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1. BACKGROUND INFORMATION

1.1. Partner country

Montenegro

1.2. Contracting authority

Delegation of the European Union to Montenegro

1.3. Country background

Diplomatic relations between Montenegro and the European Union are conducted through the Mission of Montenegro to the EU in Brussels, which has been fully functional since 2006, and the EU Delegation to Montenegro in Podgorica, which opened in November 2007.

On 15 October 2007 Montenegro signed a Stabilisation and Association Agreement (SAA) and an Interim Agreement on trade and trade-related issues. The latter entered into force on 1 January 2008 while the SAA entered into force on 1 May 2010.

By signing the Stabilisation and Association Agreement, Montenegro formally agreed to an association with the European Community and its Member States, thereby accepting responsibility for its European future. The Agreement was unanimously supported by all parliamentary parties and ratified in the Parliament of Montenegro on 13 November 2007. The consent to the Agreement was given by the European Parliament on 13 December 2007 and the Interim Agreement entered into force on 1 January 2008.

Montenegro applied for EU membership in December 2008 and was granted candidate status in December 2010. On 29 June 2012, following the endorsement by the European Council, the accession negotiations with Montenegro were opened, marking the start of a more intensive phase in the accession process. The screening process was completed in May 2014, when the last screening report was processed by the Council.

Presently, 33 out of 35 chapters (meaning all screened chapters)¹ have already been opened and 3 have been provisionally closed (Chapters 25 - Science and research), 26 - Education and culture and 30 - External relations). After the opening of the last chapter in June 2020, the priority for further overall progress in the accession negotiations, and before moving towards the provisional closure of other chapters, remains the fulfilment of the rule of law interim benchmarks set under chapters 23 and 24.

The Council of the European Union endorsed, on 25 March 2020, the Commission Communication on "Enhancing the accession process - A credible EU perspective for the Western Balkans" of 5 February 2020. It aims to reinvigorate the accession process by making it more predictable, credible, dynamic and subject to stronger political steering, based on objective criteria and rigorous positive and negative conditionality, and reversibility. On the same occasion, it reiterated that the fundamental democratic, rule of law and economic reforms represent the core objective of the accession process. On 6 May 2021, the Council of the European Union adopted a revised enlargement methodology to accession negotiations. The new methodology puts a focus on the following elements: a stronger focus on the fundamental reforms; a stronger political steer; an increased dynamism; and the predictability of the process, based on objective criteria and rigorous positive and negative conditionality. It places even stronger focus on reforms in the rule of law, fundamental rights, the functioning of democratic institutions and public administration reform, as well as economic criteria.

Within the negotiation process, some areas have a particular weight given the volume of the *Acquis* and the specificities of national legislation and systems. As further underlined with the EC Enlargement Strategy as well as with the Indicative Strategy Paper for Montenegro (the EC Strategy Paper concerning notably allocation of IPA II assistance towards the accession priority areas), the

¹ Chapter 34 – Institutions and 35 – Other issues are not currently the subject of national programme for integration, since they will be dealt with at the very end of the negotiations.

rule of law will remain at the heart of the enlargement process. Montenegro will have to sustain the momentum of reforms over time in the key areas of the rule of law, particularly judicial reform and anti-corruption policy, independence of key institutions, freedom of expression, anti-discrimination policy, the protection of minorities, and develop a solid track record of reform implementation. Likewise, the impact of the global economic crisis and COVID-19 pandemic has revealed the need for all countries to strengthen their economic governance, improve competitiveness, and create a more stable and transparent business environment to attract investments and stimulate growth. The enlargement strategy sets out proposals to support this, including enhancement of economic policy and its governance through the introduction of national economic reform programmes, action plans for public financial management and competitiveness and growth programmes. There is a need for continuous strengthening of democratic institutions and for making democratic processes more inclusive. Further progress with public administration reform and a stronger role for civil society are crucial in this respect.

1.4. Current situation in the sector

Communicating about the European Union and EU accession to Montenegrin citizens is a very important part of the EU integration process. The EU Delegation to Montenegro needs to explain to citizens what it does and how its work is helping the EU integration process. Yet, the ownership for communicating the EU lies mostly with the Government of Montenegro, which needs to explain to its citizens the reasons, benefits and advantages of EU accession.

It is very important that both the EU Delegation and the Government of Montenegro work hand in hand when it comes to communicating the EU and the EU integration process in Montenegro to make sure that all target audiences receive tailor made information.

A large majority of Montenegrin citizens support the EU accession process and have a positive opinion about the EU. The latest public opinion survey conducted by the Delegation of the EU to Montenegro in May 2022 shows that 76% of citizens support EU accession, while as many as 83% of citizens (who would turn out to vote) would vote yes in a hypothetical referendum on EU accession of Montenegro. These figures have been consistently high for many years which shows an unequivocal support of the citizens for the country's EU path.

The citizens of Montenegro associate the EU with notions such as better standard of living, better quality of life, freedom of movement, employment opportunities, peace and stability, progress, brighter future, better economic situation, safety, security, democracy. However, the support for the EU does not necessarily translate into a deep understanding of the EU integration process by the citizens. There is often a superficial and simplistic understanding of the process. When asked, citizens are interested in understanding better the EU accession process and how it affects them personally. This is precisely where the focus of the communication on the EU should be in the years to come.

The Delegation of the European Union to Montenegro (hereafter the Delegation) wishes to further improve its communication with the public. The launch of an EU Info Centre in March 2014 has greatly contributed to a better understanding of the EU, its values, policies and the assistance it provides to Montenegro.

In May 2022, a refurbished EU Info Centre, renamed into Europe House (EH), opened its door to the public. This modern and attractive space now needs to be further empowered to attract a wide variety of audiences to which it will offer tailor made, interesting and educational content at all levels: in Europe House, in different towns around the country as well as in the digital sphere.

1.5. Related programmes and other donor activities

EU-Member States

EU Member States embassies in Montenegro have specific visibility, information and communication actions linked to EU affairs with a specific focus on youth, culture, economy,

business and others. EU Member State embassies organise many cultural events in Montenegro: art exhibitions, concerts, movie projections etc. In this way, they promote their national culture and traditions, which also represent European culture and heritage. Member States holding the EU Presidency usually organise additional events related to its Presidency goals. Member States use Europe House frequently and participate in EU communication campaigns (notably Europe Day celebrations) and the Europe House team provides assistance to Member States when it comes to communication, relations with the media, logistics etc. It is very important for the EU and Member States to coordinate messages and communication actions in Montenegro, to make sure that synergies are created and the audiences reached in the most effective way.

Montenegrin authorities

Authorities at all levels (national and, to a lesser extent municipal) are engaged in various European integration campaigns. Government of Montenegro in 2018 adopted a new Communication Strategy for public information on the EU integration process 2019-2022. The Strategy is designed to provide information to the general public on the integration process and the individual steps Montenegro has to take to become an EU member. Training and education of government employees on EU integration is equally part of the government Strategy.

The EU is helping the Government to implement its EU communication strategy by funding the EU4ME project. A third phase of the EU4ME project was finalised in 2022 and a fourth project is currently in preparation, to be launched in 2023. The Contractor will have to build close ties with this project and have a complementary approach to all communication activities.

International organisations and other diplomatic missions to Montenegro

A number of international organisations such as the Council of Europe, OSCE, UNDP, UNHCR, UNICEF, the World Bank, etc, operate in Montenegro. All implement communication activities and campaigns related to the EU. The communication campaigns are usually very specific, promoting a certain policy or reform area or advocating for change in a certain domain (such as human, women, children rights etc). Most of these EU related campaigns are in fact funded by the EU through various IPA projects. These campaigns are closely coordinated with the Delegation's press and info team.

Others

The civil society sector is very active in organising various events and campaigns related to the EU integration process. CSOs valorise the knowledge on European integration by promoting the process to the public, reaching young generations and concentrating on sending the messages via media. Specialised NGOs for the process of European integration are contributing by helping the media understand the process, and they transfer EU related information to the public. The civil society coordinates closely their communication activities with Europe House, often using the Europe House space and other resources.

