs, CBOs and other stakeholders that can provide important services for the prevention o the spread of HIV and care for people living with HIV/AIDS

The NACC Secretariat is therefore desirous of obtaining expressions of interest from firms and individuals for the following consulting services:

- (i) BASELINE SURVEYS to acquire data on the knowledge, attitude, beliefs and practices of the general population toward AIDS in Trinidad and Tobago. The target population will be males and females within the age group 15-49 years old. (firm)
- (ii) HIV/AIDS RESEARCH that address HIV/AIDS Epidemiology, behavioral changes, clinical and community management of HIV/AIDS and cost-effectiveness of interventions behavioral studies. (individual/firm)
- (iii) RAPID MAPPING EXERCISE to design and develop a comprehensive inventory and database of all NGOs, FBOs, CBOs, community groups stakeholders that are actively involved in HIV/AIDS. (individual/firm)
- (iv) PUBLIC RELATIONS CAMPAIGNS: To promote healthy sexual behaviors among the general population and vulnerable high-risk groups as part of the overall behavior change intervention strategy and communication program. The program will also focus on decreasing stigma on HIV infected pregnant women and fostering sexual behavioral change during major national and cultural festivals.(individual/firm)
- (v) ASSESSMENT OF INTERVENTIONS: The assessment of (1) innovative outreach campaigns and interventions (2) IEC materials i.e. Impact and systematic incorporation of improvements. (individual/firm)

Consultants interested in submitting expressions of interest for the consulting services can obtain further information for (i) and (ii) from the Program Officer Monitoring and Evaluation and (iii) – (v) from the Information & Communication Management Officer of the NACC Secretariat (first address below).

An information package can be obtained at the said office (first address below).

One (1) original and four copies of the expression of interest must be submitted in a sealed envelope clearly marked:

“Expressions of Interest for Consulting Service for the National AIDS Coordinating

Committee”

Office of the Prime Minister

Loan No. 7184-TR”

and addressed to: The Chairman, Ministerial Tenders Committee, Office of the Prime Minister (second address below). The envelopes may also be deposited in the Brown Tenders Box located at Stollmeyer’s Castle.

Expressions of Interest must be received on or before 1 pm (local time) on Friday, 27 August, 2004.

Separate Expressions of Interest must be submitted for each of the above five consultancies.

Submissions will be opened publicly shortly after the closing time in the presence of the consultant or representative.

Late submissions will not be accepted.

Contact: (1) NACC Secretariat.
Level 4 Victoria Park Suites.
14-17 Victoria Square.
Port of Spain, Trinidad and Tobago.
Tel: (868) 627-9932/4605.
Fax: (868) 624-6495.
E-mail: kimlan.minott@nacc.gov.tt.

(2) The Chairman.
Ministerial Tenders Committee.
Office of the Prime Minister.
Whitehall, Maraval.
Port of Spain, Trinidad and Tobago

Notice Number: WB2014-637/04

UNDB Print Edition: Issue No. 637, 31 August 2004

Posted Online: 16 August 2004

Country: Bosnia and Herzegovina

Project: SOCIAL INSURANCE TECHNICAL ASSISTANCE
PROJECT (SITAP)

Financing: World Bank

Abstract: COMMUNICATIONS, COMMUNITY INVOLVEMENT
AND CUSTOMER PERSPECTIVES (TOR 2.2)

Sector: Consultants

Loan/Credit Number: Credit No. 3778-BOS; Project ID: P071004

Contract/Bid Number: Expressions of Interest

Deadline: 25 January 2005

This notice appears in *UN Development Business Online* only and not in the printed

version. Although this notice is assigned to a specific print issue, the official publication date of this notice is considered the date that it is posted online (see below).

This request for expressions of interest is re-advertisement of SPN posted in *UN Development Business Online* on December 8, 2004 (see WB3044-645/04).

The Government of Bosnia and Herzegovina (Federation of Bosnia and Herzegovina and Republika Srpska) has received a credit from the International Development Association (IDA) toward the cost of the Social Insurance Technical Assistance Project (SITAP), and it intends to apply part of the credit proceeds to payments under the contract for consulting services that will provide advice to the Federal Ministry of Health, the Ministry of Health and Social Welfare of Republika Srpska, the Federal Health Insurance and Reinsurance Institute and the Health Insurance Fund of Republika Srpska on strengthening of their organizational management. The Department for International Development (DFID) of the United Kingdom is co-financing the project through a Grant. Bidding will be governed by the World Bank's procurement rules and procedures.

The required technical assistance services is designed to enhance the capability of the Ministries of Health and the Health Insurance Funds to: (i) communicate the rationale and the substance of the health and pensions reforms to the public, (ii) identify ways of receiving information from the public for the development of health and pensions policy options, (iii) develop ways of assessing and benchmarking customer satisfaction, and (iv) develop a public relations and media campaign to support SITAP Component 1 - Developing a Policy Framework for Social Insurance whose purpose is to support effective implementation of health and pension-related reforms supported under the PFSAC II and the development of the capacity of the relevant social sector ministries and core social insurance institutions to formulate strategies and mechanisms to improve, resource mobilization and utilization while expanding insurance coverage. Key feature of this component is knowledge transfer and capacity building.

