

TERMS OF REFERENCE FOR CONSULTING SERVICES

FOR TECHNICAL ASSISTANCE AND SUPPORT IN CONDUCTING PUBLIC COMMUNICATION AND WORKSHOPS

1. PROJECT BACKGROUND

The World Bank is supporting the implementation of Sustainable Transition through Energy Efficiency Project in Moldova (US\$ 54.5 million) to mitigate energy security and affordability risks through energy efficiency investments for public buildings and sustainable heating technologies.

The Development Objective of the STEEM Project (Sustainable Transition through Energy Efficiency in Moldova Project) is to increase the energy efficiency (EE) in public buildings in Moldova and in Chisinau District Heating System. The Project constitutes a phase of the MPA Program - multiphase programmatic approach program designed to increase energy efficiency savings in participating client countries of the Europe and Central Asia (ECA) region and develop enabling policies and programs for the scale-up of energy efficiency.

The Project will finance three components:

Component 1 – Energy Efficiency investments in public buildings (funded from both IBRD Loan Agreement and M-Grow Trust Fund Grant Agreement), comprising:

- ***Sub-component 1.1. Energy Efficiency renovation of education buildings (funded from IBRD Loan Agreement)*** This sub-component will finance the retrofit of the Selected Education Facilities across the country, including: (i) standard energy efficiency retrofit measures, such as thermal insulation of walls, basement and roof, replacing windows and doors, renovation of internal heating, ventilation, air conditioning, domestic hot water (DHW) systems, replacement of lighting, eventually other energy efficiency measures as identified necessary for the respective buildings, using well-proven technologies and equipment for EE improvements in end-use application; (ii) installation of heat pumps, efficient boilers (replacement of inefficient gas/coal boilers and fuel switch to biomass/wood pellets), solar thermal collectors and rooftop solar PV, if/where technically feasible and economically viable; (iii) ancillary measures to ensure sustainability of the subprojects.
- ***Sub-component 1.2. District heating upgrades (funded from IBRD Loan Agreement)***. This sub-component will finance improvements in the district heating system in Chisinau, particularly through installation of Individual Heating Substations (IHSs) in selected public buildings (including in some schools in Chisinau selected under sub-component 1.1.) and related DH network enhancements.
- ***Sub-component 1.3 Initial operationalization of a sustainable financing mechanism for EE (funded from M-GROW Trust Fund Grant Agreement)***.

Component 2 – Implementation support and technical assistance (funded from M-GROW Trust Fund Grant Agreement)

Component 3 – Contingent emergency response component -CERC (funding to be defined at a later stage when the need arises).

Project beneficiaries: The Project will benefit (46 Education Facilities) around 46,000 school-age youth, teachers and schools' support staff which will experience improved indoor comfort levels, lighting and indoor air quality in beneficiary schools. The Project will support the Government initiative of "Model Schools" which aims to target resources for selected schools across the country, offering high-quality education and subsistence conditions for pupils and school personnel, therefore improving educational outcomes and erasing barriers between access to education, by merging smaller schools in larger, highly performing schools, taking into account the geographical and urban/rural aspect.

Another category of beneficiaries includes the direct recipients of modernization through the installation of Individual Heating Substations (IHSs) in selected public buildings, as well as women participating in the "Women in Energy" internship program. In addition, private sector energy service companies (construction and design companies, energy auditors, equipment suppliers) will also benefit from the Project as it will build demand for their services and will build their expertise and capacity. Citizens who use services provided by the Government, can benefit from budgetary resources saved from energy bills that could be deployed to enhance other priority services. Broadly, general citizens (taxpayers) will also benefit from more efficient use of public budgets and climate mitigation efforts.

2. SCOPE OF THE WORK

The purpose of this assignment is to provide consultancy services, technical assistance, and support in carrying out effective public communication for the Project by ensuring transparency and visibility of project activities. The communication activities will highlight the involvement and donor's support: International Bank for Reconstruction and Development and the Multi-Donor Trust Fund (MDTF) "Moldova – Growth, Resilience, and Opportunities for Well-being (M-GROW), managed by the World Bank Group, as well as the implementing institutions: the Government of the Republic of Moldova, the Ministry of Energy, MEPIU, and project partners.

This assignment is part of Component 2 (2.5 - *Public Communication and Workshops*) of the STEEM Project and includes: unfolding of pre- and post-renovation social surveys, development of comprehensive Project Communication Plan (CP), design and implementation of public communication campaigns that extend throughout the entire project duration, with all related materials outlined in the CP and approved by the relevant stakeholders (the implementing institutions and the World Bank). Additionally, the assignment includes organization of workshops and support for all communication activities and events related to the project.

The contracted company will be responsible for planning, executing, and implementing communication activities, events, and campaigns aimed at enhancing public awareness of the Project. The contractor will work in close collaboration with MEPIU team, and the deliverables will be approved by the MEPIU and the World Bank Group, in coordination with the Ministry of Energy, to achieve the following objectives:

- Increase public awareness of Moldova's energy security initiatives and the role of energy efficiency;
- Promote the project's impact by communicating tangible results and benefits;
- Prevent negative social impacts during project implementation and educate the public on energy efficiency practices.