2. OBJECTIVES & EXPECTED OUTPUTS

2.1. Overall objective

The overall objective (Impact) to which this action contributes is to raise public awareness about EU values, policies and programmes, ensuring an informed public debate on benefits and challenges of the EU enlargement process and EU membership, in reinforced cooperation with the Member States.

2.2 Specific objectives

The specific objectives (Outcomes) of this contract are as follows:

Specific objective /outcome 1

To inform various target groups about, and increase the support for, EU values, policies and programmes and their impact on people's everyday life, where necessary dispelling myths and misconceptions and addressing disinformation.

Specific objective /outcome 2

To increase the understanding of, and the support for, the EU enlargement process with the accompanying reforms and their long term benefits for citizens.

Specific objective /outcome 3

To ensure visibility of EU funding, focusing on objectives and results and linking project funding with policy objectives.

2.3 Expected outputs to be achieved by the Contractor

The expected outputs, linked to all 3 outcomes, of this contract are as follows:

- Europe House successfully managed, empowered and promoted as a hub for cultural, political, economic and youth exchange and discussions.
- EU communication strategy successfully implemented
- Accurate and interesting information on EU and EU accession, reforms, benefits provided to different target audiences.
- Image-building and thematic communication campaigns successfully implemented.
- Outreach and networking events and media covered activities successfully organised (including online).
- Web and social media presence successfully ensured.
- Coverage of EU-related issues in the media successfully ensured.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

The EU accession process remains a political priority for the national authorities, and in the EU Member States, with commitment and willingness of all stakeholders to stimulate the debate on EU-related issues.

The public and media remain interested in EU-related information.

3.2. Risks

Risk 1: The EU accession process is hampered by major domestic or international political developments.

Risk 2: Misinformation and hostile communication on EU policies, objectives and actions

Risk 3: Activities requiring physical presence cannot take place due to continued COVID-19 pandemic restrictions

4. SCOPE OF THE WORK

4.1. General

4.1.1. Project description

This project will help the Delegation to increase the level of public awareness and understanding of the European Union, its values, its policy objectives in Montenegro and responsibilities of Montenegro on its path towards EU membership. It will support the EU Delegation to promote EU policies and increase the visibility of EU assistance programmes.

The project will include different information and communication tools and activities:

- 1) Management of Europe House in Podgorica
- 2) Design, planning and implementation of integrated communication campaigns
- 3) Event management in Europe House, support to EU Delegation's and EU Member States' events and public visibility activities
- 4) Improving EU visibility and providing support to communication efforts of EU-supported programmes and projects in Montenegro
- 5) Public diplomacy and stakeholder engagement including through outreach, media relations, networking, support to third parties and various events;
- 6) Research and analysis
- 7) Online communication
- 8) Technical assistance and other support services

4.1.2. Geographical area to be covered

Montenegro

4.1.3. Target groups

- youth, school, high school and university students;
- national and local media;
- media directors and editors;
- opinion makers, public figures;
- governmental and local municipal institutions and organisations;
- civil society organisations;
- academic circles and think tanks;
- elderly and pensioners;
- women;
- rural communities and farmers;
- artistic community and cultural associations and organisations
- vulnerable groups;
- SMEs and business community.

4.2. Specific work

4.2.1. Management of Europe House in Podgorica

Located at Trg Argentina no 4, the refurbished Europe House (former EU Info Centre) in Podgorica re-opened its doors in May 2022. The new Contractor shall ensure that the new Europe House (EH) becomes an upgraded meeting hub for all generations, promoting EU values, spreading knowledge about the EU and bringing people from all spheres of the society together for an exchange of opinions, learning and growing together.

The Contractor is responsible for the following activities related to the management of Europe House:

- Working hours: Europe House shall be open to the public from Monday to Friday from 9.00 to 17.00, apart from Saturdays, Sundays and national holidays and on special occasions, as agreed with the Contracting authority. In addition to official holidays, the Contracting authority might decide to close the Europe House premises during certain other slow periods of the year. This will be communicated to the Contractor in writing. The Contractor shall ensure that sufficient and qualified staff carries out all required tasks and is present during the day, as well as for events taking place outside of regular working hours. Europe House staff will also be in charge for the overall security of the premises including opening and locking of all doors, managing the alarm and surveillance systems, engaging additional security services etc, in cooperation with the landlord of the premises.

- Financial and administrative management of Europe House including all expenses (heating, electricity, water supply, use of telephone lines and internet connections, internet, insurance (for any damage, loss or theft of equipment owned by the Delegation) of the Europe House equipment owned and made available by the Delegation, maintenance of equipment, cleaning services, security), and any other related costs.

- Daily activities in Europe House:
 - operate Europe House public space, providing information about the EU, answer enquiries, referring to specialised information sources;
 - interact with local and regional stakeholders, multipliers and media, as well as with EU accession stakeholders and networks;
 - disseminate and display information materials;
 - host and organise regular events such as lectures, seminars, trainings, briefings, film screenings, cultural events, exhibitions, etc;
 - host other events of partner organisations such as press conferences, training sessions, meetings, debates etc.;
 - procure and distribute promotional materials in the most cost-efficient way and in line with EU procurement rules;
 - maintain various contact lists;
 - ensure functioning and maintenance of all technical and A/V equipment;
 - track and analyse number of visitors, inquiries, events and FAQ;
 - ensure the premises are tidy and clean, visitors have access to utilities and refreshments.

- Inception phase:
 - The Contractor will be required from day one to implement a number of activities including management of the Europe House space, maintenance and editing of the website, media monitoring and others as required and discussed at the kick off meeting.
 - All non-key experts should be mobilised within the first month of the implementation and preferably even before, following a transparent selection procedure;
 - The Contractor should provide the experts with functional e-mail addresses, laptops, smart phones and business cards as soon as possible. The laptops and smart phones remain the ownership of the Contractor.
 - In the first week of implementation, a kick off meeting with the Contracting authority will take place as well as a handover meeting with the outgoing Contractor to ensure a smooth transition.
 - An Inception Report should be provided 30 calendar days after the start of the contract, including an implementation plan. It should contain proposals to improve the visibility of the EU and EU funded programmes, recommendations on media activities; web and social media presence, internal organisation and other activities as agreed. The Contractor might also be requested to provide recommendations for the Delegation's communication strategy. The report should contain a detailed activity plan for the first 6 months, including a draft Europe Day celebrations plan. Finally, it should contain a proposed financial breakdown related to activities to be covered by the incidental budget. The inception phase will end with the approval of the Inception Report.

- Completion and handover
 - At the latest one month before the end of the contract, the Contractor will prepare the handover for the Europe House premises and all contract outputs. The Contractor will share all know-how and ongoing contract activities and plans with the next Contractor. The Contractor will produce a clear and detailed Handover Document for the next

Contractor as well as deliver copies of all information material duly labelled and catalogued.

- The handover should include all information materials, visuals and audio-visuals, in-design files labelled and dated in both open and closed versions, databases, mailing lists, Europe House library, archive and all technical information relating to websites, social media network accounts, administrator passwords, hosting, domains and filing.
- The Contractor will also provide information as to the condition of the Europe House premises, furniture and equipment and identify repairs, upgrades or purchases which might be required.

4.2.2. Design, planning and implementation of integrated communication campaigns

The Contractor will define and organise, in cooperation with the Delegation and in line with the Delegation's communication strategy, large-scale, targeted and integrated communication campaigns, as well as other thematic events or campaigns.

The Contractor should conduct at least one large-scale EU campaign per year on EU topics as set by the European Commission, EEAS or the Delegation. Other EU thematic days or weeks should also be organised in close cooperation with the Delegation and partner organisations/stakeholders/government ministries etc. Topics of campaigns can include matters relevant to the EU such as the protection of the environment, transport, human rights, consumer protection, human rights/women's/children's rights, SME week, and/or many others.

