

THE SOUTHEAST ASIA REGIONAL PROGRAMME ON COMBATING MARINE PLASTICS (SEA-MAP) REGIONAL PROJECT

Terms of Reference

Consultancy to Develop Project Communications Strategy and Branding

1. Introduction

The Southeast Asia Regional Program on Combating Marine Plastics (SEA-MaP Regional Project) is a five-year program financed by the World Bank. Its objective is to aid the Member States of the Association of Southeast Asian Nations (ASEAN) in combating marine plastic pollution and mitigating its negative impacts. This aligns with the implementation of the [ASEAN Regional Action Plan \(RAP\) for Combating Marine Debris](#). The project is implemented by ASEAN through the ASEAN Secretariat (ASEC), with the structure comprising a Project Steering Committee (PSC), a Project Management Unit (PMU), and a Regional Implementation Support Unit (RISU) located within the United Nations Office for Project Services (UNOPS). More information on the project can be found in the [Project Appraisal Document \(PAD\)](#).

The SEA-MaP Regional Project adopts a long-term, programmatic approach and is divided into three components: (i) strengthening policies and institutions for plastics circularity, (ii) establishing regional platforms for innovation, knowledge sharing, and partnerships, and (iii) project management.

The PMU, based within the ASEAN Secretariat, plays a central role in the project's implementation and supervision. The PMU is responsible for the daily oversight of the project, ensuring that activities comply with operational policies, procedures, and environmental and social standards, with the assistance of the Regional Implementation Support Unit (RISU). The PMU oversees project implementation under Subcomponent 2.2, supervises activities under Component 1 and Subcomponent 2.1, and is tasked with project monitoring and reporting, all with the RISU's technical support. The unit also facilitates communication among various stakeholders, including the Project Steering Committee (PSC), RISU, World Bank, parallel financier, and other partners.

This Terms of Reference (ToR) pertains to Subcomponent 2.2: Communications. It addresses the communications needs of the regional project, which includes a communication strategy, development of materials such as newsletters and a website, branding, and dissemination support. These elements are crucial for facilitating effective project communications, which will contribute to supporting the implementation of the RAP. The subsequent section of this ToR outlines the components and deliverables of the SEA-MaP Regional Project. Each has been designed to bolster the realisation of the RAP. Furthermore, this ToR addresses the regional project's requirements for branding tools, enhancing its visibility, communication, and outreach, thus amplifying its overall impact.

2. Information on SEA-MaP Regional Project's Components and Deliverables

The SEA-MaP Regional Project is divided into three main components:

(i) Strengthening Policies and Institutions for Plastics Circularity

The SEA-MaP Regional Project focuses on countries with mismanaged plastic waste, working to support regional actions in line with the ASEAN RAP. Through the development of regional guidelines, enhancement of plastics metrics and monitoring, and support for policy harmonization,

the project aids in the implementation of the ASEAN RAP. The project's goals are designed to surpass its lifespan, aiming to strengthen regional actions and integrate them within the existing ASEAN structure, alongside fostering capacity building for decision-makers, private-sector champions and other relevant stakeholders.

(ii) Establishing Regional Platforms for Innovation, Knowledge Sharing, and Partnerships

The SEA-MaP Regional Project is committed to creating and institutionalizing platforms for finance, innovation, and knowledge sharing across ASEAN. These platforms, aiming to bolster sustainability, will foster collaboration with regional private-sector champions and support existing data and research networks. They are designed to promote circular economy solutions and encourage plastic reduction partnerships. Further, these platforms seek to catalyse private sector investment and support. The platforms will provide technical assistance to plastics innovators, especially focusing on women-owned innovations, social enterprises, and NGOs, in turning innovative ideas into proofs of concept, pilots, and bankable business solutions.

(iii) Project Management

This component strengthens the ASEC regarding project management, financial management, procurement, and environment and social risk management. In addition, critical functions such as coordination, convening, benchmarking, and M&E are strengthened.

Table 1 below outlines the deliverables under each component.