All activities proposed within the Communication Plan shall be implemented by the contractor and will be considered final only upon formal approval by the MEPIU. MEPIU will serve as the main communication channel for the project, where communication content will be disseminated, and will also act as the primary platform for coordination and information exchange.

All activities under these terms of reference will be conducted consistent with the project's Stakeholder Engagement Plan (SEP) and the World Bank's standard on Stakeholder Engagement and Information Disclosure (ESS10), and shall consider the needs of various stakeholders including women and vulnerable groups (e.g. people with disabilities, elderly, and ethnic minorities).

2.1 Specific Activities: To support broad public participation and stakeholder engagement, communication efforts must be clear, transparent, accessible, and consistent throughout the project implementation.

The following activities will be undertaken:

1. Conduct pre- and post-renovation Social Surveys

- Carry out sample pre- and post-renovation social surveys to assess public attitudes and awareness regarding the project.
- Evaluate the impact of the awareness-raising and communication campaigns through these surveys, measuring changes in public perception and understanding.

2. Develop a Comprehensive Communication Plan (CP)

- Design a Communication Plan aligned with the project's goals and target audiences.
- Define specific, measurable, achievable, relevant, time-bound communication objectives.
- Formulate tailored key messages and ensure coherence across all communication channels.

3. Design and implement Communication Campaigns with all related communication materials outlined in the CP and approved by the stakeholders

- Develop and implement communication campaigns in alignment with CP, project milestones and phases (awareness, implementation, completion).
- Produce and disseminate materials (written, visual, media, digital, printed) to maximize outreach and impact.
- Organize public, stakeholders, media events, and social media initiatives.
- Engage key stakeholder groups (e.g., public, private sector, media, civil society) in awareness activities.
- Publicize project progress and results through traditional and digital media.
- Ensure timely and transparent dissemination of project updates and visibility of financing and implementing institutions.

4. Raise awareness and educate different target groups through public events and Workshops

- Organize public events aimed at raising awareness and engaging the general public in project-related topics.
- Conduct informative workshops focused on topics of interest for various stakeholder groups, including beneficiaries and project partners.
- Deliver tailored content and interactive formats to facilitate knowledge transfer, encourage behavioral change, and inform and prepare various target groups of interest to support the effective implementation of the project activities.

5. Monitor and evaluate communication activities

- Develop monitoring and evaluation tools to track the effectiveness of communication efforts.
- Use data analytics, media tracking, and feedback to adjust strategies as needed.
- Prepare periodic reports summarizing campaign outcomes, lessons learned, and recommendations.

2.2 KEY ACTIVITIES:

TASK 1: Conduct pre- and post-renovation Social Surveys

The company may subcontract a specialized company or submit a joint bid as part of a consortium with a partner that has proven expertise in social research to carry out the surveys. The selected research entity will be responsible for conducting two sample-based surveys (pre- and post-renovation), including the development of methodology and questionnaires, data collection, analysis, and reporting, in accordance with recognized international standards.

Objectives of the surveys:

- *The baseline survey (pre-renovation):* the first survey will be conducted during the inception phase of the Project and will establish the baseline data related to awareness on the Project and of all planned activities to be financed under the Project and on the satisfaction of potential beneficiaries of subcomponent 1.1. on current room conditions targeting the project direct beneficiaries (i.e. pupils, teachers, intuitions staff), including the number of beneficiaries and their level of satisfaction with improved indoor conditions

The baseline survey will be conducted among a representative sample of the population / potential beneficiaries in the project's intervention areas and will gather both quantitative and qualitative data related to the following main aspects, but not limited to:

- *Public understanding of the benefits of energy efficiency and IHSs installation;*
- *Attitudes toward renovation measures and interventions and level of knowledge, awareness, and behavioral practices related to energy efficiency;*
- *Awareness of the STEEM Project and preferences related to communication activities, tools and methods.*

The data collected during the initial survey, along with the results and findings of the data assessment, will be used to define the communication objectives and tasks. These insights will form the basis for the development of the Communication Plan, which will outline the type and scope of communication activities to be undertaken.

- *The end line survey (post-renovation):* the end line survey will provide the progress data related to Project awareness, the impact of the carried-out communication activities according to the set monitoring indicators and the beneficiaries of subcomponent 1.1. perception related to the increased indoor room conditions.

The endline survey will be conducted among a representative sample of the population / potential beneficiaries in the project's intervention areas and will gather both quantitative and qualitative data related to the following main aspects, but not limited to:

- *Changes in public understanding of the benefits of energy efficiency and IHS installation;*

- *Improvements in knowledge, awareness, and behavior related to energy efficiency, as well as satisfaction with the renovation works and their perceived impact on indoor comfort, building conditions, and energy savings;*
- *Awareness and perception of the STEEM Project and energy efficiency, as well as the effectiveness and relevance of the communication tools, key messages, and dissemination channels used throughout the project implementation.*

In addition, sample pre- and post-renovation survey will be carried out to evaluate the impact of awareness raising and communication campaigns. The additional and detailed aspects to be identified and measured through the survey will be defined in the survey methodology, which will be approved by MEPIU, and the World Bank before starting the surveys. Specifically, the Consultant will be responsible for:

- Designing the survey methodology, including sampling strategy, data collection tools, and analysis framework;
- Preparing survey questionnaires to be approved by MEPIU;
- Ensuring sample representativeness by geography, gender, age, and socio-economic background;
- Ensuring a minimum sample size of 1000 respondents per survey, subject to confirmation based on statistical requirements and area coverage;
- Conducting fieldwork using face-to-face, telephone, or mixed methods while ensuring quality control and data validation;
- Complying with all relevant data protection and ethical standards;
- Delivering anonymized datasets and comprehensive survey reports.