In addition, the Contractor will have a leading role in the yearly celebrations of Europe Day on 9 May. Europe Day activities should focus on a given topic or topics, including as a must the 9 May reception hosted by the EU Delegation as well as outreach events, outdoor and indoor activities and events, social media and media activities etc.

The Contractor should make sure that it coordinates with EU assistance projects and programmes as well Member States and international organisations active in the country so as to synchronise activities and reinforce joint messages. The Contractor should identify and ensure participation of adequate partners, multipliers and influencers who could contribute to the delivery of the messages and maximise the impact. Successful campaigns, previously implemented by EU Info Centre/Europe House should be built upon.

Organisation and Methodology should include a brief outline (maximum 5 pages) of a communication campaign design and provide in addition some previous visual examples and materials of the communication campaigns that the Contractor has undertaken in the past. The Contracting authority is not bound to the proposal submitted by the applicant in case the applicant is selected as the winning tenderer.

4.2.3. Event management in Europe House, support to EU Delegation's and EU Member States' events and public visibility activities.

The Contractor is responsible for all public events organised by the Delegation, and will be providing a comprehensive service such as event proposal and design, high-quality simultaneous or consecutive interpretation, moderation, catering, graphic design, invitations, publicity and media/social media promotion, advertisement, provision of photo and video services, production of publications, provision of security measures, speechwriting and preparation of briefings as needed, media monitoring and analysis, evaluation, follow up etc.

The Contractor shall organise regular signature events as well as ad-hoc events in Europe House, making it a lively place which offers a wide range of balanced, interesting and educational activities for different target audiences. The Contractor should organise a minimum of 4 events per month in the premises of Europe House on their own or in cooperation with partner organisations (hosting events by other organisations does not count). Events should be adjusted to any measures that may affect regular activities such as COVID-19 restrictions or others, in agreement with the Contracting Authority.

The Contractor may be requested to assist Member States embassies in particular as regards the organisation and promotion of their events and other communication activities in the Europe House premises, as agreed and in close cooperation with the Delegation.

In addition, Europe House is expected to host other types of events organised by third parties which are of interest to the EU such as events related to EU affairs/values etc. Europe House traditionally also hosts visibility events organised by EU funded projects and programmes or other partner donors. Costs related to such events should in principle be covered by the organising party, but Europe House might be asked to co-organise or cover some expenses as necessary and if deemed beneficial to the work and/or visibility of Europe House and the Delegation.

Closed internal meetings unrelated to EU communication and visibility such as working meetings, EU projects steering committees and similar, should in principle not be hosted by Europe House, unless specifically requested by or agreed with the Delegation.

Organisation and Methodology should include a brief creative concept for event management. The Contracting authority is not bound to the proposal submitted by the applicant in case the applicant is selected as the winning tenderer.

4.2.4. Improving EU visibility and providing support to communication efforts of EU-supported programmes and projects in Montenegro

The Contractor should help the Delegation improve the visibility of EU programmes in Montenegro, linking them to the overall reforms and EU integration process of the country. It will be important to conduct regular and ongoing communication activities on EU assistance programmes to Montenegro as well as to integrate EU assistance visibility into all communication campaigns implemented by Europe House. It will be important to focus on the sectoral approach, communicating sectors of assistance rather than individual projects.

The Contractor should propose ways to provide comprehensive and detailed information on EU assistance, map and promote EU projects, programmes and the variety of EU-funding opportunities available to Montenegrin citizens and entities, under the #EUzaCG umbrella. This includes the management, further improvement and editing of the EU project webpage launched in February 2022, hosted on the Europe House website. New EU projects and success stories should be added regularly to the webpage. The webpage should continue to attract audiences and offer interesting content on EU topics, issues and reforms supported by EU assistance.

This will entail close coordination with the Delegation's programme and project managers as well as the relevant ministries (in particular the Ministry of European Integration and the Ministry of Finance, Department for Contracting and Financing of EU Funded programmes – CFCU) and implementing partners and beneficiaries of EU assistance projects and programmes.

The Contractor should coordinate well with EU implementing partners and beneficiaries, advising them and assisting them in communicating their projects/programmes in the most efficient way.

The Contractor shall support joint initiatives and programmes with national and local authorities, other donors/international organisations/CSOs etc.

The Delegation will be implementing a renewed strategic approach to communication as prescribed by EU Headquarters. The Contractor will be made aware of the new approach in due time.

Organisation and Methodology should include a brief outline (maximum 5 pages) of an interesting, educational and interactive campaign promoting EU assistance programmes and their underlying values. The Contracting authority is not bound to the proposal submitted by the applicant in case the applicant is selected as the winning tenderer.

4.2.5. Public diplomacy and stakeholder engagement including through outreach, media relations, networking, support to third parties and various events;

Europe House should implement public diplomacy and stakeholder engagement efforts of the Delegation, in line with the Delegation's communication strategy and guidance from EU Headquarters. The Contractor is expected to actively contribute to the design and implementation of

this strategy. It will be important to find strategic partner organisations and individuals as well as coordinate with EU Member States to join efforts and amplify messages on EU values such as cultural and social diversity, solidarity, innovation and creativity. Member State initiatives should be supported as decided by the Delegation.

Public diplomacy efforts should be based on the multilateralism principle and conducted in coordination with stakeholders, EU Member States, relevant EU Programmes, international organisations and, if appropriate, with relevant ministries of the Government of Montenegro.

Outreach activities

The EU in Montenegro should be an open institution willing to speak and reach out to citizens at all times. Outreach outside of Podgorica is a crucial instrument to connect with people, promote EU action and assistance to the specific town/region and pass impactful messages tailored to different municipalities and their citizens. Political outreach activities taking place at the highest level (high EU officials or Head of EU Delegation) are very important as are those at lower levels. The Contractor should help the EU conduct outreach at different levels as well as encourage peer to peer exchange.

Networking

The Contractor shall maintain regular contact and further build trust and relationships with all target audiences listed under 4.1.3 of this ToR. Special emphasis should be put on young people and activists, including also further developing, empowering and expanding already existing networks such as the Young European Ambassador's network, EUVP, Erasmus networks and other youth stakeholders and partners of EH.

Other important networks which need to be strengthened include civil society organisations, opinion-makers and influencers, media, cultural operators. The EU in Montenegro should have partners who act as spokespeople and multipliers for EU values and information and Europe House should facilitate these connections. Citizens should be able to learn about the EU also from peers rather than only from EU officials and national decision-makers.

Media relations

Maintaining a good media network is crucial for the Delegation/Europe House. The Contractor will be asked to help the EU Delegation keep regular contacts with journalists/editors. These can include breakfast or other types of briefings, networking cocktails, coffee with EU Ambassador(s), lectures, workshops, training, competitions and other innovative type of media relations. Special emphasis should be put on creating links and networks with media outside of Podgorica. Good cooperation will need to be established with the European Endowment for Democracy, which is implementing an assistance programme for media in Montenegro.

One media study trip per year should be organised for journalists/editors from Montenegro to one of the EU countries. The focus should be on learning and networking and/or reporting about the specific country and topics of interest to the journalist/media outlet (related to EU values, programmes, projects etc). Topics and places of the media trips should be agreed with journalists/editors rather than imposed by the EU.

Support to third parties

The Contractor shall provide support to cultural, sport and other social events and initiatives throughout Montenegro, including through support to partner organisations, festivals etc, on a variety of topics (film, music, dance, theatre festivals, architecture, art, painting, sport, crafts and fashion, design, literature, youth and similar) adding value to the EU's communication objectives.

Events

- **Lectures, debates and discussions**

The Contractor should organise regular lectures on EU-relevant topics with universities/schools, as well as regular debates/coffee-discussion or other forms of exchange on EU topics at Europe House and throughout the country – involving other partners and institutions when relevant.