Technical assistance as described above will contribute to a structured way of increasing public awareness, understanding, confidence and development of a dialogue with the public, and have the potential to increase the quality of service delivery.

Specifically the technical assistance will:

Phase One

- Design a communications approach on the rationalization and utilization of healthcare services - a health policy priority being undertaken as part of Component 1, with assistance of relevant Government Ministries and agencies within each Entity and between Entities;
- Undertake design and implementing a survey of customer and consumer expectations and experiences with health services, and
- Assess the strategies, capacity and capability of Ministries of Health and HIFs for undertaking communications functions – public relations and consultative processes – and recommending any structural and capability changes required to the organizations.

Phase Two

- Be informed by the results of the Vertical and Horizontal Functional Reviews of Pensions, and build on the results of the Pensions client and customer services surveys,

and

- Assist Government Ministries and agencies with the development of communications strategies, and strengthening the capacity and skills in communications and public relations for pensions and health.

Phase Three

- Design and implement of a Public Relations and Media Campaign to support key activities under Component 1.

The assignment is expected to take place in the period July 2005 – December 2006. The Ministry of Health's Project Implementation Unit (Federation of Bosnia and Herzegovina), and the Ministry of Health and Social Welfare's Project Coordination Unit (Republika Srpska) are now inviting eligible consulting firms to indicate their interest in providing the services. Interested consultants must provide information indicating that they are qualified to perform the above-mentioned services. Expressions of interest should not exceed 15 pages and should focus on provision of the following information:

1. Relevant experience for the assignment (e.g. reference list of related projects, description of similar assignments conducted by the consultant),
2. Previous experience in Eastern Europe, preferably in successor states of former Yugoslavia
3. Profiles of key personnel (e.g. not more than 5 short CVs, focusing on staff experiences and skills).

Consultants may associate to enhance their qualifications.

A consultant will be selected in accordance with QCBS procedures set out in the World Bank's *Guidelines: Selection and Employment of Consultants by World Bank Borrowers*, January 1997 (revised September 1997, January 1999 and May 2002).

Interested consultants may obtain further information from the address below, Monday through Friday, from 09:00 to 16:00 (CET), starting from January 11, 2005. Expressions of interest must be delivered to the address below by January 25, 2005. Consultants may submit their EOIs by e-mail, fax, registered mail or courier. Consultants who expressed interest after the first announcement do not need to resubmit EOI.

Contact: Federal Ministry of Health.
Project Implementation Unit.
SITAP.
Attn: Dr. Ibrahim Ramic.
Trg Heroja 14.
71000 Sarajevo, Federation of Bosnia and Herzegovina.
Tel: (387-33) 203-477 or 663-801.
Fax: (387-33) 203-478. E-mail: bhp@bih.net.ba

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Annex II

SAMPLE TERMS OF REFERENCE FOR PROCUREMENT OF COMMUNICATION ACTIVITIES

Terms of Reference

Madagascar Energy Dialogue with Government

Opinion Research Specialist

Opinion and attitude study regarding electricity and water services and Private Sector Participation

Background

The Ministry of Energy and Mines (MoEM) is committed to define and implement a program to enhance the management and provision of the electricity and water services in the country. The approach to be undertaken contemplates defining, structuring and implementing a Private Sector Participation (PSP) option for the sector, in order to improve the overall level of services for the population. Specific objectives of the MoEM for electricity and water sector enhancement include ensure demand coverage, overcome operational problems, guarantee adequate electricity and water management. In order to attain these goals, the MoEM, with the support of the World Bank, is preparing a series of studies to understand how to adequately reform the energy sector.

Opinion Research Specialist

In order to support its work along the PSP process, the MoEM is interested in contracting the services of an Opinion Research Specialist (ORS). The assignment of the consultant will be for approximately 3 months beginning in early September 2004. The consultant will be incorporated within the group of consultants working for the MoEM, reporting directly to the MoEM Communication Working Group (CWG) and the World Bank Communication Specialist.

The ORS will be a firm operating in Madagascar with extensive expertise in the design, implementation and analysis of opinion polls and good experience of working with the public sector. The consultant will be contracted by MoEM, and its activities will be implemented with the acknowledgment and support of the MoEM, which will facilitate coordination with the other relevant agencies/ministries. This activity will also be subject to periodic reviews ministry CWG appointed for this project under the supervision of the World Bank Communication Specialist.

Objective

The objective of this consultancy will be to assess the overall perception of the public with respect to (i) quality, tariff and access to the services provided by JIRAMA and, (ii) the proposed reform and introduction of private sector participation. Areas that will require special effort in terms of communication with the public will need to be clearly identified (concerns with foreign investors, transparency, privatization, etc.)