Table 1. SEA-MaP Deliverables

Components	Deliverables
Component 1: Strengthen Regional Policies and Institutions for Plastics Circularity	
1.1: Supporting Regional Policy Development, Harmonization, and Implementation	• Best Practice Manual on Standards for Plastic Packaging • Regional Guidebook on Standards for Responsible Plastic Waste Trade, Sorted Plastics, and Recycled Plastics • Regional Guidebook on Financial Mechanisms for Investments in Plastic Waste Management • Regional Guidebook on Phasing Out Single-Use Plastics • EPR Handbook and Customized Toolkit
1.2: Supporting Regional Collaboration and Strengthening Monitoring Capacity	• Regional Baseline Report (including on policies) • Guidebook for common methodologies for assessment and monitoring of plastic pollution • Regional Training Program on Plastic Waste Management
Component 2: Establish Regional Platforms to promote Innovations, Knowledge, and Partnerships for Plastics Circularity	
2.1: Regional Platform for Innovation and Investment	• Regional Platform for Innovation and Investment • Web Platform/‘Marketplace’ for Investment/Innovation

	• Annual Technology/Innovation Expos Sustainability Strategy
2.2: Establishing a Regional Platform for Knowledge and Partnerships	• Resource Mobilisation Strategy • Knowledge Sharing and Training • High-Level Policy Dialogue and Discussion • Communications
Component 3: Project Management	Establishment of the Project Management Unit and capacity building and technical support provided to the ASEAN Secretariat which is to be facilitated by UNOPS/RISU.

3. Objectives

This ToR is designed to meet two objectives: first, it aims to develop a communications strategy that fulfills the communication requirements of the regional project. Second, it addresses the SEA-MaP Regional Project's requirements for the development of branding tools.

1. Develop a Communications Strategy

The SEA-MaP Regional Project, characterised by its key deliverables such as regional platforms, reports, and guidelines, is designed to maximize the impact of these resources in supporting the effective implementation of the RAP. The consultancy's goal is to fully leverage the potential of SEA-MaP's deliverables and impacts to achieve maximum effect, aligning with ASEAN's objectives in implementing the RAP. The development of the Communications Strategy will aim to:

- Establish a framework for effective communication and coordination among various stakeholders such as ASEAN sectoral bodies, national government agencies, development partners, the private sector, NGOs, academic institutions and other stakeholders identified in the needs assessment, with the objective of harmonising efforts and encouraging active participation in implementing the RAP.
- Enhance the capabilities of ASEAN stakeholders in combating plastic pollution and support ongoing and planned policy dialogues.
- Design a tailored strategy for various settings and stakeholders in ASEAN, highlighting project results, raising awareness about marine litter in ASEAN.
- Promote engagement with the private sector to influence their product commercialization strategies, given their significant role in tackling marine litter.

2. Develop SEA-MaP Regional Project Branding with tools to enhance its visibility, communication, and outreach.

4. Scope of Work

4.1. Develop a Communications Strategy

The consultant team is expected to follow a two-step process:

4.1.1. Conduct a Needs Assessment:

The consultant team will map out key stakeholders and refine the definition of target audiences, considering the various languages used by each group to optimize the reach and impact of communications. They will assess the need for language-specific communications and integrate these findings into the communications strategy. They will review existing communication platforms

and social media for potential integration into the strategy, work on creating practical templates for campaign development. The consulting team will also examine the project's tools and deliverables, as laid out in Table 1, and explore opportunities for fostering collaboration among an array of stakeholders (e.g., ASEAN bodies, national government agencies, businesses, and civil society groups), leveraging the potential of these tools and deliverables.