- **Visits**

The Contractor should organise, support and facilitate visits of various stakeholders from Montenegro to the EU, the region or locally. Visits should be primarily for training, networking, reporting, promotion or information purposes (e.g. students, influencers, experts, speakers) or as rewards for competitions organised or supported by the Delegation.

- **Training and information sessions**

When necessary, the Contractor is expected to provide or support training on topics relevant to this contract, such as for example on visibility and communication obligations and best practices, EU programme info days, IPA in general, media training etc. Training and providing knowledge can take on different forms therefore the Contractor should explore interactive and creative ideas rather than traditional concepts.

- **Competitions**

The Contractor is expected to organise regular competitions, on apps and social media, as well as mainstream media (for older generations) in order to keep communication with citizens and various target groups as interactive as possible.

Organisation and Methodology should include a brief outline (maximum 5 pages) of a public diplomacy and stakeholder engagement strategy. The Contracting authority is not bound to the proposal submitted by the applicant in case the applicant is selected as the winning tenderer.

4.2.6. Research and analysis

- **Media monitoring and analysis**

Press clipping services, media monitoring and analysis are crucial for evaluating the effect of communication activities. These services are intended to provide accurate, comprehensive and timely information in English to the Delegation on the main headlines, political, economic and other news in Montenegrin media.

Media monitoring and analysis services will entail the following reports:

1. A comprehensive daily **Press Digest report** which entails summarising both print and electronic media by 8.30 in the morning, on working days. The exact format of this product will be discussed with the Delegation's press and information officer(s). The distribution list has to be kept as a separate file and needs to be updated regularly. The report may be suspended during pre-defined periods, such as for instance official holidays of Montenegro and the European Commission.
2. **A brief summary of the main daily news** in a pre-defined format is to be delivered every working day by 7.00 a.m to the Delegation's press and information officer(s). The report may be suspended during pre-defined periods, such as for instance official holidays of Montenegro and the European Commission. In exceptional circumstances, the Contracting authority may request the delivery of this report during pre-agreed suspension periods.
3. **Flash news** to be delivered on an ad-hoc basis to the Delegation during any time of the day (and in exceptional circumstances also on weekends) on events of outstanding importance related to Montenegro and especially Montenegrin domestic politics.
4. **Regular event-related media monitoring reports**: After each public event or activity attended by members of the Delegation, a short analysis of the media reporting shall be drawn up and sent

to the Delegation the day after the event. It shall include the full press clipping report and a short analysis of how the media picked up the news/messages of the EU official, explaining also the different angles in reporting.

5. **Ad-hoc press reviews:** in-depth press reviews should be drawn up after important events such as official high level visits from Brussels, elaborate outreach/municipal visits, Europe Day activities, the publication of the Enlargement package as well as other large-scale campaign reports as required.
6. **Subscription to an English language news wire service** in Montenegro is required.
7. **Any other reports**, as deemed necessary by the Delegation

- **Public opinion polling, research and analysis**

The Contractor –in partnership with experienced and competent specialised companies– shall support the EU Delegation's understanding of Montenegrin public opinion on the EU and EU accession, as well as political and sociological trends and developments in the country.

The Contractor should organise:

- quantitative nationwide representative opinion polls (at least 2 per year, in May and November indicatively)
- Qualitative (focus group) surveys to be carried out in different locations in the country (indicatively 1 per year)
- Additional surveys and research on a given topic as requested by the Delegation and as necessary.

The results of the surveys will have to be presented and communicated to the media and other stakeholders as necessary (EU embassies, EU officials etc). The pollster and the Contractor are also expected to analyse the results and present recommendations to the Delegation for its communication strategy.

4.2.7. Online communication

- **Websites**

The Contractor will provide full management of Europe House website and to a certain degree manage the EU Delegation website as well as all social media accounts, ensuring the widest possible outreach of accurate and interesting information about the Delegation's and Europe House activities and news, as well as the EU in general, its values, policies, programmes, and EU assistance in Montenegro.

The Contractor is expected to provide updates, full technical maintenance and adequate level of security of Europe House website. The existing website should be upgraded/overhauled as required.

A European Union central server hosts the Delegation's website and the Contractor will need to provide technical support, updating and maintaining in accordance with instructions from EU headquarters.

The Contractor shall in coordination with Delegation provide the following website services, including, but not limited to:

- Newswire-ready web coverage of EU assistance programme, events/activities organised by the Delegation, events attended by EU officials, as well as other public events in the capital and country-wide that EU officials are invited to;
- Drafting and uploading other types of texts such as success stories, testimonies, blogs etc, as well as regular review and updating of existing material on the websites;
- Updating and maintaining the database of EU funded projects and the webpage;
- Distribution of a newsletter, if so agreed with the Delegation;

- Producing, sourcing, uploading and advertising audio, photo and video material covering EU events and other activities;
- Streaming of relevant events and debates;
- Developing and implementing Search Engine Optimisation strategies to increase website visibility;
- Provide daily web monitoring to ensure pages and website are up and running;
- Checking for consistency and expiration of deadlines of uploaded data;

The Contractor shall assume responsibility for the organisation of a routine review of the websites content, its features and functionalities, and the performance of content update rates and other site statistics, including feedback comments from external users.

The Contractor shall provide a monthly statistics report for both websites, such as the number of unique visitors, visits, hits, traffic etc.

- **Social media**

The Contractor shall ensure the daily management of all Delegation and Europe House social media accounts, apart from HoD's official Twitter account, which is managed by the EU Delegation. The Contractor will be assisting and advising the Delegation and in particular the Head of Delegation in communicating on social media. It will be important to raise the level of debate on social media about EU policies, values and projects, create interactive platforms and build strong online communities, including through social media competitions.

The Contractor shall provide statistics and reports on the social media accounts of the Delegation and Europe House.

A social media strategy/action plan will have to be drawn up and updated on a regular basis, in cooperation with the Delegation.

4.2.8. Technical assistance and other support services

- **Production and dissemination of information products**

The Contractor shall be responsible for the entire management and production process (purchase, acquisition, translation, design, drafting, printing, distribution) of **electronic and printed publications and other information products** (books, brochures, flyers, leaflets, infographics, factsheets, videos, films, websites, content of websites, podcasts, billboards, information databases etc) to be produced under this contract. The selection/choice of information products shall be proposed by the Contractor and should meet the interest of the different target groups.

The Contractor will be required to submit for approval the design and quality checked content of all electronic or printed information products to the Delegation's project manager before printing/publishing. The Contractor shall make sure that publications and other products contain adequate disclaimers and take responsibility relating to copyright issues as well as ensure dissemination throughout the country (media, libraries, schools, other).

- **Production and dissemination of audio-visual material**

The Contractor shall propose and produce throughout the contract's implementation regular **audio-visual materials for both social and electronic media** (such as short promotional films/clips, event

and campaign commercials, TV and/or radio jingles, other) of appropriate duration tailored to the channel of communication and the target audiences. The scripts for most audiovisual content will have to be approved by the Delegation prior to production and publication.

The Contractor will in close cooperation with the EU Delegation, decide which audiovisual products can be placed on national and local TV stations and/or radio. The Contractor shall also arrange subtitling of all videos on both English and Montenegrin, if necessary.

- **Buying of airtime and media space**

Buying of airtime and media space will be important in order to give maximum visibility to the event/campaign/activity conducted under this project.

- **Promotional material**

The Contractor is expected to **design and produce smart, original, useful, elegant and environmentally-friendly promotional items**. This shall include promo material for the use of EU senior management during their outreach visits, distribution at events or during competitions as prizes etc.

The Delegation shall approve the items to be produced and retain the right to revise the approach during the implementation according to needs. All promotional material should be produced as environmentally friendly as possible.

- **Interpretation/translation**

The Contractor shall provide **high-quality translation and interpretation** from English into Montenegrin and vice versa. Simultaneous and/or consecutive interpretation services will need to be provided regularly.

The Contracting authority will approve the proposed pool of interpreters and translators of high professional quality.