TASK 2: Communication Plan

The company will design a Communication Plan aligned with the STEEM Project's goals, scope, and timeline. The Plan must:

- Include a stakeholder and context analysis, highlighting Moldova's energy efficiency landscape and communication challenges.
- Define and segment priority audiences (e.g., pupils and parents, youth, teachers and auxiliary staff of the education institutions, public institutions, women in energy, local authorities, the general public, beneficiaries and other target groups). Consider demographic, geographic, behavioral, and psychographic criteria.
- Establish specific, measurable, achievable, relevant, and time-bound objectives, aligned with the STEEM Project's expected results.
- Develop core messages tailored to different audience segments and platforms.
- Propose pre-testing of messages and adjust them based on audience feedback.
- Recommend a mix of communication channels based on the habits and preferences of the target groups. This may include: Traditional media (TV, radio), Digital media (social media, websites, online ads), Community engagement (events, school activities), and Educational and promotional materials (brochures, videos, infographics).
- The plan must reflect insights from the baseline opinion survey and include communication measures to enhance awareness and positively shape public attitudes toward energy efficiency initiatives.

Communication objectives should include: raising awareness, encouraging participation, promoting behavior change, and supporting stakeholder engagement. The communication activities are expected

to contribute to the following strategic objectives: public education, trust-building, and increasing project visibility.

Specifically, the activities will:

- Raise public awareness about Moldova’s energy security goals and the crucial role of energy efficiency in achieving them, through accessible and inclusive campaigns targeting the general public and key groups such as women, youth, parents, and local communities.
- Promote the project’s tangible benefits and results, including improved indoor comfort, energy savings, and enhanced public building conditions, to foster community interest and trust.
- Encourage behavior change by educating the public on energy-saving practices and the adoption of modern heating technologies.
- Build trust and engagement through transparent, timely, and inclusive communication that addresses community concerns and supports stakeholder participation.
- Increase the project’s visibility by using diverse communication channels and targeted messaging to reach broad and specific audiences effectively.

The contractor will be responsible for establishing clear general and specific communication objectives, including measurable quantitative and qualitative targets, as part of the Communication Plan.

TASK 3: Implementation of phase-based Communication Campaigns (the assignment will be implemented over a period of 36 months, tentatively from July 2026 to June 2029)

The communication campaign under the STEEM Project will be implemented throughout the entire project duration and will follow a phased approach aligned with key project milestones. Its overarching goal is to inform, engage, and mobilize public support by raising awareness of energy efficiency, promoting behavioral change, and ensuring visibility for the project’s results and financing partners.

- **Phase I – Introduction and Awareness (approximately 1 year):** This phase marks the public launch of the STEEM Project and sets the foundation for long-term communication and engagement. The primary objective is to raise broad awareness about the project’s scope, its benefits, and the importance of energy efficiency while also fostering early engagement with key stakeholders and target groups.

Key activities for Phase I will include:

- Development and dissemination of tailored communication materials adapted to different target audiences (e.g., educational videos, infographics, brochures, and flyers).
- Production of engaging and age-appropriate content for children and young people, including interactive tools, animations, and school-based activities to introduce energy efficiency concepts and the project's impact.
- Organization of informative sessions and community meetings for school staff and residents to provide technical explanations of the upcoming renovations and benefits.
- Dissemination of promotional materials through a mix of traditional and digital channels (TV, radio, press, and social media platforms) to ensure broad public outreach.
- Pre-testing of key messages, visuals, and formats to validate relevance and effectiveness before large-scale dissemination.
- Implementation of additional communication activities proposed by the Contractor, or identified based on the findings of the baseline public survey and stakeholder feedback.

As part of the communication activities, promotional and informational materials will be created for each campaign phase, tailored to specific target groups. These materials will support both the events and broader outreach efforts to engage the intended audiences. Materials may include, but not limited to: project flyers and brochures, printed and digital infographics on energy efficiency, posters for schools, institutions, and public spaces, roll-up banners and event backdrops, branded stationery (badges, branded folders, notebooks, pens, backpacks), t-shirts and tote bags, interactive cards.

➤ **Phase II – Implementation and Monitoring (approximately 1 year):** This phase focuses on sustaining public interest and trust during the project’s implementation by ensuring transparency, sharing measurable progress, and actively involving communities. Communication efforts should highlight ongoing works, showcase visible improvements, and provide consistent updates to manage expectations and reinforce public support. Objective: To maintain public engagement and awareness throughout the project implementation process by sharing regular updates, communicating results, and collecting feedback from beneficiaries and stakeholders.