4.1.2. Develop the Communications Strategy:

Building on insights from the needs assessment, the consultant is tasked with creating a comprehensive communications strategy with the aim to meet Objective 1. It should, at minimum, cover the following aspects:

- **Stakeholder Engagement, Collaboration and Capacity Building:** Develop strategies to promote active participation and foster collaboration at different levels (regional, national, local, and city) to harmonize efforts and encourage active engagement in implementing the RAP. This should include identifying key stakeholders such as ASEAN sectoral bodies, development partners, and private sector entities. The strategy should enhance the identified stakeholders' capabilities through tailored training programs and workshops, foster partnerships with and among implementing partners, donor agencies, and the private sector, as well as seek support for joint initiatives.
- **Strategy Development:** Conduct an audience segmentation study to inform tailored messaging designed to raise awareness about marine litter in ASEAN. Use these audience insights to devise and execute a holistic communication strategy across diverse channels while considering the specific languages used by each audience group. The strategy should emphasize the most effective communication channels, such as websites, social media, newsletters, reports, and conferences, tailored to each stakeholder group. Special focus should be given to women and vulnerable populations, along with other stakeholders, which may include groups like informal waste pickers, ASEAN innovators, and local and global investors. The strategy should include a distinct plan for each of the SEA-MaP deliverables, with particular focus on key initiatives such as the regional platforms to promote innovations, knowledge, and partnerships as outlined in Table 1.
- **Private Sector Engagement:** Identify key private sector entities and develop engagement strategies to promote sustainable product commercialisation practices in the ASEAN context.
- **Measurement and Evaluation:** Establish a robust framework for measuring the efficacy of the communications strategy, including the reach and impact of regional platforms, dissemination materials, and expos.
- **Sustainability Measures:** Ensure that the communication platforms/tools remain functional beyond the project's lifespan.
- **Budget, Resources and Timeline:** The strategy should entail a plan, schedule, and budget for the communication initiatives, considering the resources available to the SEA-MaP. This includes recommendations for materials, methodologies, channels, and other pertinent considerations. Evaluate the need for a dedicated communications specialist within the PMU to manage the project's communication channels and activities. If deemed necessary, the consultant team will be tasked with developing a ToR for the recruitment of a communications specialist.

4.2. Develop SEA-MaP Regional Project Branding with tools to enhance its visibility, communication and outreach

The consultancy will involve steps aimed at creating a robust and impactful brand identity for the SEA-MaP Regional Project in parallel with the development of the Communications Strategy:

- **Logo Creation:** design a logo that is unique, recognizable, and aligns with the SEA-MaP's mission and objectives. It should be versatile enough for use across various platforms and

materials. The logo should be attached with the handbook on how-to use logo in different media.

- **Website Design and Development:** undertake the design and development of a user-friendly, dynamic website that aligns with the growth trajectory of the Project. The website should serve as a platform to bolster the visibility of other project deliverables as detailed in the PAD, featuring integrated website monitoring tools to track usage and performance. The development of the website will be guided by the consultant team's proposal submitted in the inception reporting stage. An immediate priority will be the prompt development of the website's main page/landing page to establish the project's online presence. The landing page should encompass several key elements: (i) An 'About' section detailing the objectives and structure of the Regional Project, (ii) A 'News' section for updates, announcements, and achievements of the Project, (iii) An 'Activities' section outlining the project's various undertakings, (iv) A 'Contact' section with the team's contact details for queries or more information, an online form for public feedback or complaints related to the project. SEO strategy should be established for the website and provide SEO-specific guidance on postings. The consultant team will be responsible for creating content for the initial five pages, thereby ensuring the website's quality and consistency before its management is transitioned to the PMU.
- **Social Media Strategy:** create a SEA-MaP presence on relevant social media platforms. This entails setting up accounts, planning and scheduling posts, and creating engaging content in line with the project's objectives. The consultant team is expected to develop and publish the first 50 posts, ensuring a smooth transition for subsequent content management by the PMU.
- **Informational Materials/Collaterals:** produce the first three project newsletters, along with the initial designs for brochures, fact sheets, and presentations and any other templates, as well as a short explainer video highlighting the project's objectives and activities.
- **Database management and data storage Strategy:** The project deliverables may include interactive materials such as online training modules, interactive toolkits, and animated video clips beside the above online tools and website. The consultant team is expected to develop strategy how and where to store the project-generated data and tools beyond the project age, considering the data safety and accessibility in the long-term.

