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## **ANNEXE 1: TERMS OF REFERENCE STRATEGIC COMMUNICATIONS PARTNERS FOR INCLUSIVE LOCAL ECONOMIC DEVELOPMENT IN BOSNIA AND HERZEGOVINA**

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### **General Information**

- Project: Local Economic Development in BiH (LED in BiH), P220057/01
- Project period: 1 August 2023 – 31 July 2027
- Contract duration: 15 July 2025 – 15 July 2027
- Country: Bosnia and Herzegovina (BiH)
- Implementation: Caritas Switzerland Office in BiH and NIRAS
- Type of Contract: Framework Agreement

### **1. Background of the Project and the Context**

The "Local Economic Development in Bosnia and Herzegovina" (LED in BiH) project, implemented by Swiss Caritas and NIRAS with support from the Swiss Government, aims to strengthen the capacities and cooperation mechanisms of LED actors, including the public sector, private sector, and civil society. The project fosters inclusive economic planning and implementation processes, enabling stakeholders to develop long-term strategic visions for their regions. By improving the business environment and promoting innovation, the project seeks to enhance economic opportunities and increase incomes for women and men.

The project operates in 11 local government units, organised into two clusters:

- **Cluster 1:** Zenica, Žepče, Tešanj, Dobož, Dobož Jug, Zavidovići, Kakanj, and Teslić.
- **Cluster 2:** Banja Luka, Čelinac, and Prijedor.

Running from August 2023 to July 2027, the project focuses on two outcomes:

**Outcome 1:** Local actors collaborate to improve the business environment and adapt to future challenges.

**Outcome 2:** Local actors implement joint activities to maximise their locality's comparative advantages.

### **Challenges**

Bosnia and Herzegovina faces significant economic challenges, including an unfavourable business environment, low productivity, and fragmented legislation. The project addresses these by fostering stakeholder partnerships, enhancing dialogue, and institutionalising cooperation mechanisms.

During its first phase, the project established Memoranda of Understanding (MoUs) and Cluster Steering Committees (CSCs), laying the groundwork for tailored economic strategies. A collaborative funding model ensures shared responsibility with local authorities and the private sector, co-financing project initiatives.

The project brings together diverse stakeholders, including local governments, private sector actors, and civil society, to strengthen capacities and institutionalise coordination mechanisms. This ensures a shared vision for economic development and active participation in decision-making and implementation.

## **2. Objectives**

The objective of this assignment is to engage a qualified Strategic Communications Partner to support the communication and visibility needs of the LED in BiH project. The selected service providers will operationalise the existing communications strategy, develop targeted messaging, and ensure a consistent and inclusive approach across key stakeholder groups, including local authorities, private sector representatives, and civil society organisations.

As the project does not have a dedicated communications function, the service providers will be expected to offer comprehensive support and act as an extension of the project team. This includes delivering high quality, context sensitive communication outputs that promote understanding of the project's purpose, encourage stakeholder engagement, and enhance the visibility of results.

In particular, the selected Strategic Communications Partners will:

- Raise the visibility of the project through consistent, professional communication across a range of media and channels,
- Strengthen stakeholder engagement by creating tailored, inclusive content that reflects the roles and interests of different target groups,
- Ensure the timely dissemination of project milestones, achievements, and lessons learnt, with a strong focus on gender equality and social inclusion,
- Support the project team in managing media relations, responding to reputational risks, and communicating the strategic direction of the project,
- Work closely with service providers in other LOTs to ensure aligned messaging, branding, and content delivery.

The overarching aim is to make communication a strategic tool that supports inclusive economic development by fostering transparency, building trust, and encouraging broad-based participation.

### 3. Scope of Work/Tasks

#### LOT 1: STRATEGIC COMMUNICATIONS

##### 1. Communications Strategy

- Operationalize the existing communications strategy, ensuring alignment with the project's goals and objectives.
- Develop a detailed communications workplan with timelines, key deliverables, and measurable outcomes in close cooperation with the project team. The plan should be accompanied by a manual that contains all necessary templates for external communication.

##### 2. Stakeholder Engagement

- Create tailored communication materials and develop targeted messaging and outreach strategies that are gender responsive and socially inclusive to engage project stakeholders effectively:
  - o Private Sector: Create communication products that engage the private sector's interests, such as economic growth, investment opportunities, and potential benefits of LED. Utilize industry-specific language and engage with business associations and chambers of commerce.
  - o Local Government: Develop and implement communication products that focus on the importance of LED in enhancing the local economy and governance. Emphasize efficiency, job creation, and the potential for improved public services.
  - o Civil Society: Tailor communication to highlight the role of civil society in shaping LED initiatives. Highlight the potential for community involvement, social impact, and opportunities for partnership and collaboration.

##### 3. Campaign and Branding Plan

- Provide inputs for various communication channels, including official project documents, press releases, and presentations, to convey the project's vision, milestones, procedures, and expected outcomes.
- Make a media mix plan that is adaptable for further implementation of the project.
- Produce innovative and creative media content.