Key activities for Phase II will include:

- **Progress communication:** Regularly disseminate updates on implementation milestones, timelines, and expected outcomes using accessible formats and clear language.
- **Storytelling and media engagement:** Facilitate media briefings and produce human-centered stories highlighting real-life beneficiaries, community involvement, and project outcomes.
- **Community outreach:** Organize local events, open-door days at various sub-project sites, and stakeholder roundtables to encourage dialogue, participation, and ownership.
- **Social media engagement:** Expand digital outreach with interactive content, particularly targeting younger and urban populations and other target groups through social media platforms.
- **Visual documentation:** Produce high-quality photos, videos, and public service announcements showing before-and-after transformations and works-in-progress to reinforce credibility and transparency.
- **Adaptive communication:** Update the communication plan and activities in response to project developments and community input, in coordination with MEPIU.

Timeline: Communication activities under Phase II may begin tentatively at the end of 2027 and will intensify in 2028 when significant progress is expected in the energy-efficient renovation of the 46 selected education facilities, as well as following the installation of Individual Heat Substations (IHSs). The exact timeline will be adjusted as the project progresses and will be finalized in the Communication Plan.

➤ **Phase III – Impact and Completion (1 year)**

The final phase of the communication campaign will focus on showcasing the results achieved through the STEEM Project and reinforcing its long-term value for Moldovan society. As the renovations of schools and high schools are completed, along with other implemented project activities, communication efforts will shift towards highlighting success stories, documenting tangible outcomes, and reinforcing the behavioral changes initiated during the earlier phases.

This phase also aims to sustain visibility for the contributions of the International Bank for Reconstruction and Development (IBRD) and the Multi-Donor Trust Fund (MDTF) *"Moldova – Growth, Resilience, and Opportunities for Well-being (M-GROW)"*, managed by the World Bank Group, as well as the Government of the Republic of Moldova, the Ministry of Energy, MEPIU, and

all project partners - emphasizing the collective effort to improve energy efficiency and modernize public infrastructure.

Key Activities:

- **Final Results Campaign:** Produce and disseminate content (videos, infographics, case studies) highlighting the before-and-after transformations of educational institutions and heating systems, as well as the improved heat and domestic hot water supply resulting from the installation of IHSs and associated piping.
- **Beneficiary Testimonials:** Collect and promote success stories from teachers, pupils, parents, local and public authorities, women in energy and other beneficiaries to illustrate the project’s direct benefits.
- **National and Local Media Coverage:** Engage media outlets to cover the project’s achievements and its impact on communities.
- **High-Level Public Events:** Organize closing events and ceremonies in selected locations, with the participation of project stakeholders and beneficiaries.
- **Social media and Digital Engagement:** Launch a final campaign summarizing the journey and celebrating project milestones.
- **Visibility Materials:** Ensure all materials reflect the branding and visibility requirements of development partners.
- **Final Evaluation and Feedback:** Conduct end-line perception surveys and collect stakeholder feedback to assess communication effectiveness and document lessons learned.

Timeline: Activities under Phase III are expected to be launched tentatively in 2028 or early 2029 and may continue until project completion. The culmination of this phase will coincide with final reporting, evaluation, and public events marking the successful closure of the STEEM Project. The exact timeline will be adjusted as the project progresses and will be finalized in the Communication Plan.

Indicative communication activities and products: The contractor is responsible for formulating and presenting a tailored Communication Plan that integrates activities considered by the contractor as optimally aligned and effective in achieving the project’s awareness and visibility objectives. The plan is expected to consider the mandatory activities specified in the TOR (*Table 1, 2 and 3*) while also being complemented with activities proposed by the contractor, outlining their approach and proposed actions.

The plan is expected to demonstrate not only creativity but also cost efficiency. Although the indicative activity list provides a foundation, the contractor is urged to actively contribute innovative and original ideas, surpassing the initial suggestions to significantly amplify the overall impact of the campaign. **Possible alterations to the list of mandatory activities may occur during the implementation of the Communication Plan**, depending on project priorities. Decisions will be collaboratively agreed upon with project partners.

Table 1: List of indicative anticipated communication activities and products for Phase 1: Introduction and Awareness (approximately 2026 – 2027):

Activity	Description	Expected deliverables, <u>minimum quantity</u>
Communication Materials	Raise public awareness about the project, energy efficiency and project upgrades.	- 1 general video spot (bilingual), 1 min.