The specific activities to be conducted by the consultant are:

(1) Design and implement an opinion and attitude study including, *inter alia*:

- **Design of the opinion poll –**

- **Qualitative phase:** The first element of the assignment will be to gather and review relevant information from JIRAMA, the Central Statistics Office, MoEM, for an initial socio-economic assessment of users. Simultaneously, an initial draft questionnaire will be prepared to be discussed with World Bank Communication Specialist and tested with a small sample or focus group. Topics to be included in the questionnaire will include: (i) satisfaction with quality of service; (ii) awareness and perception of the service providers; (iii) expectations and priority of segments of the population with respect to service improvements; (iv) acceptance of PSP in Madagascar; (v) perception of economic, social and environmental issues related to the reform. The results of the focus groups discussions will be used for the preparation of the final survey.
- **Quantitative phase:** After the initial pre-test, the consultant will prepare a final survey to be approved by World Bank Communication Specialist. In parallel, the consultant should determine the adequate size and characteristics of the population samples to be interviewed, and discuss them with World Bank communication specialist. The methodology for determining and selecting the sample and analyzing the results should be adequate from the socio-economic and statistic standpoints (i.e. the approach should allow to draw conclusions that are statistically significant, both for the entire universe of served and non-served users as well as specific social groups such as the poor).

- **Implementation of opinion polls and analysis**

- Subsequently, the consultant will design and coordinate the implementation process opinion polls, including training and supervising surveyors and monitoring them for adequate data computing and handling, and reviewing the preliminary results along the implementation of the opinion polls. The consultant should be able to incorporate methodological adjustments along the polling process, as needed, in order to correct failures or improve the quality of the process. The consultant will be responsible for the printing and editing, as well as for data entry and analysis of results.
- Analyze the quantitative and qualitative results of the opinion polls and prepare a detailed report outlining the work conducted, as well as a document with key

results and conclusions to be discussed with the MoEM and World Bank. Discuss the results of the analysis with the MoEM.

- **Social mapping**

- As part of this consultancy, the consultant will prepare a report describing the socio-economic situation of the island (“social mapping”), illustrating the geographic distribution of social, economic, ethnic groups, with special emphasis on identifying pockets of poverty or ethnic concentrations

Tasks and Deliverables

The consultancy will have duration of approximately 3 months, beginning immediately upon identification. To achieve these objectives, the consultant will generate the following tasks and deliverables, to be submitted in the dates specified below*:

Activity	/ week	1	2	3	4	5	6	7	8	9	10	11	12	13
Preliminary phase														
Gathering of Socio-economic data		■	■											
Geographical Mapping			■	■										
Qualification of JIRAMA corporate database		■	■	■										
Qualitative phase														
Interview guideline		■												
FGDS, interviews		■	■	■										
Transcription			■	■	■									
Analysis				■	■	■								
Quantitative phase														
Questionnaire design				■	■									
Pilot questionnaire testing					■	X								
Printing of questionnaires								■						
Fieldwork - Domestic								■	■	■				
Editing - Domestic									■	■	■			
Data entry - Domestic										■	■	■		
Fieldwork - Corporate								■	■	■	■			
Editing - Corporate									■	■	■			
Data entry - Corporate											■	■	■	
Analysis											■	■	■	
Final Report writing													■	Z

Deliverables

X = Mid-term report – Initial findings, draft questionnaire and results of the social mapping. To be approved by World Bank

Y = Household report – including the results of the opinion surveys

Z = Final Report – Final results of the overall consultancy, including main conclusions from the opinion surveys. To be approved by World Bank.

* counting from formal assignment of the consultant

Annex III

PUBLIC OPINION POLL TECHNICAL REQUIREMENTS

Scope of Required Services

1. Meet with World Bank communication specialist and CWG of MoEM to discuss goals and objectives of the research project and to discuss the method to deliver the survey (telephone, mail, personal interviews etc.)
2. Conduct a pretest of the survey (no fewer than 20 completed surveys) to determine any needed changes to ensure the maximum response rate and valid responses.
3. Prepare a short report of the pretest results and of the changes that might have been made to the survey.
4. Select a statistically valid and representative sample of the three major audiences identified by the project: (specifically explain which audiences the study refers to.) The sample must be either a random sample or a stratified sample, depending on the characteristics of the audiences to be reached. A detailed description of the sampling methodology is needed. Particular attention should be given to: sampling bias, sampling error, sampling frame issues: omissions (units that are missing) duplications (units listed in the sample more than once) ineligibles (units not in target population but contained in the frame),
5. Be responsible for survey implementation and data collection
6. Enter all data into a database. The database should be in a SPSS format. Other format could also be accepted after specific agreement.
7. If personal interviews provide a tabulation of the outcomes of all interviews or telephone calls (number of refusals, response rate, number respondents that could not be reached, and any other problem encountered)

