

## **TERMS OF REFERENCES**

### **Development of a Comprehensive Communications Strategy and Targeted Public Information Campaign**

#### **Kosovo Property Comparison and Verification Agency (KPCVA)**

**Ref. No.: XK-KCA-543475-CS-CQS**

### **1. Background**

The Kosovo Property Comparison and Verification Agency (KPCVA) is the institution responsible for verifying and formalizing property rights in Kosovo, including the recognition of informal property holdings. One of the main challenges facing the agency is the high level of informality in property records, which impedes the development of a stable and reliable property registration system.

In addition to receiving applications and informing citizens about the legal opportunities available to them, the Agency must also process these applications by publishing them, notifying citizens and parties with a legitimate legal interest about the submission of claims, as well as informing the relevant institutions about the process of legal recognition and formalization of property rights.

To address these challenges, the KPCVA requires the development of an Informality Campaign Strategy aimed at raising public awareness about the importance of formalizing property rights. This strategy will encourage citizens and institutions to follow the correct procedures for property registration, thereby contributing to a transparent, accountable, and trustworthy property registration system.

This assignment is financed under a World Bank-supported project and shall be implemented in accordance with applicable procurement regulations.

### **2. Purpose of the Assignment**

The purpose of this assignment is to contract a qualified service provider to develop and support the initial implementation of a comprehensive Informality Communications Strategy that ensures clear, timely, and consistent public information throughout **all phases** of the “application to formalisation and registration” of the property process. The strategy will aim to improve public and institutional awareness about the importance of formalizing and registering property ownership, resulting in reducing the level of informal property ownership.

The process of formalisation of property, that follows the initial receipt of applications for property formalisation, comprises several subsequent phases:

- (a) the publication of applications,
- (b) the notification of all concerned parties, including individuals and entities with a legitimate legal interest, and
- (c) systematic informing and
- (d) coordination of all relevant institutions involved in or affected by the process of legal recognition and formalization of property rights.

### **3. Scope of Services**

The Service Provider shall undertake the following components:

## Component 1: Situational Analysis and Communication Assessment

These subsequent phases of informal property formalization/registration require not only procedural implementation but a comprehensive and well coordinated communication approach. Therefore, a thorough assessment of existing communication practices is necessary, alongside the development of a broader, institution-wide communications strategy.

- **Analysis of the Current** communication practices in **informality application-to-formalisation/registration process**: A comprehensive analysis, comprising of desk review, field validation and meetings, shall be conducted and submitted to the KPCVA.
- **Stakeholder and Institutional mapping; through the legal lifecycle of a informality claim process** (Identifying relevant public institutions and stakeholders with a legitimate legal interest, defining those that must be informed, consulted, or otherwise engaged during all phases of the informality process)
- **Analyse gaps in public awareness**, institutional coordination, and procedural communication throughout all phases of the informality process.
- **The Service Provider shall establish appropriate mechanisms for monitoring and evaluating** the effectiveness of communication activities and for regularly reporting on progress, challenges, and achieved results. Where relevant, the Service Provider shall also provide support for capacity building and facilitate knowledge transfer to KPCVA staff, with the aim of ensuring sustainability and strengthening institutional ownership.

## Component 2: Development of Communications Strategy

- **Strategic Objectives**: Develop clear and measurable objectives for the campaign aimed at increasing the volume of high-quality and legally viable applications through improved public awareness and better-informed citizens, while simultaneously enhancing the accuracy, completeness, and reliability of the property registry.
- **Target audiences**: define target audiences
- **Key Messages**: Develop clear, persuasive messages to raise awareness and inform target audiences about the importance and benefits of formalizing property and exercising property rights.
- **Communication Channels**: Define the most effective channels for distributing campaign messages, including traditional media, digital platforms, and local outreach initiatives.
- **Activities**: Define activities targeting key audiences including those focusing on diaspora, displaced persons and minority communities.
- **Timeline**: Define timeline for all public information campaigning activities
- **Monitoring and Evaluation** – establish monitoring and evaluation mechanisms for monitoring effectiveness of communications efforts

## Component 3: Action Plan and Institutional Communication Framework

- **Drafting the Action Plan**: Develop a detailed action plan outlining the key campaign activities, timelines, required resources, and assigned responsibilities.  
**Coordination with Stakeholders**: Collaborate with governmental institutions, non-governmental organizations, and the private sector to ensure their support and active participation in the campaign and throughout the subsequent phases.
- **Organization of Conferences and Roundtables**: Plan, coordinate, and organize conferences and roundtable discussions aimed at raising awareness and promoting public dialogue on informality and the formalization of property rights. The beneficiary of this activity shall be responsible for

the full organization and implementation of these events, including all logistical, administrative, and financial arrangements. This responsibility includes, but is not limited to, the preparation of the agenda and materials, venue arrangements, technical equipment, participant coordination, and the coverage of all related costs such as participant travel, accommodation (where applicable), catering, and other operational expenses necessary for the successful delivery of the events.