##### 4. Content Creation

- Produce high-quality written and multimedia content (e.g., press releases, newsletters, success stories, case studies) to convey the project's vision, promote success stories, milestones, procedures, and expected outcomes.
- Capture content during events, such as photos and short videos featuring key discussions, interviews with stakeholders, and event highlights.
- Conduct interviews with key project team members or speakers. This content will then be used for various communication channels including media updates and project reports.

##### 5. Media Relations and Publicity

- Build and maintain relationships with local and national media outlets.
- Draft and distribute press releases and media kits to promote project milestones and achievements.
- Monitor media coverage and prepare responses to media inquiries.

## **6. Crisis Communications**

- Develop a crisis communications plan to address potential issues or negative publicity.
- Provide timely and accurate information to stakeholders and the public in case of emergencies or controversies.

## **7. Monitoring, Evaluation, and Reporting**

- Track and analyse the effectiveness of communications activities using key performance indicators (KPIs).
- Prepare reports on communications efforts, including reach, engagement, and impact.
- Provide recommendations for improving communications strategies based on data and feedback.

## **8. Capacity Building**

- Provide training to project staff on effective communications practices and tools.
- Support the development and delivery of training to project stakeholders.

## **9. Coordination with LOT 2 and LOT 3**

- Collaborate with LOT 2 to review and approve visual assets (e.g., banners, animations) for consistency with project messaging and branding.
- Provide LOT 3 with communication templates, stakeholder databases, and media contacts to support event promotion and outreach.
- Align LOT 3's event timelines with LOT 1's content calendar to synchronise press releases and promotional campaigns.
- Share event-specific content (e.g., press releases, stakeholder interviews) with LOT 3 for integration into workshops and webinars.
- Apply LOT 2's visual identity guidelines to all LOT 1 outputs (e.g., reports, newsletters) and LOT 3 materials (e.g., event slides, participant kits).

## **LOT 2: VISUAL IDENTITY**

### **1. Brand Strategy**

- Develop new visual identity materials in line with the already existing materials that is aligned project's vision, objectives, and LED themes.

### **2. Promotional and Digital Assets**

- Create animations/graphics: Short data-driven animations (GIFs/videos) to simplify LED concepts for social media, presentations, and reports.
- Design digital and print materials:
  - o Social media visuals (platform-specific formats: Swiss Caritas website, Facebook and Instagram posts, LinkedIn banners).
  - o Brochures, leaflets, and infographics translating project milestones, success stories, and economic impacts.
  - o Landing pages to promote events or project activities.

### **3. Presentation and Reporting Tools**

- Develop professional templates for slide decks, handouts, and reports, ensuring alignment with brand guidelines (content to be provided by the project team).

- Propose interactive tools: Digital flipbooks, e-brochures, or QR code-linked materials for enhanced stakeholder engagement.

#### **4. Coordination with LOT 1 and LOT 3**

- Collaborate with LOT 1 to align visual identity with key messaging for private sector, local government, and civil society audiences.
- Collaborate with LOT 1 to integrate visual assets into press releases, newsletters, and case studies.
- Support LOT 3 with timely delivery of branded materials (banners, digital displays, participant kits) for workshops and webinars.
- Align animations and videos with LOT 1's content calendar for media campaigns.

### **LOT 3: EVENT MANAGEMENT**

#### **1. Event Conceptualisation and Planning**

- Develop event strategies aligned with the project's objectives, ensuring integration with LOT 1 (Strategic Communications) and LOT 2 (Visual Identity).
- Design event agendas for stakeholder workshops, webinars, conferences, and community engagement sessions, incorporating key themes such as Local Economic Development (LED), gender equity, and social inclusion.
- Define event goals, including knowledge sharing, stakeholder collaboration, and public awareness of project milestones and outcomes.

#### **2. Stakeholder Engagement and Coordination**

- Leverage stakeholder mapping outputs (from LOT 1) to tailor event invitations, ensuring representation from private sector actors, local government officials, civil society organisations, and marginalised groups.
- Facilitate inclusive participation through gender-balanced panels, accessible venues (physical/virtual), and translation services in Bosnian, Croatian, and Serbian.
- Coordinate with LOT 1 to align event messaging with broader communication strategies (e.g., economic growth for private sector attendees, governance improvements for local government representatives).

#### **3. Event Logistics and Operations**

- Secure and manage event venues, including hybrid (in-person/virtual) platforms, ensuring compliance with accessibility standards and technical requirements.
- Procure and distribute branded materials (e.g., banners, brochures, digital assets from LOT 2) to reinforce project identity.
- Oversee event timelines, speaker coordination, and participant registration, including post-event follow-ups (e.g., feedback surveys, attendance certificates).

#### **4. Content Development and Delivery**

- Collaborate with LOT 1 and LOT 2 to integrate content into event presentations.
- Produce event-specific materials, such as facilitator guides, participant handouts, and interactive session tools (e.g., polls, breakout room activities).
- Capture live content during events, including video recordings, photographs, and summaries of key discussions, for use in LOT 1's communication outputs (social media, reports, press releases).