5. Deliverables and Timeline:

Deadline	Deliverables
One week after contract effectiveness.	Inception Report detailing the work plan, methodology, roles and responsibilities, and operational arrangements. • Expected outcomes and outputs • Preliminary technical specifications for the website. A proposal outlining the technical elements for the website applying consideration such as scalability, capacity to host a large database, facilitate online events, and accommodate activities related to the project's regional platforms, a possibility for migration at the later end of the project. • Detailed implementation work plan and schedule, along with an associated monthly cash-flow plan. • Team structure with details of the required technical expertise, its in-house availability, and/or the process and timeframe to follow to procure it. Turnaround time for the deployment of the expert/s to ensure that the implementation timeline of the activities is respected.

	• A discussion of the standard quality management methodology used to ensure that services provided will maintain consistently high levels of technical accuracy and be appropriate for the context. • Labor Management Plan and workers' grievance redress mechanism
Four weeks after contract effectiveness	Needs Assessment • Report outlining the findings of the needs assessment.
Six weeks after contract effectiveness	Communications Products • Logo and handbook • Website, SEO strategy, content creation • Social media accounts and content creation • Informational materials / collaterals, content creation, short video • Data Management and Storage Strategy • Progress reports on the assigned tasks
Eight-Ten weeks after contract effectiveness	Communications Strategy • Draft for review by ASEC/PMU, RISU and the World Bank. • Final version of the Communications Strategy. • Progress reports on the assigned tasks Presentation on the communication strategy and branding. Training workshop for transition and ongoing management of the communication channels.

6. Additional notes:

- The consultant team will be required to discuss and seek the inputs of the ASEC/PMU, RISU, the World Bank and other relevant stakeholders as necessary. The consulting team will be responsible for the following tasks:
 - Preparing relevant materials for the consultations in close coordination with the ASEC/PMU, RISU and the World Bank.
 - Helping to facilitate the discussions and producing meeting summaries and a compilation of comments and feedback received from each consultation/meeting.
- All deliverables (incl. drafts and finalised versions) must be submitted to the PMU for review by the ASEC/PMU, World Bank, and RISU. The consultant team should be prepared to make amendments based on feedback received.
- The consultant team is expected to conduct their work from their own office, and arrange meetings with the ASEC/PMU for consultation and presentation/training sessions which are to be held virtually. In the event an in-person arrangement becomes necessary, the consultant team must provide a justification for such a requirement.
- The consultant team's feedback will be welcomed to further improve the deliverables. If necessary, the duration and dates of the assignment may be adjusted with approval from ASEC/PMU, RISU and the World Bank.

7. Qualifications/Expertise Required:

The consultant team should comprise of professionals capable of fulfilling the diverse tasks outlined in this ToR, with a deep understanding of the ASEAN region, its unique challenges, and opportunities. The team composition should align with the specific needs outlined in the ToR, and could possibly include:

Lead Expert

- An advanced degree in communications, organisational communications, journalism, international relations, or other relevant fields.
- At least seven (7) years of experience in developing, designing, producing, and publishing communication products across various media channels, as well as organising and producing regional or international events.
- Demonstrated expertise in environmental or sustainability communications and experience working on projects that focus on environmental or sustainability issues.
- Prior experience in partnering with governmental and/or international organizations on consultancy assignments, specifically in the realm of communications.
- Proven expertise and/or previous consultancy works on communication strategies.
- Understanding of the communications context and trends in multiple countries in Southeast Asia.
- Excellent written and verbal communication skills in English.
- Demonstrated leadership skills and the ability to work collaboratively with various stakeholders.
- Experience in managing budgets, timelines, and resources for communication projects.

Expert member

- An advanced degree in communications, organisational communications, journalism, international relations, or other relevant fields.
- At least five (5) years of experience in developing, designing, producing, and publishing communication products across various media channels, as well as organising and producing regional or international events.
- Demonstrated expertise in environmental or sustainability communications and experience working on projects that focus on environmental or sustainability issues.
- Previous experience in working with governmental and/or international organizations on consultancy assignments, specifically in communications.
- Demonstrated expertise and/or previous consultancy works related to communication strategies.
- Understanding of the communications context and trends in multiple countries in Southeast Asia.
- Excellent written and verbal communication skills in English.
- Proven ability to work effectively in a team and collaborate with various stakeholders.
- Experience in managing budgets, timelines, and resources for communication projects.