		<ul style="list-style-type: none"> - 1 animated video (which will target the general audience as well as young people), min. 30 sec. (ro/ru) - 1 infographic (ro/ru) - 1 flyer online/printed (10.000+) - 5 press releases (bilingual)
Youth Engagement Content	Educate children and young people on energy efficiency through creative and interactive formats.	<ul style="list-style-type: none"> - 1 brochure online, printed - 3 school activities - south, center, and north (event concept, agendas, with school activity kits and all necessary materials and equipment)
District heating upgrades	Raise awareness about the improvements in the district heating system in Chişinău, particularly through the installation of Individual Heating Substations (IHSs) in selected public buildings.	- 1 infographic, online and printed format to be used as information notice posted at the beneficiary building and for social media (printed 500).
Mass & Social Media Outreach	Enhance public visibility, trust, and understanding through mass and digital media.	<ul style="list-style-type: none"> - 6 media collaborations (published articles/ videos/ podcasts/ TV Shows/ interviews) - 8 thematic social media posts featuring content other than those mentioned in the communication activities above, including content on project subcomponents already under implementation and showcasing tangible results (e.g. IHSs, Women in Energy Program, Information System for NCSE, (5 promoted)
Message pre-testing	Test message clarity and visual appeal before large-scale rollout.	- 1 pre-testing round
Public & Stakeholder Events	Conduct events to inform and involve key audiences, mass-media and local communities.	- 1 event (event agendas and content, stakeholder engagement materials, photo/video documentation, media coverage reports, all necessary materials and equipment)
Visibility & Promotional Materials	Support consistent project branding and outreach through physical and digital materials.	<ul style="list-style-type: none"> - 20 branded kits/event - 46 informational posters – featuring a project presentation to be displayed by the beneficiary institutions - 1 roll-up and project event backdrop
Additional Activities	Enable flexibility to implement additional actions based on project evolution or new needs.	- As needed

Table 2: List of indicative anticipated communication activities and products for Phase II: Implementation and Monitoring (2027–2028)

Activity	Description	Expected deliverables, <u>minimum quantity</u>
Progress Communication	Share regular updates on project implementation progress, schedules, and expected results through accessible channels.	- at least 5 progress report videos (1-2min)
Media Collaborations & Storytelling	Ensure media collaborations (TV shows local/national, TV, radio reports, online news publications) and create stories focused on the real experiences of beneficiaries and community engagement.	- 4 human-interest stories (1-2 min, bilingual) - at least 6 mass media collaborations (TV shows, podcasts, interviews), - 5 press releases (bilingual)
Community Outreach Events with media attendance	Host interactive local events to inform and involve residents, school staff, media and stakeholders in the implementation process and showcase renovation work in key locations.	- 2 community event and press tours (event photos, live streaming and content, attendance lists, promotional kits and all necessary materials and equipment)
Social Media Campaigns - (Facebook, LinkedIn, YouTube).	Publish interactive and engaging updates across social platforms to maintain ongoing community interaction.	- 5 thematic and paid social media posts, other than those mentioned above
Informational & Promotional Materials	Support visibility through branded and printed materials (informative panels, banners & roll-ups for events and project sites, flyers, brochures, promotional and media kits).	- 10,000+ flyers and/or and other informational/ promotional materials as needed to ensure project visibility on site, - 20+ promotional/media kits per event.
Adaptive Communication Plan	Adjust the communication approach based on project progress and stakeholder feedback in coordination with MEPIU.	Revised communication plans, feedback summaries, and updated deliverables (if needed).

Table 3: List of indicative anticipated communication activities and products for Phase III: Impact and Completion (approximately 2029)

Activity	Description	Expected deliverables, <u>minimum quantity</u>
Final Results Campaign	Produce and disseminate impactful content (videos, infographics, case studies) highlighting before-and-after transformations in educational institutions and public buildings in Chisinau	- 1 final video spots (1 min) - 2 infographics - min. 5 short before/after videos - 6 press releases

	municipality where IHSs and associated piping were installed. This campaign will showcase the full impact of the project implementation progress.	
Beneficiary Testimonials	Collect and promote testimonials from teachers, students, parents, women in energy and local authorities to illustrate the project's benefits and the improvements made to the community.	- 5 testimonial videos/articles from various beneficiaries (teachers, parents, local authorities, women in energy).
National and Local Media Coverage	Engage both national and local media to cover the project's achievements and its impact on the community, including press releases, media briefings, and interviews.	10 media engagements, including press releases, TV shows, podcasts, interviews (<i>other than those where the media attend events</i>).
High-Level Public Events	Organize final events and ceremonies with stakeholders, beneficiaries, and media coverage. These events will celebrate the achievements of the project and reinforce its societal impact.	- 1 major closing event - 2 regional/local events, with media attendance <i>(for all: event concept with all included branded, promotional and communication materials, event photos, translation, live streaming, content and all necessary materials and equipment)</i>
Social media and Digital Engagement	Launch a final social media campaign summarizing the project's journey, celebrating key milestones, and highlighting the impact on the community and public infrastructure.	- 10 high-impact post other than those mentioned above or 2 major social media campaigns - (min. 6 posts promoted) - community feedback collected via comments, and interactions

All communication activities and materials developed under this assignment will be targeted to audiences in the Republic of Moldova and developed according to the specific target groups, in the languages used for communication within Moldova (Romanian and Russian). The Consultant shall be solely responsible for all costs and for the organization and logistical arrangements required to execute the communication activities and all related tasks under this assignment, with the Client receiving the final deliverables. Upon completion of each campaign phase, the Consultant shall deliver all final communication materials produced under this contract in editable and vector formats via download link, and at the end of the campaign shall provide all archived materials on a storage device.

Similarly, it should be noted that events organized within beneficiary institutions or at the Client's premises will not require venue-related costs. The Consultant shall ensure the provision of RO/EN interpretation for events involving the participation of the Project financiers.