- **Photography and video services**

The Contractor will provide photography and video services at events, visibility activities, outreach visits, high official visits, EU senior management portraits etc. The photographer(s) and videographer(s) will also have to cover regularly activities of the Delegation and Europe House across Montenegro. All copyrights and rights to disseminate will be owned by the Delegation of the European Union to Montenegro. The style, quality and speed of production and delivery of the photography and video services has to meet highest international standards. Selection of unedited photographs and video materials need to be delivered to the EU Delegation within 30 minutes of the completion of filming, unless otherwise agreed with the Press and information officer(s).

The Contracting authority will approve the proposed pool of photographers.

- **Graphic design services**

Professional and creative graphic design services will have to be provided throughout the contract. The pool of graphic designers must be approved by the Delegation. The services are to be provided through incidental expenditure.

- **Transportation**

For Europe House and Delegation related events and activities, the Contractor shall provide transportation services for participants.

- **Proofreading**

Documents and reports sent to the Delegation as well as all published texts/products will have to be of highest standard of English language. Proofreading will be required to ensure linguistic accuracy and professionalism.

- **Technical assistance and response to extraordinary circumstances**

The Contractor will provide upon request of the Delegation other technical assistance services which may arise during the contract implementation.

The Contractor must comply with the latest Communication and Visibility Requirements for EU-funded external action, laid down and published by the European Commission.

4.3. Project management

4.3.1. Responsible body

Delegation of the European Union to Montenegro

4.3.2. Management structure

The Contractor shall receive instructions from the Delegation at all stages of the implementation of this contract.

The Delegation shall designate the Project Manager to co-ordinate the implementation of this contract. The Contractor will perform all tasks and duties as instructed by the Project Manager but certain parts of the contract will have to be coordinated with other members of the Press and Information team of the Delegation and members of the Delegation's management.

The Contractor will meet regularly with the Project Manager (at least twice a month), propose the agenda and prepare minutes of these meetings to be sent to the Project Manager for comment (if any).

Ad-hoc coordination meetings may be called upon during the performance of the contract by other members of the Delegation's Press and Information team.

The working language of this contract is English. Therefore, unless otherwise requested by the Contracting authority, all reports, minutes, financial and other documents are to be submitted to the Delegation in English.

In case of absence or unavailability of the appointed Project Manager, the Delegation will appoint his/her replacement/temporary substitute of which the Contractor will be informed in writing.

4.3.3. Facilities to be provided by the contracting authority and/or other parties

Europe House premises are to be rented from a private company owning the venue. This expenditure will be covered by the Contractor from the incidental budget.

5. LOGISTICS AND TIMING

5.1. Location

Operational base for the project will be Europe House in Podgorica, Montenegro. Occasional duty travel inside and outside of Montenegro is required. It is not excluded that during the contract period the location of the premises of Europe House will change. Should this happen the Contractor will have to bear all the costs for transporting all items and equipment from one location in Podgorica to another and assure the setup and technical functioning of all items as in the previous location. An insurance for potential loss or damage during the transport of all items has to be taken in advance.

5.2. Start date & period of implementation

The intended start date is 15 January 2023 and the period of implementation of the contract will be 24 months from this date. Please see Articles 19.1 and 19.2 of the special conditions for the actual start date and period of implementation.

Subsequent to the initial contract resulting from the tender procedure, new services consisting in the repetition of similar services, up to the estimated amount of 100%, may be entrusted to the initial contractor by negotiated procedure without prior publication of a contract notice, provided the new services are in conformity with the same basic project.

6. REQUIREMENTS

6.1. Personnel

Note that civil servants and other staff of the public administration, of the partner country or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

6.1.1. Key experts

Key experts have a crucial role in implementing the contract. These terms of reference contain the required key experts' profiles. Experts must be independent and free from conflicts of interest in the responsibilities they take on.

The tenderer shall submit the CV and the statement of exclusivity and availability for the following key expert:

Key expert 1: Team leader, Europe House Director (minimum 440 days)

The Team Leader/Europe House Director will be responsible for conceptualisation, planning and implementation of all communication and information deliverables (all outputs under the contract) as well as quality control.

Based in Europe House and in close consultation with the Delegation, the expert will be responsible for conceptualising, creating, operationalising, coordinating and implementing all public information and communication deliverables and campaigns envisaged under this contract.

The Team Leader will be responsible for strategic guidance, overall coordination and full management of the whole team and of contract activities and outputs, including the technical, financial and human resources. The task of the expert will be the coordination of all team activities, smooth daily operation and all necessary crisis management. The expert must create synergies between all the actions described in this ToR and ensure that they are part of an overall concerted programmatic approach. In particular, the expert must have full quality control of all the team outputs and full responsibility of their attendance, respecting of deadlines and coordination.

The expert should have excellent organisational and interpersonal skills, as well as analytical skills and capacity to work under pressure and in a quickly changing information environment. The Team

Leader will be the main contact point and reporting authority for the Delegation on this project and will ensure discretion and trust in relations with the Contracting authority.

Full Time

Qualifications and skills

- A level of education which corresponds to completed university studies of at least 3 years attested by a diploma in social studies such as journalism, communications, political science/international relations, law or marketing or similar or at least 3 years of professional experience in areas such as journalism, media, communication, marketing, business or similar in addition to the years of experience required under “general professional experience”;
- Excellent spoken and written English;
- Knowledge of the local language will be considered as an asset;
- Excellent knowledge on the EU, its policies and the European integration process;
- Knowledge of the Montenegrin media scene and the political spectrum of Montenegro will be considered as an asset;

General professional experience

- Minimum 5, preferably 7 years of professional experience in journalism, media and/or communication.

Specific professional experience

- At least three years of professional work experience in leadership and team management of complex information and communication projects/assignments;
- Previous experience in an EU-funded project in the field of media/communication would be an asset.
- Experience of working with a wide network of contacts in the country relevant for the implementation of this contract ranging from journalists, CSOs, cultural operators, academia would be an asset;

6.1.2. Non-key experts

Profiles requiring five years or more of general professional experience will be considered senior experts. Others will be considered junior experts. All experts listed below will be required to be present in Europe House to a large degree as well as travel across Montenegro for assignments as needed (apart from media monitors and IT expert).

The profiles of the non-key experts for this contract are as follows:

Non-key field 1: Media Relations and Information Officer (minimum 400 days)

S/he will be based in Podgorica and will coordinate and implement activities related to media relations, being the key contact point for Montenegrin media in Europe House. S/he will be working under the supervision of the Delegation’s press and information officer.

Tasks will include building a strong network of media reporting on EU affairs, including media outside of Podgorica. S/he will assist the EU Delegation in planning, preparing, drafting press releases, interviews, press briefings, press conferences and other media relations activities.

S/he will assist the EU Delegation in organising and implementing events and visits (notably for high-level visits from EU Headquarters) and throughout the country (notably for the Head of Delegation): agenda; visits; meetings; briefings; speeches; messages, interviews; events; press releases and press announcement; reporting.

S/he will work closely with the media monitor(s), be responsible for the quality control of media monitoring and analyses and will be reactive to media developments.

S/he will be contributing to EU efforts in fighting disinformation and be responsible for the organisation of media study trips.

Qualifications and skills

- Bachelor's degree - where a university degree has been awarded on completion of three or more years of study in a university or equivalent institution or alternatively minimum 3 years of professional experience in the media/communication sector or similar in addition to the years of experience required under "general professional experience".
- Excellent knowledge of English and the local language;

General professional experience

- Minimum 5 years of experience in the media/communication sector

Specific professional experience

- Minimum 2 years of professional experience in writing – in both English and local language – public speeches, articles, news stories (including on areas of EU policies and EU integration process)
- Previous experience in covering and reporting the European integration process will be considered an asset.
- Previous experience in an EU-funded in the field of media/communication project will be considered an asset

Non-key field 2: EU Communication and Visibility Officer (minimum 400 days)

S/he will steer, coordinate and implement communication activities ensuring high visibility of EU accession process and EU activities in Montenegro, in line with the Communication strategy. Her/his role will be in particular to maximise the impact of the visibility of EU assistance in Montenegro and steer communication activities which are developed through different EU-funded projects, programmes, and other activities.