Graphic Designer

- A bachelor's degree in graphic design or a related field, or equivalent work experience.
- A minimum of five (5) years' experience as a graphic designer or in a related field.
- A strong portfolio showcasing diverse design projects across multiple mediums.
- Proficiency with desktop publishing tools, including Adobe Creative Suite (Photoshop, InDesign, Illustrator), and other visual design tools.

- Experience in website design, marketing collateral, branding and identity, and multimedia design.

Web Developer

- A bachelor's degree in Computer Science, Information Technology, Digital Media, or a related field is preferred.
- At least five (5) years of experience as a web developer or in a related field.
- Strong knowledge of web-based applications, including HTML, CSS, JavaScript, and jQuery.
- Proficiency in WordPress and basic to intermediate knowledge of Magento and Shopify.
- Experience with database management, including MySQL and SQL.
- An understanding of content management systems, search engine optimization principles, and DNS architecture.

Video Producer

- At least five (5) years notable track record in video production projects and an excellent portfolio of similar works in accordance with industry standards. Previous experience in working with ASEAN or similar video production project is an asset.

8. Financial Offer and Payment Schedule

Bidders are expected to submit the financial offer based on their assessment of the scope of work and level of effort needed to complete the assignment. The lumpsum cost should include all management and administrative overheads and any fees, taxes, and insurance that may apply.

The following table summarizes the payment schedule for this assignment:

Milestone	% Payment
Upon submission of the inception report	10%
Upon submission of the Needs Assessment report	20%
Communications Products a. Logo b. Website c. Social media accounts d. Informational materials/collaterals e. Data Management and Storage Strategy	35%
Communications Strategy, presentation and training	35%

9. Environmental and Social Risk Management

The World Bank's Environmental and Social Framework (ESF) came into effect in 2018, which requires all World Bank-funded Projects to apply relevant Environmental and Social Standards (ESS). For the SEA-MaP Regional Project, an Environmental and Social Management Framework (ESMF) has been prepared to ensure that the SEA-MaP Regional Project addresses environmental and social risks and impacts - associated with technical assistance supported under the Programme - in accordance with the ASEAN legal requirements and the World Bank's ESF.

All outputs of this assignment must be consistent with the Project's ESMF and this may require regular coordination with the Environmental and Social specialists of the Project and the World Bank. The ESMF ensures that Programme investments do not create or result in downstream impacts to the environment and society through its technical assistance outputs.

This includes compliance with ESS3 on Resource Efficiency and Pollution Prevention and Management, where assignment outputs need to consider downstream impacts on human health and the environment by integrating environmental and social aspects.

Furthermore, the consultant needs to conduct this assignment in accordance with the ESF's labor and working conditions (ESS2), as defined in the Labor Management Procedures set out in the ESMF including for grievance redress vis-a-vis its employees and consultants.

In dealing with stakeholders, the consultant shall be guided by the provisions of the ESMF on stakeholder engagement, including the Stakeholder Engagement Plan (SEP). In particular, the consultant team shall give special attention to women and vulnerable stakeholders to ensure that they are able to participate and their voices are heard.

The contractor shall also comply with the World Bank Group's Environmental, Health, and Safety Guidelines (ESHG), specifically regarding Occupational Health and Safety (OHS) and potential downstream risks and impacts emanating from the assignment outputs.

10. Sustainability and Gender Equality

The Project is committed to the sustainability of its platform, knowledge products and trainings. A sustainability strategy will be prepared to this end, which will be followed by all Project implementers. It is expected that the activities implemented under this consultancy will take sustainability aspects into account where applicable.

The Project further ensures that gender concerns and women's empowerment strategies are mainstreamed throughout the project activities in order to address gender inequalities and foster women's increased participation in decision-making, including the creation of economic opportunities for women, inclusivity, and the emphasis of gender equality.

The consultant will ensure that gender equality considerations are mainstreamed in all above listed activities. To this end, the communications strategy will contain a specific focus on women stakeholders by mapping them as part of the targeted audience and by suggesting specific methods of engagement that ensure that information is accessible to all women interested in the Project or affected by it.