Proposal Requirements

- The consultant proposal should be concise, well organized and should demonstrate the proposer's qualifications and experience applicable to the project. The written proposal must include:
- A discussion of the proposer's approach to the project,
- A detailed description of the methodology used,
- A breakdown and explanation of the project tasks,

- A proposed project schedule,
- An estimate of costs.
- Submitted proposals should include:
 - Legal name and address of proposer
 - Legal form of company
 - Number of years the proposer or the proposer's company has been in business
 - Experience and technical competence:
 - Describe the proposer experience in completing similar research projects for public, private or government agencies.
 - Proposed method to accomplish the work:
 - Describe the proposer method and management approach to the project and provide a proposed project schedule.
 - Knowledge and understanding of local environment:
 - Describe the proposer's experience in working with the local environment. Describe the proposer's project team in detail, including the project manager and other key staff members.
- Cost estimates:
 - Provide an estimate of the total costs to complete all tasks identified in the scope of required services including: number of staff hours and hourly rates.
- Timetable
- Following are the activities that are expected to be carried out by the consultant in conducting the diagnosis:
 - Sending the completed forms and grouped results in SPSS to Mr. Leonardo Mazzei, at the World Bank Office, 1818 H Street, Washington DC, U-11-268
- The consultant is expected to be in close contact with World Bank office to provide weekly updates on study progress and number of questionnaires completed.

Annex IV

SAMPLE TERMS OF REFERENCE (TOR) FOR COMMUNICATION SERVICES

GEORGIA – JUDICIAL REFORM PROJECT PUBLIC EDUCATION AND INFORMATION COMPONENT

TERMS OF REFERENCE FOR AN INTERNATIONAL COMMUNICATIONS CONSULTANT

The Government of Georgia is currently undertaking a far-reaching process of judicial reform aimed at establishing the judiciary as an independent third branch of government. The World Bank is assisting Georgia in this process through a credit in the amount of \$13.4 million equivalent for a judicial reform project. The project supports key interventions to assist in the development of an independent judiciary committed to high standards of judicial ethics and capable of efficient, effective dispute resolution. In particular, the project has four main objectives, namely: (a) establishing a new court administration system; (b) introducing a case management system; (c) improving public awareness on the functioning of the judiciary; and (d) increasing the level of trust in the judicial system by users and potential users. *(for a detailed description of the project, please refer to the Project Appraisal Document enclosed in this package)*

There is a broad consensus within the government and the legal community on the pressing need to better inform and educate the public about what their legal rights are and how the judicial system functions as well as involve it in the reform process. This task has long been underestimated and is now seen as a key element for the success of judicial reform. There is at present insufficient understanding, both among the public at large and among business people and the mass media, of the legal and judicial system as well as of the role that the judiciary should play in modern Georgia.

Opinion research previously carried out by the Bank indicates that despite the judiciary's negative image and its incapacity to inspire public trust, a majority of the population still believes in the importance of the rule of law as the basis for a democratic society and a market economy. This last point demonstrates that there is a good opportunity to build support for an independent, competent and efficient judiciary free of corruption through a comprehensive public education/information effort. In turn, a public that is better informed and engaged with the system will be able to demand the high standards that it deserves.

TASKS

An international consulting firm (the “Consultant”) with extensive experience in the field of public communications will be recruited under quality and cost based selection procedures for an 18 month period to assist the Association for Legal and Judicial Public Education (ALPE)¹⁹ in accomplishing three main goals:

- (a) Building capacity, in form of a fully trained team, to implement a sophisticated public education and information program and develop it further;
- (b) Developing a comprehensive public education and information program in support of judicial reform which is strategically oriented and which has been tested and assures that it can work in practice; and
- (c) Making the judiciary aware of its public role and responsive to the needs of the citizens it serves.

In particular, the following tasks need to be accomplished:

- I. Capacity building and training.** A crucial goal of the international consultant is to prepare ALPE’s staff (between 4 to 6 people) to carry out all communications functions by the end of its 18 month contract period. The Consultant will carry out specific training seminars for ALPE’s staff and, as importantly, will work with them as one team to ensure that the combination of formal and on-the-job training enables ALPE to effectively continue its public education and information function after the Consultant’s departure.
- II. Strategy design:** The Consultant will be provided with a recent social research study on users’ perceptions of the judiciary. This research, together with the Consultant’s own assessment during the first month on the ground, will be the basis for the elaboration of a comprehensive strategy and action plan to attain the objectives set forth in the matrix below. The Consultant will also devise feedback mechanisms for ongoing improvement of the strategy and for ensuring that the messages developed are relevant to each target audience. By the end of its first month, the Consultant will present the strategy, action plan and feedback mechanisms in an inception report to be approved by ALPE’s Board and the World Bank.
- III. Launch a general mass media campaign.** The Consultant will assist ALPE in developing a mass media campaign as a key element of the overall communications strategy. This will encompass a variety of activities, including

¹⁹ The Association for Legal and Judicial Public Education (ALPE), an entity comprising both governmental and non-governmental organizations, will be responsible for the implementation of the project’s public education component and therefore will be the Consultant’s ultimate client. However, and due to a current reorganization of ALPE, Consultants are asked to submit proposals to the Supreme Court of Georgia, at the address indicated in the data sheet above.