S/he will work closely with the visibility officer and programme and project managers in the Delegation, relevant ministries (in particular the Ministry of European Integration and the Ministry of Finance, Department for Contracting and Financing of EU Funded programmes – CFCU) and implementing partners and beneficiaries of EU assistance projects and programmes, acting as a liaison officer. S/he will advise partners on the best ways to ensure EU visibility in their projects and keep the Delegation's specific visibility guidelines updated and relevant, in close cooperation with the Delegation's visibility officer.

S/he will show imagination and creativity in communicating EU assistance and EU backed reforms, while at the same time ensuring strict application of EU visibility guidelines. S/he will provide guidance and training about communication and visibility to relevant stakeholders in the Delegation, Government, project implementers and their Public Relation Officers, and beneficiaries.

S/he will be responsible, together with the website editor, for updating and maintaining the database of EU funded projects and the EU projects webpage.

Responsibilities will include contributing to designing and implementing a successful EU assistance visibility strategy, highlighting the positive impact of EU assistance to Montenegro; sourcing, producing and actively distributing quality information products and success stories for use by the

media; contributing to dedicated information campaigns/major events related to EU visibility and assistance.

S/he will be contributing and organising outreach activities, making sure that EU projects are promoted, preparing briefings, speeches, messages, press related activities, follow up etc.

Qualifications and skills

- Bachelor's degree - where a university degree has been awarded on completion of three or more years of study in a university or equivalent institution or alternatively minimum 3 years of professional experience in communication, advertising, marketing, journalism or similar, in addition to the years of experience required under "general professional experience".
- Excellent knowledge of English and the local language;
- Good knowledge of the EU and EU assistance programmes in Montenegro.

General professional experience

- Minimum 5 years of relevant professional experience working in communication/advertising/marketing/journalism or similar;

Specific professional experience

- Minimum 2 years of professional experience in writing – in both English and local language – public speeches, articles, news stories (including on areas of EU policies and EU integration process)
- Previous experience in organising media/visibility campaigns and events of EU funded projects, EU institutions or local prominent institutions promoting the European integration process in Montenegro will be considered an asset.

Non-key field 3: Campaign and Event Manager (minimum 400 days)

S/he will contribute to conceptualising, creating, operationalising, coordinating and implementing all public information and communication events and campaigns throughout Montenegro, as envisaged under this contract. Together with the Public Space Manager, s/he will create, develop, organise and implement highly visible and attractive public events at EH.

Each event and campaign proposal, submitted well in advance, will have a reference to strategy, clear and measurable objectives, key messages, and media and network engagement component. For each campaign, s/he will provide feedback (lessons learnt) and an evaluation report, which includes an analysis of the media coverage, outputs and impact.

S/he is expected to have experience in working with different target groups and/or multipliers (civil societies, media, academia, government, business, other) in Montenegro. S/he will be responsible for all logistical requirements and practical aspects of information campaigns, ranging from the organisation, acquisition of all necessary permits and licences, coordination of all parties involved in the execution from team members to outside support staff or especially contracted personnel. S/he will work in close cooperation with the media, multipliers and other networks.

S/he will support public diplomacy activities of the EU Delegation: offering, proposing and organising / implementing support and sponsorships to public, cultural, sport, social youth events organised by other stakeholders.

Tight deadlines and crisis management are part of the job.

Qualifications and skills

- Bachelor's degree - where a university degree has been awarded on completion of three or more years of study in a university or equivalent institution or alternatively minimum 3 years of general professional experience in media/communication or similar in addition to the years of experience required under "general professional experience".

- Excellent knowledge of English and the local language;

General professional experience

- Minimum 5 years of relevant professional experience in media/communication

Specific professional experience

- Minimum three years of experience in event organisation;
- Experience in organising large scale (minimum 100 people) outdoor or indoor events, including knowledge of requirements, authorisations and procedures;
- Experience in implementation of at least 2 integrated communication campaigns;
- Previous experience in organising visibility communication campaigns/events of EU funded projects, EU institutions or local prominent institutions promoting European integration process will be considered an asset.

Non-key field 4: Europe House Public Space Manager (minimum 440 days)

The expert will be responsible for the smooth planning, organisation and running of all daily activities of Europe House in Podgorica. S/he will be present during Europe House opening hours.

Working in close cooperation with the Team Leader and the Campaign and Event manager, s/he will develop Europe House services for specific target groups, proactively organising group visits to Europe House and the Delegation, speaking to them and inviting speakers, organising events in Europe House premises and other customer services.

S/he will be responsible for making Europe House an interesting, welcoming and lively place, attracting interesting exhibitions, events, speakers, guests. S/he will offer opportunities to other EU assistance projects and to third parties to host events in Europe House.

In addition, s/he will manage the library collection, publications stocks and distribution, and organise presentations of new publications. S/he will ensure that shelves and all facilities are operational and in good order. S/he will propose the selection of EU promo materials and manage their distribution. S/he will be expected to moderate some public events in the Europe House and manage the Europe House calendar.

Qualifications and skills

- Bachelor's degree - where a university degree has been awarded on completion of three or more years of study in a university or equivalent institution or alternatively minimum 3 years of general professional experience in media/communication/event management/customer services/administration/academia/civil society/business or similar in addition to the years of experience required under "general professional experience".
- Excellent knowledge of English and the local language;
- Good knowledge on the EU, its policies and the European integration process.
- Customer oriented, friendly, welcoming manner and excellent organisational skills.

General professional experience

- Minimum 5 years of relevant professional experience in media/communication/event management/customer services/administration/academia/civil society/business or similar.

Specific professional experience

- Minimum 1, preferably 2 years of relevant professional experience in customer service and direct contact with the public;
- Proven experience in event organisation.
- Experience in moderating events about the EU will be considered an asset;

- Experience in lecturing will be considered an asset.

Non-key field 5: Writer and Web Editor (minimum 320 days)

The expert will source, write, edit and post daily news stories on the Delegation and Europe House websites, and regularly update non-news content. S/he will actively use information from EU institutions, the Delegation, EU project managers and implementing partners, to maintain the content of the websites.

S/he will attend and cover EU visibility and media events and contribute to producing A/V and social media content and should be able to take photos of events and locations.

S/he will be responsible for drafting/editing/contributing to additional content such as texts, success stories, blogs, books, publications, newsletters, videos etc, as agreed with the Delegation.

Qualifications and skills

- Bachelor's degree - where a university degree has been awarded on completion of three or more years of study in a university or equivalent institution or alternatively minimum 3 years of general professional experience in communication, media, writing or similar in addition to the years of experience required under "general professional experience".
- Excellent knowledge of English and the local language;

General professional experience

- Minimum 5 years in communication/media/writing or similar career relevant to this contract;

Specific professional experience

- Minimum 2 years of professional experience in writing – in both English and the local language – articles, news stories (including on areas of EU policies and EU integration process) for the media, writing for the website, drafting reports and similar.
- Previous experience in covering and reporting from visibility events of EU funded projects, or events related to EU – Montenegro relations or local prominent institutions promoting the European integration process in Montenegro will be considered an asset.

Non-key field 6: Social Media Officer (minimum 400 days)

The expert will be responsible for communication through social media in close interaction with the Delegation. S/he will be in charge of defining and implementing a strategy for social media, well integrated in the wider communication Strategy. S/he will be in charge of all social media accounts and of the daily content update, posts, discussions, moderation and management of social media channels. S/he will monitor activities and discussions and debates on social media and will report on it and propose way to adapt communication on social media.

S/he will also assist the Delegation in drafting content on social media accounts, including for the Head of Delegation.

In cooperation with other non-key experts, s/he will promote partner networks and involve them in events and campaigns.

S/he will produce / adapt / disseminate innovative audio-visual and multimedia material, pictures, infographics, games, applications for social media and internet.