Flexibility and Adaptation

Given the evolving nature of the project's implementation timeline, renovation schedules, and institutional priorities, the Communication Plan must remain adaptable. Communication activities should be reviewed and adjusted regularly, at least annually, or as needed based on:

- *Progress made in the implementation of renovation works;*
- *Feedback from MEPIU, the World Bank, and other project stakeholders;*
- *Shifts in the communication needs or strategic focus of the financing or implementing institutions;*
- *Lessons learned from ongoing monitoring, media response, and perception survey results.*

The contracted communication agency is expected to develop a flexible work plan that allows for responsive adjustments, including the possibility to scale up, reorient, or modify activities in consultation with MEPIU and the World Bank. The selection of the communication and media mix shall remain adaptable, enabling the Consultant to propose the most effective solutions and approaches to maximize campaign impact and cost-efficiency, with prior approval by the client. This flexibility will ensure that the communication campaign remains relevant, impactful, and aligned with the project's evolving goals and visibility requirements.

TASK 4: Workshops

The Consultant shall design, organize, and deliver a series of thematic workshops aimed at informing, educating, and engaging key stakeholder groups on topics relevant to the STEEM Project and energy efficiency. These workshops will serve as essential platforms for public dialogue, capacity building, and stakeholder interaction, contributing to greater awareness, technical understanding, and ownership of the project's goals. To ensure clarity, effective planning, and optimized use of resources, workshops will be categorized into three main types, each with a clear format, target group, and purpose:

Workshop Type 1: Community Engagement Workshops 4 events (South, North, Central and Chisinau). The Consultant will handle all organizational and logistical arrangements, including coffee breaks, project-related or promotional materials, and one professional speaker/ expert for this target audience, specialized in the field of energy efficiency. The client will provide the venue and additional speakers to complement the main message with information about the STEEM project and energy efficiency investments.”

- *Target audience:* School staff, building administrators, parents, youth, and local residents
- *Purpose:* raise awareness of the benefits of energy efficiency and individual heating systems (IHS); promote behavior change and build local capacity for energy-saving practices.
- *Format and frequency:* in-person events held in community or institutional venues, organized annually or aligned with major project milestones; expected attendance: 20–30 participants per session,
- *Expected outputs:* increased public understanding of project benefits; distribution of tailored educational and communication materials; strengthened community trust and support

Workshop Type 2: Business & Institutional Workshop – 1 event. The Consultant will handle organizational and logistical arrangements (coffee breaks, translation if needed, project-related or promotional materials), while the client will provide the speakers and the venue.

- *Target audience:* private companies (contractors, suppliers), consultants, and institutional stakeholders
- *Purpose:* support private sector engagement in procurement and tenders; facilitate institutional collaboration and knowledge sharing
- *Format and frequency:* primarily in-person, with hybrid (online) access if needed; held around key procurement phases or based on institutional needs; expected attendance: 20–40 participants per session
- *Expected outputs:* improved understanding of procurement processes and requirements; enhanced readiness and competitiveness of local businesses; stronger institutional networks and coordination.

Workshop Type 3: Media & Public Communication Workshops: 2 events. The Consultant will handle organizational and logistical arrangements (including venue, coffee break or dinner, depending on the event concept, translation if needed, project-related or promotional materials), while the client will provide the speakers.

- *Target audience:* journalists, media outlets, press agencies, communication professionals, and influencers
- *Purpose:* ensure accurate and constructive media coverage of the STEEM Project; build media capacity on energy topics and promote partnerships with Project communicators.
- *Format and frequency:* in-person sessions; expected attendance: 15–30 media representatives per event,
- *Expected outputs:* increased accuracy and reach of media messaging; stronger relationships with media partners; informed communicators able to amplify project messages effectively.

The Consultant shall propose appropriate themes, formats, schedules, and outreach strategies for all workshops, ensuring alignment with the project’s communication objectives and stakeholder needs. Workshops should prioritize in-person participation to foster active engagement and interaction, while also providing hybrid or online options to maximize accessibility. Each workshop must be supported by clear, accessible, and audience-appropriate materials. These events may be embedded within broader communication campaign and linked with project milestones, or outreach priorities to maximize their relevance and impact.

SPECIFIC STAGES AND DELIVERABLES

The Special Conditions of the Lumpsum Contract will stipulate the exact deadline for submission of each deliverable as a date. This will ensure accurate planning of the available time period, timely submission of reports, and calculation of penalties for late delivery.