- Developing and producing a series of TV and radio programs to educate the general public and specific audiences like businesspeople about what their rights are and the functioning of the legal and judicial system. The Consultant should explore the possibility of partnering with local stations in order to reduce costs and ensure the sustainability of the programming.
- Producing, as needed, public service announcements in support of judicial reform or of individual measures.
- Encouraging media coverage of legal and judicial issues by arranging press events around newsworthy measures, providing journalists with background materials, facilitating access to the courts.

IV. Help the Judiciary become a user-friendly institution. The Consultant will assist ALPE in making the judiciary more sensitive towards the needs of the citizens it serves as well as in encouraging it to become a more open institution. Specific activities in this area should include:

- Helping establish a public information policy for the courts through which citizens will have, among other things, access to free information concerning their cases. This may involve identifying a court employee in each court who will be assigned this specific task and provided training.
- In coordination with the Ministry of Justice, helping disseminate new laws and regulations and explain their relevance to the public.
- Encouraging judges to reach out to their constituencies by creating fora where they can answer questions, give comments on complex cases, put rulings in context as well as by providing them with training on public speaking.
- Informing the judiciary on the public's understanding and perception of the reform efforts. Following the model of the baseline study currently under preparation, further opinion research shall be carried out on a regular basis. Its results and ensuing analysis of users' perceptions of the reforms shall be fed back to the judiciary. The Consultant will also assist ALPE in setting up a media monitoring mechanism to assess the breadth and quality of media coverage of legal and judicial issues.
- Providing specific advice to interested bodies of the judiciary as well as Parliament on how to educate the public about their function and on how to integrate users' feedback into their policy-making process.

V. Promote dialogue and consensus building at all levels on judicial reform. The Consultant will help build two-way communication between the judiciary and key stakeholder groups, including parliamentarians and other decision-makers, citizens, NGOs, and the private sector on the judicial reform process. Activities should include developing materials for discussion that address the specific concerns of each target group, and creating channels for debate such as seminars and workshops, or "town-hall" meetings.

VI. Internal Communications. The Consultant will also build capacity among key staff of the judiciary so as to enable them to carry routine communications tasks

and will devise a coordination scheme in order to allow the various judicial bodies to share information and speak with one voice regarding the reform. As importantly, the Consultant will also define an internal communications mechanism for the judiciary to be able to communicate with its members at all levels, from Supreme Court judges to court employees. This mechanism will also be the tool through which the judiciary will promote integrity in the courts.

VII. Build media understanding of legal and judicial issues. The majority of Georgian media, although interested in legal and judicial issues, does not have the functional knowledge to cover them accurately and objectively. The Consultant will develop a two-track training program for print, TV and radio journalists. Special attention shall be given to including journalists from throughout Georgia. On one track, regular workshops should be organized whereby a large number of journalists and editors will be acquainted with the basics of the legal and judicial system as well as with its role in a democratic society and a market economy. At the same time, a group of some 25 “core” journalists will be identified to receive an ongoing and exhaustive training on legal and judicial reporting. By the end of this training, which could be considered as an advanced degree on legal journalism, this group should have developed a thorough understanding of the judiciary in Georgia and in other relevant countries as well as the necessary skills to cover its activities properly and in a way which is significant to the Georgian public.

CONDITIONS OF WORK

This activity will involve an 18 month contract – subject to a review after the initial 6 months - with an international consulting firm, the key role of which will be to help ALPE build its communications capacity and develop and implement a long-term communications strategy and action plan. After an initial period of six months, and upon satisfactory assessment by ALPE and the World Bank of the work undertaken by the Consultant, this one will be allowed to proceed with the contract for the remaining 12 months. The contract may be renewed, extended or renegotiated beyond the 18 month period according to the joint assessment of ALPE and the World Bank of performance and continued need for the Consultant’s services.

The international consulting firm selected is expected to provide an expert/team of experts with a minimum of five years professional experience meeting the functional expertise requirements set forth in the matrix below²⁰; or of further communications needs should these occur in the course of designing or implementing the program. This will include experts in the areas of: communications strategy, media management, legal and judicial public education, opinion research and analysis, event organization, writing and editing of documents, radio and television production, and media training. Various elements of the expertise required may be fulfilled by any individual with specialization

²⁰ The Team Leader is expected to have a minimum of five years of relevant experience, of which at least two years in the NIS. Junior members of the team are required a minimum of three years of relevant experience.

in more than one area, and it is anticipated that certain specialists will only be needed in the project area for limited periods of time.