S/he must be able to work under time pressure and within short deadlines.

When required s/he will be expected to perform duties during weekends and holidays.

Qualifications and skills

- Bachelor's degree - where a university degree has been awarded on completion of three or more years of study in a university or equivalent institution or alternatively minimum 3 years

of general professional experience in communication, marketing, advertising, journalism, civil society, business or similar in addition to the years of experience required under “general professional experience”;

- Excellent knowledge of English and the local language;

General professional experience

- Minimum 3 years of work in communication/marketing/advertising/journalism/civil society/business or similar fields;

Specific professional experience

- Minimum 3 years of experience in managing social media accounts.
- Experience in producing, editing and / or distributing written, audio-visual and electronic information material on social media.
- Previous experience in managing social media in an international context/environment would be an asset

Non-key field 7: Media Monitor and analyst (minimum 800 days)

At least two, maximum three media monitors/analysts should be engaged as non-key experts under this project to deliver all outputs listed under section 4.2.6 of this ToR. The Contractor shall propose the best distribution of tasks between the experts.

Media monitors should have access to press clipping/archives/media monitoring services of professional companies (to be funded from the incidental budget) to have all the resources to be able to deliver the necessary outputs.

They will work in close cooperation with the NKE1 – Media Relations and Information Officer, who will supervise their work and be responsible for quality control of all media monitoring products. They will also work under general supervision of the Delegation’s press and information officer.

Qualifications and skills

- Bachelor’s degree - where a university degree has been awarded on completion of three or more years of study in a university or equivalent institution or alternatively minimum 3 years of general professional experience in information/communications/media/civil society/business or similar in addition to the years of experience required under “general professional experience”;
- Excellent knowledge of English and the local language;

General professional experience

- At least 5 years of professional work experience in information/communications/media/civil society/business sector or similar.

Specific professional experience

- Experience in writing articles, press releases, texts for public consumption, preferably in the areas of EU policies and EU integration process.
- At least 2 years of experience as media monitor.
- Experience in media analysis would be considered as an asset.

Non-key field 8: IT expert (minimum 200 days)

The expert shall be in charge of the maintenance, update and modernisation of the Delegation and Europe House websites, including the EU project webpage.

Qualifications and skills:

- A diploma in IT related fields, programming, web-design, database optimisation.
- Excellent knowledge of English and the local language.

General professional experience:

- At least 3 years of experience in the IT industry including in creating, designing and maintaining websites with searchable database, API, Programming, Database optimisation, Web-site administration.

Specific professional experience:

- Updating and posting prepared content on web-site
- Creating reports for web-traffic, reach, analytics

CVs for non-key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles.

The Contractor must select and hire other experts as required according to the profiles identified in the organisation & methodology and/or these terms of reference. It must clearly indicate the experts' profile so that the applicable daily fee rate in the budget breakdown is clear. All experts must be independent and free from conflicts of interest in the responsibilities they take on.

The selection procedures used by the Contractor to select these other experts must be transparent, and must be based on pre-defined criteria, including professional qualifications, absence of conflict of interests, language skills and work experience. The findings of the selection panel must be recorded.

The Contractor shall send to the project manager the CVs of the selected non-key expert including the three top candidates chosen per expert post, with the preferred candidate clearly indicated and the reasons for this selection explained. The final choice of non-key experts shall be confirmed by the project manager.

The selected experts must be subject to approval by the contracting authority before the start of their implementation of tasks.

6.1.3. Support staff & backstopping

The Contractor will provide support facilities to their team of experts (back-stopping) during the implementation of the contract.

The Contractor shall provide appropriate administrative support and backstopping in order to ensure effective and efficient implementation of the project. Backstopping and support staff costs must be included in the fee rates.

At least one person should be engaged as support staff for secretarial, financial and procurement tasks and should be working from Europe House to support the experts.

6.2. Office accommodation

Office accommodation of a reasonable standard and of approximately 10 square metres for each expert working on the contract is to be provided by the Contractor.

Europe House premises are to be rented by the Contractor (as detailed above in point 4.3.3). The corresponding costs are to be covered by the incidental expenditure. The cost per square meter must be in line with the prevailing local market rates for office accommodation of a reasonable standard. If the premises do not meet the space requirements for all the experts engaged under this project, the Contractor must ensure additional office space required, to be covered by the expert fee rates.

Office running costs and consumables (stationary), that are not directly related to the specific activities of the project (which are already covered within the incidental costs) and are only for project staff are to be covered by the experts fee rates.

6.3. Facilities to be provided by the Contractor

The Contractor must ensure that experts are adequately supported and equipped with resources such as laptops, mobile phones, a landline phone, printers etc. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

The Contractor will be in charge of the financial and administrative management of Europe House including all expenses (heating, electricity, water and sewage supply, installation and use of fixed telephone lines and internet connections, internet, insurance of the premises, maintenance of equipment, cleaning services and any other related costs), and these will be covered by the provision for incidental expenditure. Costs of official mobile phones will be covered by the fees of the Contractor.

6.4. Equipment

No equipment is to be purchased on behalf of the contracting authority as part of this service contract or transferred to the contracting authority / partner country at the end of this contract. Any equipment related to this contract that is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

Europe House was refurbished in 2022 and is currently adequately equipped. The equipment is made available by the contracting authority and the Contractor shall be responsible for their maintenance, insurance, care and cleanliness.

Type of equipment made available by the contracting authority at Europe House:

Smart TVs
VR sets
Touchscreen displays
Central unit for translation conference system
Interpreter system and headphones
Club tables and armchairs
Office chairs and desks
Conference chairs
Modular conference tables
Lecterns
Modular exhibition stands
Gooseneck, table and wireless microphone sets
Audio mixers
Active speakers, subwoofers and monitor spackage
Lighting stage set-up and control system
Audio amplifiers and video rack

The equipment will be officially handed over to the Contractor with a detailed inventory list and conditions for its use and managing during the handover.

6.5. Incidental expenditure

The provision for incidental expenditure covers ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs that should be covered by the Contractor as part of its fee rates, as defined above. Its use is governed by the provisions in the general conditions and the notes in Annex V to the contract.

It covers the following categories of expenditures:

1. financial and administrative management costs of Europe House premises, such as fixed telephone lines, heating, cleaning, security, insurance, repairs, internet, domain, photocopying (not an exhaustive list) and rent of premises;
2. storage costs (outside of the premises for publications stocks, promo material, stands, roll ups, etc);
3. websites' and databases' management-related items/ services that cannot be conducted by experts, e.g. renting of servers;
4. transport and dissemination costs;
5. travel costs and subsistence allowances for missions, outside the normal place of posting, undertaken as part of this contract. If applicable, indicate whether the provision includes costs for environmental measures, for example CO2 offsetting;
6. Costs related to events and activities organised by Europe House. This includes (not an exhaustive list: any additional category of costs would be subject to prior approval by the contracting authority):
 - fees for moderators, speakers and other required participants of various events (exhibiting artists, entertainers, hosts, etc.);
 - costs of transport, accommodation and meals for moderators, speakers and other required participants/attendees of various events;
 - awards, prizes (vouchers, tablets, study trips and visits, equipment, other) as part of campaigns, events, activities and competitions;
 - renting of equipment (sound and light equipment, interpretation booths, promo stands, stage, vehicles, etc.);
 - rental of venues for holding events outside Europe House;
 - translation and interpretation;
 - photo and video services; video production
 - production of print & promo materials for the various events (invitations, banners, posters, certificates, etc.);
 - transport and distribution of information and promo material (including mailing, delivery, and similar costs);
 - production of short movies and video clips;
 - social media promotion
 - media buying, paid placements, advertisement;
 - costs for volunteering, manning stands, support for interactive games and other activities;
 - catering and decoration etc.
 - logistic and handling costs
7. design, production and implementation of communication campaigns, including broadcasting costs, advertising, media buying, paid placement;