Task 1: Pre and Post renovation social Surveys	DELIVERABLE	TIMELINE
Pre-Renovation Survey	Inception Report, Survey Report, Final Presentation (English) <i>Deliverable No.1.1</i>	In 1–3 months after contract effectiveness

Post-Renovation Survey	Updated methodology, questionnaire (approved by MEPIU) Survey Report, Final Presentation (English) <i>Deliverable No.1.2</i>	Month 45-50 (tentative/ tbc)
Task 2: Communication Plan		
Providing the first draft of the Communication Plan	<i>Deliverable No.2.1:</i> Communication implementation Plan and timeline (<i>First draft</i>) (<i>English</i>)	In 3 weeks of the contract effectiveness
Final Communication Plan , adapted based on feedback received from MEPIU, World Bank, Ministry of Energy and completed with the results of the social survey (<i>Task1</i>). The document shall include: detailed campaign planning, scheduling, responsible actors, and proposed monitoring and evaluation indicators.	<i>Deliverable No.2.2:</i> <i>Final Communication Plan (English)</i>	In 3-4 months
Task 3: Communication Campagne's		
PHASE I	DELIVERABLE	TIMELINE
Implementation: The 1 st phase of the communication campaign is expected to take place from late 2025 or early 2026. Implementation means the design, production, management and distribution, broadcasting, placement of all the communication products, as well as the organization, coordination and monitoring of all the communication activities in minimum quantities mentioned in the <i>Table 1: List of indicative communication activities and products for Phase 1: Introduction and Awareness (approximately 2025 – 2026):</i>	The company will provide the creative concept for the first phase of the campaign. <i>Deliverable No.3.1.1:</i> <i>Creative Concept 1st Phase</i>	In 1 month after the Communication Plan approval.
	The company will provide 6-monthly activity reports in (English), summarizing the executed communication activities. <i>Deliverable No.3.1.2:</i> <i>6-monthly report</i>	In 1 month after the reporting period.

	<p>Final report of the 1st phase of the campaign (English), summarizing the communication activities and their impact.</p> <p><i>Deliverable No. 3.1.3</i></p>	In 1 month after the end of the campaign.
PHASE II		
<p>Implementation: The second phase of the communication campaign is expected to take place approximately in 2027 and 2028. Implementation means the design, production, storage and distribution, broadcasting, placement of all the communication products, as well as the organisation, coordination and monitoring of all the communication activities in minimum quantities mentioned in the <i>Table 2: List of indicative communication activities and products for Phase II: Implementation and Monitoring (2027–2028)</i>.</p>	<p>The company will provide the creative concept for the second phase of the campaign.</p> <p><i>Deliverable No.3.2.1: Creative Concept - Phase 2</i></p>	In 1 month after the submission of the Final Report for the first phase of the campaign.
	<p>The company will provide 6-monthly activity reports (English), summarizing the executed communication activities</p> <p><i>Deliverable No.3.2.2: 6-monthly report</i></p>	In 1 month after the end of the reporting period.
	<p>Final report of the second phase of the campaign (English), summarizing the communication activities and their impact.</p> <p><i>Deliverable No.3.2.3</i></p>	In 1 month after the end of phase 2

PHASE III		
<p>Implementation: The third phase of the communication campaign is expected to take place approximately in 2029 in accordance with the approved communication plan and its implementation. Implementation means the design, production, storage and distribution, broadcasting, placement of all the communication products, as well as the organisation, coordination and monitoring of all the communication activities in minimum quantities mentioned in the <i>Table 3: List of indicative communication activities and products for Phase III: Impact and Completion (approximately 2029)</i>.</p>	<p>The company will provide the creative concept for the phase 3 of the campaign.</p> <p><i>Deliverable No.3.3.1: Creative Concept - Phase 3</i></p>	<p>In 1 month after the submission of the Final Report for the second phase of the campaign.</p>
	<p>The company will provide 6-monthly activity reports (English), summarizing the executed communication activities</p> <p><i>Deliverable No 3.3.2: 6-monthly report</i></p>	<p>1 month after the end of the reporting period.</p>
	<p>Comprehensive final report of the whole campaign (Phase I and II, including the results for Phase III (English), summarizing the communication activities and their impact.</p> <p><i>Deliverable No.3.3.3</i></p>	<p>In 1 month after the end of phase 3</p>
Task 4 WORKSHOPS		
Workshop Implementation Plan and Timeline – as a part of the Communication Plan	<i>Deliverable No.4.1</i>	In 3 weeks of the contract's effectiveness
Annual Workshop Implementation Report	<i>Deliverable No.4.2</i>	In a maximum of one month after the end of the year/annually.
Final Report	<i>Deliverable No.4.3</i>	In 1 month after completion of activities according to the Plan.

Upon request, the communication agency might be called upon to submit performance reports about specific executed activities. These reports should, if requested, include metrics and analytics that reflect

the effectiveness and reach of the campaigns undertaken, providing transparency and insights into the outcomes of the initiatives launched.

3. ASSIGNMENT MANAGEMENT

3.1 General Management

The overall management of the assignment implementation is the responsibility of MEPIU (Moldova Energy Projects Implementation Unit), which implements the Sustainable Transition through Energy Efficiency in Moldova (STEEM) project.

The MEPIU team shall be responsible for the management of the contract, for technical guidance and supervision of the contract. All deliverables, materials, and services developed under this contract must be submitted for prior review and formal approval by the MEPIU and World Bank. No outputs shall be considered final, nor shall any services be executed or subcontracted, without the explicit approval of the MEPIU. This ensures alignment with project objectives, compliance with visibility requirements, and overall quality assurance.

3.2 Responsibilities of the contractor

The contractor shall work under the guidance of the MEPIU's team and all communication activities, products and deliverables will be provided to the Client for check, review and approval. MEPIU shall seek and obtain the World Bank's no-objection prior to approving any deliverables.