#### 5. Promotion and Visibility

- Implement pre-event campaigns using LOT 2's visual assets (social media visuals, animations, landing pages) and LOT 1's media channels (press releases, newsletters).
- Engage local and national media (per LOT 1's media relations strategy) to publicise events and broadcast highlights.
- Leverage partnerships with business associations, NGOs, and government bodies to amplify reach.

#### 6. Post-Event Activities

- Compile post-event reports detailing attendance, outcomes, and participant feedback, with recommendations for future improvements.
- Disseminate outcomes to LOT 1 (e.g., success stories, video highlights, interviews with key speakers).

#### 7. Risk Management

- Develop contingency plan for technical failures, low participation, or crises, in alignment with LOT 1's crisis communication plan.
- Ensure compliance with health, safety, and data protection regulations for in-person and virtual events.

#### 8. Coordination with LOT 1 and LOT 2

- Integrate with LOT 1: Use communication templates, stakeholder databases, and media relationships.
- Align with LOT 2: Apply visual identity guidelines to all event materials (banners, slides, digital assets).

### 4. Deliverables

No.	Outputs	Projected Deadline
<b>LOT 1: STRATEGIC COMMUNICATIONS</b>		
1	Communications Strategy and Workplan	1 month after the contract signing
2	Campaign and Branding Plan	2 months after the contract signing
4	Content Creation	1 to 24 months after the contract signing
5	Media Relations & Publicity	1 to 24 months after the contract signing
6	Crisis Communications	2 to 24 months after the contract signing
7	Monitoring & Reporting	1 to 24 months after the contract signing
8	Capacity Building	1 to 24 months after the contract signing
<b>LOT 2: VISUAL IDENTITY</b>		
9	Visual Identity Materials	1 to 24 months after the contract signing
<b>LOT 3: EVENT MANAGEMENT</b>		
10	Events Management	1 to 24 months after the contract signing
11	Reporting	1 to 24 months after the contract signing



## 5. Timeline

The assignment is expected to commence on July 15, 2025, and conclude by July 15, 2027.

## 6. Reporting Requirements

The Service Provider is contracted directly by Caritas Switzerland.

The work is carried out under the supervision of the LED in BIH project TL or DTL, to whom the Service Provider reports in written form, following the dynamics described in the Service Contract.

The Service Provider will work closely with the project management and relevant stakeholders in partner municipalities. Quarterly meetings will provide regular updates on implementing LED processes and the impact of capacity-building efforts.

## 7. Qualifications

### For LOT 1 (Strategic Communications):

- Proven experience in strategic communications planning for development projects, including crisis management and stakeholder outreach. Expertise in multilingual content creation (Bosnian/Croatian/Serbian and English) for diverse audiences (private sector, government, civil society, citizens).
- Proficiency in media monitoring tools and data-driven reporting (KPIs, impact analysis).
- Demonstrated ability to collaborate with design and event teams to align messaging with visual and operational outputs.
- Experience of the Communication for Development (C4D)<sup>1</sup> approach will be considered an asset.

### For LOT 2 (Visual Identity):

- Strong portfolio in branding and graphic design for public sector or NGO projects, with samples of animations, infographics, and multilingual materials.
- Experience in template development for non-designers (e.g., PowerPoint and Canva) and adherence to strict brand guidelines.
- Familiarity with print production processes (e.g., coordinating with local printers for banners).

### For LOT 3 (Event Management):

- Track record in organising hybrid AND in-person AND virtual events for 10–200 participants, including workshops, webinars, and conferences.
- Expertise in logistics coordination (venue sourcing, multilingual interpretation, accessibility compliance).
- Proficiency in event technology tools (e.g., MS Teams or Zoom Webinars).
- Experience in post-event impact evaluation (e.g., survey design, feedback collection).

### Cross-Cutting Competencies for ALL LOTS:

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<sup>1</sup> [www.eda.admin.ch/dam/deza/en/documents/publikationen/Diverses/Communication-for-development-Manual\\_EN.pdf](http://www.eda.admin.ch/dam/deza/en/documents/publikationen/Diverses/Communication-for-development-Manual_EN.pdf)

- Knowledge of Bosnia and Herzegovina's socio-economic context.
- Ability to work within tight deadlines and adapt to project needs.
- Commitment to gender equity and social inclusion in all outputs.

## **8. Confidentiality of Information**

The deliverables are the intellectual property of the consortium CACH/NIRAS, used solely by Caritas Switzerland; the Service Provider cannot make them public on their behalf.

## **9. Mandate**

The scope of this work is carried out under the mandate of the "LED in BiH" project:

Caritas Switzerland, Country Office Bosnia and Herzegovina

Travnička 1, 71000 Sarajevo, Bosnia and Herzegovina

Web: [www.caritas.ch](http://www.caritas.ch) / <https://www.facebook.com/caritasswitzerlandinBiH>

In executing this assignment, the Service Provider will use their resources and materials, including IT tools/computers/car. The Service Provider is responsible for their insurance and security and shall strictly abide by the CACH security rules and regulations (which will be provided and explained).

The Service Provider will receive all relevant project documentation from the Project Implementation Unit (PIU).

The contract will define the expert's engagement, the time frame for completing the project task, and roles and payment conditions.