8. various audio-visual production, co-production or distribution costs, including broadcasting costs (radio, TV, generic products, animation, digital products, games, music, film, advertising in audio-visual, electronic and print media and on billboards, multimedia, press clipping, other);
9. support to communication activities of stakeholders, multipliers, influencers and relevant networks, municipalities;
10. design, proofreading, layout, translation, pre-press, printing of publications;
11. press subscriptions
12. possible prize trips and study tours for identified target groups;
13. promotional items and gadgets;
14. costs of EU topic books/brochures and information material production, translation, printing or purchase;
15. photographic and video services; video production;
16. purchase of small scale equipment necessary for events organisation and functioning of EH;
17. repair of equipment necessary for the functioning of Europe House or replacement when this equipment cannot be economically repaired;
18. press / media clipping and media monitoring services including media audience share / ratings;
19. opinion polls, focus groups, surveys, researches and analyses;
20. support to cultural, sport, youth and social events;
21. support to third parties when adding value to the EU's communication objectives (film, music, dance, theatre festivals, architecture, art, painting, crafts and fashion, design, literature, and similar);
22. purchases related to the normal functioning of Europe House and related to implementing tasks defined in this ToR such as office supplies, refreshments and similar;
23. other communication related costs (internet, television and radio data measurement, ratings, not an exhaustive list)

The provision for incidental expenditure for this contract is EUR 824,000. This amount must be included unchanged in the budget breakdown.

Per diem are daily subsistence allowances that may be reimbursed for missions foreseen in these terms of reference or approved by the Contracting authority, carried out by the Contractor's authorised experts outside the expert's normal place of posting. The per diem is a maximum fixed flat-rate covering daily subsistence costs. These include accommodation, meals, tips and local travel, including travel to and from the airport. Taxi fares are therefore covered by the per diem. Per diem are payable on the basis of the number of hours spent on the mission. Per diem may only be paid in full or in half (no other fractions are possible). A full per diem shall be paid for each 24-hour period spent on mission. Half of a per diem shall be paid in case of a period of at least 12 hours but less than 24 hours spent on mission. No per diem should be paid for missions of less than 12 hours. Travelling time is to be regarded as part of the mission. Any subsistence allowances to be paid for missions undertaken as part of this contract must not exceed the per diem rates published on the website - http://ec.europa.eu/europeaid/funding/about-calls-tender/procedures-and-practical-guide-prag/diems_en - in force at the time of contract signature.

The contracting authority reserves the right to reject payment of per diem for time spent travelling if the most direct route and the most economical fare criteria have not been applied.

Prior authorisation by the contracting authority for the use of the incidental expenditure is not needed, unless the expenditure is greater than EUR 10,000.

6.6. Lump sums

No lump sums are foreseen in this contract.

6.7. Expenditure verification

The provision for expenditure verification covers the fees of the auditor in charge of verifying the expenditure of this contract in order for the contracting authority to check that the invoices submitted are due. The provision for expenditure verification for this contract is EUR 16,000. This amount must be included unchanged in the budget breakdown.

This provision cannot be decreased but can be increased during execution of the contract.

7. REPORTS

7.1. Reporting requirements

Please see Article 26 of the general conditions. Interim reports must be prepared every six months during the period of implementation of the tasks. The narrative report should be based on the monitoring and evaluation system set up in the contract, using the Logical framework matrix (annex b8g) if included in the contract. In the latter case, a narrative report must inform all the results as measured by the indicators defined in the logical framework. The narrative report must be provided along with the corresponding invoice, the financial report and an expenditure verification report defined in Article 28 of the general conditions.

There must be a final report, a final invoice and the financial report accompanied by an expenditure verification report at the end of the period of implementation of the tasks. The draft final report must be submitted at least one month before the end of the period of implementation of the tasks. Note that these interim and final reports are additional to any required in Section 4.2 of these terms of reference.

Each report must consist of a narrative section and a financial section. The financial section must contain details of the time inputs of the experts, incidental expenditure and expenditure verification.

To summarise, in addition to any documents, reports and deliverable specified under the duties and responsibilities of each key expert above, the Contractor shall provide the following reports:

Name of report	Content	Time of submission
Inception Report	Analysis of existing situation and work plan for the project	No later than 1 month after the start of implementation
6-month Progress Report	Short description of progress against the achievement of the results as spelled out in the Logframe (attached to the contract, if any). The progress report (technical and financial) should include problems encountered; planned work for the next 6 months accompanied by an invoice and the expenditure verification report.	No later than 1 month after the end of each 6-month implementation period.
Draft Final Report	Short description of the achievement of the results as spelled out in the Logframe (attached to the contract, if any). The draft final report should include a description of	No later than 1 month before the end of the implementation period.

	the problems encountered and recommendations.	
Final Report	Short description of the achievement of the results as spelled out in the Logframe (attached to the contract, if any). The final report should include a description of the problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report.	Within 1 month of receiving comments on the draft final report from the Project Manager identified in the contract.
EU Delegation Information and Communication Annual report	DG NEAR requests Delegations to send an annual report about their information and communication activities in a pre-defined template. The Contractor will have to complete parts of this report, provide an overview of all events held, their impact, provide statistics and summaries/analysis of actions held.	November/December each year

7.2. Submission & approval of reports

One printed and one electronic copy of the reports referred to above must be submitted to the project manager identified in the contract. The reports must be written in English. The project manager is responsible for approving the reports.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

The Organisation & Methodology shall provide a set of indicators that can be used for monitoring and evaluation purposes, which will be aligned with the work plan during the inception phase. These indicators should enable both the Contractor and the Contracting authority to assess the project in terms of impact.

The Contractor's monitoring strategy should be in line with logframe in the Annex to the Financing Decisions for Strategic Communication under IPA III (https://ec.europa.eu/neighbourhood-enlargement/commission-implementing-decision-15122021-financing-multiannual-support-measure-communication-favour_en). The Contractor shall propose KPIs and ways of measuring the progress towards achieving the KPIs.

The Contractor shall carry out an on-going monitoring, in particular:

- develop a monitoring strategy and methodology
- set ambitious and credible baselines and targets for the KPIs;
- set baselines and targets for all elements of the thematic campaigns, per country, covering impact, outputs, outcomes of communication activities;

- survey changes of perception in relation to effects of EU action in the fields covered by the campaigns (at least once during and once after the campaign);
- provide monthly and, if necessary, ad-hoc monitoring reports about the campaign's performance once activities begin;
- measure effectiveness of the awareness raising component – define specific KPIs;
- degree of content exchange/sharing and multiplying effect of the programme's outputs in the country.

The list of suggested elements detailed above is not comprehensive and the Contractor is invited to propose more elements, also considering the data stemming from the opinion polls and focus group surveys as indicated in above section 4.2.6.

8.2. Special requirements

In the course of implementation of all the activities under this Contract, as well as those relating to all the information and publicity products that are to be produced under this Contract, the Contractor must follow the latest Communication and Visibility Manual for EU External Actions concerning acknowledgement of EU financing of the project

(see https://ec.europa.eu/info/funding-tenders/managing-your-project/communicating-and-raising-eu-visibility_en).

The Contractor shall not use its company logo in connection to any activity carried out in the context of this contract (e.g. on the publications, website, all other information products, any other insignia, etc.). Reports submitted to the contracting authority in course of the implementation of the contract will be exempted from that requirement.

The Contractor and its staff will not make any public statements in regard to the execution of the contract or related issues without prior approval of the contracting authority.

The Contractor agrees to hold in trust and confidence any information or documents ("confidential information" but also all internal communication), disclosed/discovered or prepared to/by the Contractor in the course of or as a result of the implementation of the contract, and agrees that it shall be used only for the purposes of the contract implementation and shall not be disclosed to any third party. The Contractor is not to retain copies of any written information or prototypes developed or produced under the contract in its own archive and for its own use.

Any products made as part of this contract are exclusive property of the Contracting authority and cannot be under any circumstances used by the Contractor without prior approval of the contracting authority and are to be handed over at the completion of the contract.

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