- **Public and Media Communication:** Develop and implement a public communication plan, including media relations management and leveraging social media to boost public awareness and engagement.

#### **Component 4: Targeted Implementation Support**

- The Service Provider shall support the implementation of selected priority communication activities, which may include:
  - Organization of stakeholder workshops and roundtables;
  - Support to media engagement and press communication;
  - Development guidance for communication materials;
  - Advisory support during initial campaign rollout.
- All implementation activities shall be documented and evaluated within reporting requirements.

#### **Component 5: Monitoring and Evaluation**

- **Development of Performance Indicators:** Establish clear indicators to monitor and evaluate the effectiveness and impact of the campaign.
- **Reporting and Recommendations:** Prepare monthly progress reports and provide recommendations for potential improvements to enhance campaign outcomes.

### **4. Deliverables**

The Service Provider shall submit:

- Initial Analysis:** An analysis of the current communication practices within the informality application-to-formalisation/registration process, based on the results of the perception survey, procedural audits, site visits, and stakeholder meetings, with a particular focus on the identified target audiences and groups.
- Public Information Campaign Strategy for Informality:** A strategic document outlining the objectives, target audience, key messages, communication channels, activities, timeline and M&E mechanisms of the campaign covering all stages of the application to registration/ formalization process.
- Action Plan:** A detailed action plan for implementation of all campaign activities, including timelines, required resources, and assigned responsibilities.
- Monitoring and Evaluation Reports:** Monthly reports outlining the campaign's progress and its impact on reducing property informality.
- Conference and Roundtable Reports:** Documentation and analysis of the outcomes from conferences and roundtables organized as part of the campaign.
- Organization of ten (10) thematic workshops:** with the aim of facilitating structured discussions and the exchange of views among relevant stakeholders. The participants of the workshops shall be determined in consultation with the Kosovo Property Comparison and Verification Agency (KPCVA) and shall include both internal and external stakeholders, as well as representatives of relevant institutions. Each workshop shall include no fewer than ten (10) participants, while the final number and composition of participants shall be agreed upon with KPCVA based on the specific objectives and topics of each workshop. The consultant shall bear

full financial and logistical responsibility for the organization and implementation of the workshops, including all associated costs related to venue, materials, and other necessary arrangements.

G. **Final report** – summarizing what has been done, lessons learned etc.

## **5. Duration of Engagement**

- The assignment shall be implemented from the date of contract signature and shall be completed no later than 30 November 2026.

## **6. Risks and Constraints**

The Service Provider shall promptly inform KPCVA of any risks, delays, or issues that may affect the timely and effective implementation of the assignment. The Service Provider shall propose appropriate mitigation measures for consideration and agreement.

KPCVA shall provide reasonable support in addressing implementation constraints within its institutional mandate, including facilitating access to relevant information and stakeholders.

In the event of unforeseen circumstances beyond the reasonable control of either party, the matter shall be addressed through mutual consultation and, where necessary, through adjustments to the implementation schedule in accordance with the contract provisions.

## **7. Liaison Arrangements/ KPCVA Data, Services, Personnel or Facilities to be provided**

Throughout the process, the service provider shall liaise closely with the designated project manager and management of KPCVA for the successful completion of the project activities.

The communication between the KPCVA and the Service Provider shall be conducted in the English language.

The Service provider shall be responsible for providing its own office equipment, and other facilities for the execution of the assignment. Aside from providing office space, KPCVA will provide access to relevant data, background documentation, and information necessary for the implementation of the assignment. KPCVA shall also facilitate contact with relevant institutional stakeholders and support the arrangement of meetings where appropriate. Where required, KPCVA may provide temporary workspace for coordination purposes; however, the Service Provider shall remain fully responsible for the overall execution of the assignment.

## **8. Qualifications and Experience Required**

This assignment is open to the following categories of applicants:

- Consulting firms, companies, or consortia/joint ventures;

### **8.1 Qualifications of the Service Provider**

The Service Provider shall demonstrate:

- At least three (3) years of relevant professional experience in communications strategy development, public information campaigns, and institutional communication initiatives;

- Experience designing and/or implementing communication strategies and targeted outreach activities;
- Experience working with public institutions or regulatory agencies.
- Organizational and managerial capacity to deliver strategic, multi-stakeholder assignments of similar scope and complexity;
- Knowledge of Kosovo's institutional and legal context related to property formalisation and public communication is an asset.

## **8.2 Qualifications of Key Personnel**

The Service Provider shall demonstrate availability of qualified personnel to implement this assignment. The core team should include, at minimum:

### **Team Leader / Communications Strategist**

- University degree in communications, public policy, media, social sciences, management, or related field (post-graduate studies are preferred);
- At least five (5) years of professional experience in communications strategy development and public outreach;
- Demonstrated experience leading similar strategic communication assignments;
- Strong analytical, drafting, coordination, and stakeholder engagement skills.