The Public Education and Information component has a budget of around \$750,000-\$900,000 for program activities (audiovisual production, printing of materials, training workshops, etc.). It is expected that the project's first 18 months will necessitate a larger share of these resources, but the budget above has been allocated for the whole duration of the project. For the length of this Contract, the Consultant will jointly manage the ALPE budget for these program activities through a system of co-signature of invoices with ALPE's director. For this purpose it will be necessary for the Consultant to include in its proposal an indicative budget for each of the program activities it recommends. This indicative budget is distinct from the Financial Proposal for the eighteen months assignment, which includes the Consultant's fees and reimbursable costs. The indicative budget must be included in the Technical Proposal.

REPORTING REQUIREMENTS

The Consultant will work with ALPE's Director and will report to ALPE's Board. All reports will be submitted in the Georgian and English language. As mentioned above, the Consultant will present an inception report (four copies in each language) a month upon arrival to Tbilisi. This report will include: i) the Consultant's assessment of the tasks ahead based on its understanding of the situation on the ground and of any additional opinion research carried out; and ii) a comprehensive strategy and action plan to attain the component's objectives as set forth in the matrix below; and iii) feedback mechanisms.

The Consultant will submit a bimonthly written progress report which will include an overview of all activities undertaken during the reporting period, samples of all materials produced and suggestions for improving the adequacy of the information, its timeliness, breadth of distribution and overall reach. It will also provide with regular feedback on the user's perceptions of the judiciary as seen through opinion research. Two copies of each report will be submitted to ALPE's Board and two to the World Bank.

After the sixth month, and upon presentation of the third bi-monthly progress report, ALPE and the World Bank will review the Consultant's performance and assess whether this one is assisting in accomplishing the component's objectives. This review process will take no longer than two weeks.

At the end of the contract, four copies of a "Close Out" or draft final report in each language will be submitted which will review efforts taken, their status, ability to sustain those efforts and recommendations for next steps to be taken in continued support of ALPE's function on behalf of legal and judicial public education. Within two weeks after its submission a "Close Out" meeting will be conducted with ALPE and the World Bank on the draft report. The final report will be submitted within thirty days after the meeting.

PUBLIC INFORMATION/EDUCATION COMPONENT MATRIX					
Objectives	Target Audience	Activities	Calendar/ Deadline	Performance Indicators	Functional Expertise Required
1. Inform and educate the public about their rights	- General population - Businesspeople - Civil society - Mass media - Teachers and students	- Mass media campaign <ul style="list-style-type: none"> • Television • Radio • Written press - Create and disseminate public education materials - Seminars and other outreach activities - In-class and extracurricular activities in schools and universities	- Continuous	- Significant shift in understanding and perception of one's right as measured by opinion research	- Communications strategy - Media management - Radio and television production - Specialists in legal education
2. Explain the judicial system to users and potential users and how to go about using it	- General population - Businesspeople - Civil society - Mass media - Teachers and students	- Mass media campaign <ul style="list-style-type: none"> • Television • Radio • Written press - Create and disseminate public education materials - Seminars and other outreach activities - In-class and extracurricular activities in schools and universities	- Continuous	- Better understanding of how the judicial system works. - Increased usage of the system - Increased satisfaction with the expediency of the system as measured by opinion research	- Communications strategy - Media management - Radio and television production - Specialists in legal education
3. Inform the judiciary about the reform process	- judges - court employees	- Create and disseminate public information materials (newsletter...) - Seminars and other outreach activities	- Continuous	- Better understanding of how the reform - Increased willingness to interface with the public	- Seminar/conference facilitation - Internal communications
4. Build consensus around the judicial reform	- Government officials - Parliament - Judges - Lawyers - Court employees - Businesspeople - Civil society organizations - Mass media	- Seminars and workshops - Create and disseminate public education materials targeted at the respective audiences	- End of 1999	- Debate on judicial reform focusing on technical as opposed to political issues - Reform measures approved by Parliament - Increased willingness to publicly support the reforms	- Communications strategy - Media management - Seminar/conference facilitation
5. Build media understanding on legal and judicial system.	- Print, TV and radio journalists in Tbilisi and the regions - editors and media owners	- Develop a database of journalists covering the subject - Organize regular seminars on the legal and judicial system - Create and disseminate literature on the reform - Train a group of about 25 "core" journalists in advanced legal reporting (equivalent to a masters' degree in legal journalism)	- Initial effort by end of 1999 - Follow-up throughout the project	-Increased and improved coverage of legal and judicial issues by the media, measured by a media monitoring system	- Media training - Specialists in legal education
6. Build trust in the judicial system and increase the	- General population - Businesspeople - Mass media	- Mass media campaign <ul style="list-style-type: none"> • Television • Radio 	- Continuous	- Increased trust in the judicial system by users and potential users as	- Communications strategy - Media management - Radio and television

prestige of judges	<ul style="list-style-type: none"> - Government officials - Legal community - Law enforcement - International investors 	<ul style="list-style-type: none"> • Written press <ul style="list-style-type: none"> - Create and disseminate public education materials - Organize seminars and other outreach activities 		measured by opinion research <ul style="list-style-type: none"> - Increased self-awareness of judges' role as measured by opinion research - Increased trust and respect in the judicial system by government officials and the legal community 	production <ul style="list-style-type: none"> - Specialists in legal education
7. Explain the utility of alternative dispute resolution mechanisms (ADR) like arbitration and promote their usage	<ul style="list-style-type: none"> - Businesspeople - Judges and lawyers 	<ul style="list-style-type: none"> - Organize seminars and demonstrations of ADR mechanisms - Create and distribute literature on this issue - Highlight instances of successful use of ADR 	- Continuous	<ul style="list-style-type: none"> - Better understanding of the role of ADR and increased demand for its usage 	<ul style="list-style-type: none"> - Specialists in ADR training - Media management - Seminar/conference facilitation