Throughout the duration of the Assignment and following its completion, the contractor shall maintain strict confidentiality vis-à-vis third parties with respect to all information and material gathered and produced. Reports and all outputs/deliverables, including draft versions, shall become the property of the MEPIU.

3.3 Intellectual property rights and delivery of materials

The Contractor shall submit to MEPIU all communication materials developed in their final form, accompanied by the corresponding editable and vector formats, where applicable. All materials shall be properly archived and delivered both electronically (via email or secure download link) and on an external storage device (such as an external hard drive or USB stick) by the end of the contract implementation and, upon request, during the implementation period. All materials shall be free of copyright restrictions and shall become the exclusive property of MEPIU upon submission.

4. LOGISTICS AND TIMING

4.1 Location

The contractor will carry out the services described from its own professional premises and onsite in Moldova (planning and validation with project partners as well as production and dissemination).

4.2 Commencement date & Period of implementation

The Assignment will start upon signature of the Contract by both parties. If necessary, additional services of the same nature may be requested and/or the duration of the Assignment may be extended. In such cases, the conditions will be agreed upon separately.

4.3 Monitoring and Reporting

The Contractor shall implement a robust Monitoring, Evaluation, and Learning (MEL) approach to assess the effectiveness, reach, and impact of all communication activities. This approach shall integrate both quantitative and qualitative indicators to monitor outputs and evaluate outcomes throughout the duration of the project.

A baseline perception survey will be conducted at the beginning of the assignment to establish initial levels of awareness. A corresponding endline survey shall be conducted at project completion to assess changes in public perception, engagement, and communication effectiveness.

Between these two survey points, the Contractor shall collect and analyze ongoing data from real-time and readily available sources. Quantitative and qualitative data on implemented activities and produced deliverables will be systematically compiled in semi-annual and final reports. These reports will go beyond output-level tracking to incorporate outcome-based learning, with a focus on message resonance, behavioral trends, and stakeholder engagement.

Each report shall provide a comprehensive overview of services delivered; key milestones achieved; challenges encountered and solutions implemented; evidence-based recommendations to improve ongoing and future communication efforts. The Contractor shall also incorporate a structured learning component into each reporting cycle. This includes synthesizing insights from participant feedback, social media engagement, media coverage, and other relevant data to understand what communication tactics are working, where adjustments are needed, and how stakeholder engagement is evolving over time.

Reports must include, as annexes, all relevant deliverables, status updates, and supporting materials. When appropriate, annexes may be submitted via accessible digital links. All reporting shall be delivered in clear, concise, and well-edited Standard English.

5. REQUIREMENTS

Proposals should include the following information:

a. Communication Experience

Demonstrate continuous proven experience as a communication company during last 5 years (present an authorized copy of the Registration Certificate). List 3 to 5 prior or actual activities relevant to communication through Public Awareness Campaign; include short description of such activities and contacts of final beneficiaries/clients including Company, Role, Name, phone and e-mail.

b. In-house Research Experience

Demonstrate in-house capacity and experience to carry out complex research activities, including the development of questionnaires, the collection of data, data processing, development of complex final reports based on the in-house team. The following are mandatory:

- ESOMAR certification if available, will represent an important advantage; present an authorized copy.
- Extended portfolio:
 - ✓ *at least 20, at most 500 projects (of them at least 20% social related)*, a larger portfolio will represent an advantage, present a list including the name of the beneficiary, name of the assignment, size of sample group, method of data collection, period of research,
 - ✓ *at least 10, at most 100 clients (of them at least 20% social related)*, a larger portfolio will represent an advantage, present a list of clients including: name of company/institution, contact person at client company (role, name, phone number, e-mail).
- Complete in-house logistics operation, all processes performed internally – present an authorized statement (one page at most) describing the logistics parameters of the operation.
- Proven experience with World Bank projects will represent an advantage, present a list of projects performed for World Bank or related to World Bank projects including name of the project, short description of research assignment (several phrases at most), size of sample group, method of data collection, period of research.

c. In-house Creative Experience

Demonstrate experience of developing communication materials based on the in-house team, including: text creation (advertisement texts based on specified themes and messages); printed materials creation/art works (flyer, posters, booklets, brochures etc.); video materials creation/art works (short documentaries, video advertisements, graphic advertisements etc.); audio materials creation/art works (audio advertisements); BTL / POS materials creation/art works; online materials creation/art works. Present an extensive portfolio of creative / artworks performed.

d. In-house Development/Creative Capacity

Demonstrate in-house creative capacity based on a full-team. Present the following list of personnel (indicating in each case - name, surname, telephone, e-mail, description of proven experience, portfolio and CV) to be appointed for the present assignment:

1. Project Manager
2. Communication/PR Strategist – local
3. Copywriter/ Social Media Specialist - local
4. Video Production Specialist/ Graphic Designer - local
5. Event manager – local
6. Monitoring and Evaluation Expert

All 6 positions must be filled by distinct professionals, each with a minimum of 5 years of relevant experience in Moldova. The consultant should have internal staff capacity and the necessary equipment to deliver the requested services as per the ToR.