Additional personnel may be proposed where necessary to ensure the effective implementation of the assignment. Such personnel may include, inter alia, a Communications Advisor, Workshop Facilitator, or other personnel with relevant qualifications and experience.

Additional personnel shall demonstrate the following:

### **Educational Background**

- A university degree in communications, social sciences, management, media, public policy, law, local governance, or related field. Postgraduate qualifications in communications, strategy, law, or a related field will be considered an asset.

### **Professional Experience**

- Demonstrated experience in developing communication strategies, public information campaigns, or similar assignments. Familiarity with the institutional and legal context in Kosovo is considered an advantage. Experience in organizing stakeholder workshops, consultations, or public outreach activities is desirable.

### **Skills**

- **Project Planning:** Proven ability to plan and implement activities, manage resources, and meet deadlines;
- **Analytical and Communication:** Strong analytical capacity and ability to assess complex situations; effective communication and collaboration with public institutions, civil society, and community stakeholders.

## **Language Proficiency**

Fluency in written and spoken English and Albanian is required. Working knowledge of Serbian is considered an advantage, depending on the proposed team composition.

## **8.3 General Requirements**

Applicants shall demonstrate:

- Strong communication and interpersonal skills;
- Excellent analytical and documentation skills;
- Proven experience in drafting strategic and operational documents;

Ability to work in English (for deliverables and coordination).

## **9. Reporting Structures**

The Service Provider shall report to the Director of KPCVA or a designated representative. Day-to-day coordination and technical communication shall be conducted through the appointed Project Manager or focal point designated by KPCVA.

The Service Provider shall submit periodic progress reports, as defined in the Deliverables section, outlining activities undertaken, progress achieved, key issues encountered, and proposed mitigation measures. Additional updates may be provided as reasonably requested by KPCVA to ensure effective coordination and timely implementation of the assignment.

All reports and formal communications shall be submitted in English.

## **10. Selection Method**

Interested applicants are invited to submit the following:

Consultants will be selected in accordance with the World Bank's Procurement Regulations for Investment Project Financing (IPF) Borrowers (July 2016, revised November 2017, August 2018, and November 2020), using Consultant Qualification Selection (CQS) method.

Proposals shall be evaluated using a weighted scoring system based on the following criteria:

### **(i) Relevant Experience of the Applicant (40%)**

- Organizational experience in communications strategy development;
- Experience in public information or outreach campaigns;
- Experience working with public institutions or donor-funded projects;
- Experience in assignments of similar scope and complexity.

**(ii) Availability and suitability of proposed key personnel (10%)**

- Educational background relevant to the assignment;
- Professional experience in communications strategy and stakeholder engagement;
- Leadership and coordination capacity (if applicable);
- Knowledge of Kosovo institutional context;
- Language proficiency relevant to the assignment.

**(iii) Quality of Methodology and Work Plan (50%)**

- Demonstrated understanding of the assignment objectives;
- Strategic clarity and coherence;
- Feasibility and realism of the proposed approach;
- Stakeholder engagement strategy;
- Implementation schedule and deliverable planning.

***NOTE: Only the highest-ranked firm will be invited to submit a technical and financial proposal.***

**10. Submission Requirements**

**10.1 Expression of Interest (EOI) Submission**

Interested and eligible consulting firms are invited to submit an Expression of Interest (EOI) demonstrating their qualifications to perform the services.

The EOI shall include the following documents:

**(i) Cover Letter**

- Expression of interest in the assignment;
- Confirmation of eligibility under World Bank Procurement Regulations;
- Confirmation of availability during the assignment period.

**(ii) The Consultant Profile**

- Organizational profile;
- Core areas of expertise;
- Years of operation.

**(ii) Relevant Experience**

The Consultant shall provide:

- Description of at least three (3) years of relevant professional experience in communications strategy development, public information campaigns, and institutional communication initiatives;
- Client name;
- Assignment description;
- Duration;
- Contract value (optional);
- Role of the firm;
- Contact reference (if available).

**(iv) Availability of the Key Personnel (Short CVs)**

At the EOI stage, firms should submit:

Short CV (2–3 pages) of proposed personnel.

Names and brief profiles of other proposed experts (if applicable).

(Full CVs will be required at proposal stage.)

**(v). Conflict of Interest Declaration**

Signed statement confirming:

- No conflict of interest;
- No debarment by the World Bank;
- Compliance with Anti-Corruption Guidelines.

The contract covers the development of the Communications Strategy and the implementation support activities defined in this Terms of Reference. Unless otherwise specified, it does not include large-scale production or media buying costs (such as nationwide advertising campaigns, major video production, or mass media purchasing), which may be subject to separate budgeting and procurement arrangements.