The following evaluation criteria have been listed in the Data Sheet included in the RFP for the evaluation of the proposals:

	<u>Points</u>
(i) Specific experience of the consultants related to the assignment a: experience in mass media campaigns (5 points) b: experience in legal public education (5 points)	10
(ii) Adequacy of the proposed work plan and methodology in responding to the Terms of Reference a: responsiveness to TOR (15 points) b: methodology for the mass media campaign (5 points) c: methodology for internal communications (5 points) d: methodology for consensus-building activities (5 points) e: methodology for training of journalists (5 points)	35
(iii) Qualifications and competence of the key staff for the Assignment a: team leader (25 points) b: experts (20 points)	45
(iv) Suitability of the transfer of knowledge program (training) a: methodology for capacity-building (5 points) b: workshops (5 points)	10
(v) Local participation (as reflected by nationals among key staff presented by foreign and local firms; maximum not to exceed 10 points)	N/A
Total Points:	100

The number of points to be given under each evaluation subcriteria for qualifications of staff are:

	<u>Points</u>
(i) General qualifications	30
(ii) Adequacy for the project	50
(iii) Experience in region & language	20

Annex V

MAGFOR

**NATIONAL PROGRAM FOR AGRICULTURAL TECHNOLOGY AND
TECHNICAL TRAINING**

**TÉRMS OR REFERENCE
CONSULTING SERVICE**

COMMUNICATION PROGRAM ASSESSMENT

Managua, May 2004

I. BACKGROUND AND RATIONALE

The Ministry of Agriculture and Forestry of Nicaragua (MAGFOR), with financial and technical support from the World Bank's International Development Association (IDA), the Swiss Development Agency (COSUDE) and the International Fund for Agricultural Development (IFAD), is currently promoting the National Program for Agricultural Technology and Technical Training 2002-2016 (PNTFTA). The program is being implemented in four phases, each one spanning four years, with the goal of increasing agricultural productivity and household income among small and medium producers. The first phase (2001 – 2004) of the program is the Agricultural Technology Project (PTA), which aims at establishing a National System of Technological Innovation (SINTA).

The PTA has the following five components: (1) Institutional Reform and Strengthening, (2) Competitive Funds (Technical Assistance Fund – FAT, Agricultural Technology Research Support Fund – FAITAN), (3) Productive Modernization (to assist INTA operations as part of its new role), (4) Technical Education and Training, and (5) Agricultural Information System. The PTA has implemented a Communication Program to support each one of the above components to help them reach their objectives. The Communication Program was carried out at two levels:

- a. Public and institutional communication, targeting public opinion and other relevant actors.
- b. Rural communication, aimed at small and medium producers, rural extension agents and researchers.

The general goal of the Communication Program is to explain and promote the establishment of SINTA, and the following are the specific objectives for each of the four institutions involved in the program:

- Build trust among public opinion in agriculture sector agencies and FUNICA, within the realm of technological innovation.
- Promote and establish permanent dialogue on formulation and implementation of agricultural technology policy.
- Facilitate the exchange and cooperation among actors of the National Seed System, seeking the adoption of certified seeds by producers.
- Facilitate and promote horizontal communication among producer families, extension agents, educators and researchers, contributing to local teaching-learning processes about the most viable agricultural technologies from the technical, economic, and environmental perspectives.
- Disseminate the results of the Agricultural Technical Education and Training System, and stimulate the participation of the Innovation System actors in professional agricultural training processes.
- Promote the search and application of price and market information in the decision-making processes among public and private actors of the agricultural sector.

- Stimulate, through financing from competitive funds, the participation in new markets of providers and consumers of agricultural technical assistance, extension and research.
- Promote the participation of key actors of the National System of Technological Innovation in the formulation and implementation of technology policy.

II. BASELINE STUDY

A baseline study for the Communication Program was undertaken in May 2003, and a survey was carried out among 568 small and medium producers, 81 technicians, and 395 inhabitants of 29 municipalities of all regions of the country. Those municipalities are the ones covered by institutions that constitute the National Program of Agricultural Technology and Technical Training.

The survey provided a good qualitative picture of the opinion prevailing among the three key target audiences mentioned above, which would enable the assessment in the future of opinion change amongst them, particularly the impact of the Communication Program implemented by each institution.

Questions will be taken from questionnaires of three surveys that were designed, which will be used as communication indicators for each of the activities that are part of the Communication Program.

Direct contracting of the firm IZTANI is being requested, based on the following reasons:

Firstly, IZTANI carried out the Baseline Study of the Communication Program; secondly, the same sample and the same ticket should be used during this assessment; and thirdly, a comparative analysis against the baseline should be undertaken for the assessment.

III. GENERAL OBJECTIVE

To assess the impact of the Communication Program, comparing the results against the baseline study carried out in May 2003, and to assess the accomplishment of the Communication Program objectives.

IV. SPECIFIC OBJECTIVES

- Evaluate the institutional communication component targeting technical staff of PTA institutions, using as the basis the above indicators included in the baseline questionnaire and within the framework of communication program objectives.
- Evaluate the rural communication component targeting small and medium producers and the population of the municipalities, using as a basis the above

- indicators included in the baseline study and within the framework of the communication program objectives.
- Evaluate the communication channels and methods that have been most effective.

V. METHODOLOGICAL CRITERIA FOR THE CONSULTANCY

The following are the methodological criteria to be taken into consideration within the proposals:

1. The methodology must be quantitative, using opinion surveys at three different target audiences: small and medium producers, extension agents and urban public at large.
2. The random sample for each of the target audiences must be the same used for the baseline study, as well as for the municipalities.
3. The assessment should use questions from the baseline study as indicated by the communication specialist.
4. Institutional staff should be interviewed once the results have been determined, with the objective of assessing them quantitatively against the accomplishment of the communication program objectives.

VI. ACTIVITIES

- Elaborate the questionnaires in three sections: a) monitoring indicators, b) sources and channels of information, c) socioeconomic profile of those interviewed.
- Supervise the surveys.
- Tabulate collected information and carry out the corresponding analysis.
- Prepare the reports indicated in the TORs and other reports as required.
- Deliver a workshop for institutional staff and technicians to gather their opinion about the communication channels and the methods that have had greatest impact.
- Interview key staff on the accomplishment of the communication program objectives.
- Hold meetings to discuss the results of the consultancy.

VII. TIMEFRAME

Two calendar months, starting by May.

VIII. CONSULTANT REQUIREMENTS

The consultant should be an established firm and a specialized organization, with at least ten years of proven experience in design and implementation of opinion research studies in the national agricultural and/or rural sector, and/or with five years of experience in similar studies (baseline) in the same sectors.

IX. EXPECTED OUTCOMES

1. Report on the survey analysis and the assessment of results according to institutional objectives pursued by the communication program.
2. Specific recommendations.
3. A workshop to present the results.
4. Integrate into the report the recommendations gathered from the workshop.
5. Final report.

X. REPORTING REQUIREMENTS

The consultant should present a progress report and a final report in hardcopy and electronic format using Word (Arial 11), Excel and other appropriate applications as indicated, and a final report on the consulting services provided, including all support information.

A draft of the final report should be delivered for discussion and subsequent approval to the PTA-MAGFOR communication specialist. The annexes should include all information and documentation (questionnaires, guidelines, etc.) gathering the experience throughout the study, so that a written institutional memory becomes available for review by similar studies in the future.

Four hardcopies properly edited and an electronic file of the final version of each report should be delivered.

XI. COORDINATION AND SUPERVISION

The consultancy will be supervised by the PTA-MAGFOR communication specialist, who will oversee and coordinate its implementation, in collaboration with communication experts from the institutions involved in the project.

XII. ADMINISTRATION AND MONITORING

The PTA-MAGFOR communication specialist will be responsible for the administration and coordination of the consultancy.

XIII. BUDGET

BUDGET TABLE

ITEM	Unit	Quantity	People	Unit cost	Subtotal US\$
I. FEES					8,500.00
1.1 Technical team fees					6,600.00
Coordinator: Team leader	Months	2	1	1,800.0	3,600.00
Researcher A: Fieldwork	Months	1	1	1,500.0	1,500.00
Researcher B: Processing	Months	1	1	1,500.0	1,500.00
1.2 Support team fees					1,900.00
Fieldwork supervisors	Months	1	3	250.0	750.00
Surveyors	Days	18	12	5.0	1,150.00
II. OPERATIONAL EXPENSES					7,250.00
2..1 Per diem					3,860.00
Supervisors	Days	18	3	10.0	700.00
Technical team	Days	18	3		1,000.00
Surveyors	Days	18	12	10.0	2,160.00
2..2 Transportation					2,640.00
4WD Vehicle	Days	48		55.0	2,640.00
2..3 Equipment and materials					750.00
a) Office equipment and supplies					500.00
b) Photocopying					250.00
III. WORKSHOP EXPENSES					650.00
Workshop		1	15	25.0	450.00
Focal group	Days	1	8	25	200.00
IV. ADMINISTRATIVE OVERHEAD					1,600.00
TOTAL					18,000.00