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1. BACKGROUND INFORMATION

1.1. Partner country

The Republic of Rwanda

1.2. Contracting authority

The European Commission, represented by the Delegation of the European Union to the Republic of Rwanda (EUD)

1.3. Country background

EU-Rwanda relations date back to the mid-1980s, and have been significantly strengthened over the years. Relations are currently formalised through the Cotonou Agreement. The European Union (EU) is a unique economic and political partnership between 27 European countries. The EU is a major political and economic actor globally. Its support to developing countries makes it the largest donor in the world.

The European Union (EU) and Rwanda have a long-standing partnership focusing on promoting global governance and cooperation in international institutions and on multilateral issues, promoting sustainable and inclusive development of Rwanda, as well as increasing trade and investment between the parties. Regular political and sector dialogues covering the whole breadth and depth of the relationship provide platforms for discussing respective policy priorities.

The EU and the Rwandan Government are developing jointly the cooperation programme in line with the National Strategy for Transformation (NST1). Areas for support are identified together with the Government according to their priorities and in coordination with other donors. The overall objective of EU cooperation with Rwanda is poverty reduction. The EU has recently adopted a new Multiannual Indicative programme setting the agenda for its cooperation over the period 2021-2024. This covers, in particular, the areas of Education, Skills and Jobs for the Youth in the digital age, A Green Deal for Inclusive Development as well as Political and Economic Governance. Under these headings, EU will cooperate with Rwanda to support:

- access to and quality of Technical and Vocational Education and Training (TVET),
- access to and quality of pre-primary and secondary education,
- inclusive entrepreneurship and Research & Innovation
- agricultural transformation for social and environmentally inclusive food systems,
- environmental and climate sustainability,

- sustainable urbanisation in Rwanda
- enhanced voice and accountability, participation, media and free flow of information,
- rule of Law, legal and judicial development, respect of Human Rights and fight violence against women and girls,
- strengthen economic governance and promote investment and a conducive business environment.

The EU is widely seen as a strategic partner for development and economic growth. It is noted for its multilateral approach to global governance issues in various fields, and regarded as the most successful example of regional integration in the world. The EU supports Rwanda by working closely with all levels of Government, development partners, civil society and the private sector.

1.4. Current situation in the sector

The EU Delegation has adopted a Strategic communication and Public diplomacy strategy for the period 2021-24 which aims to **create sustainable engagement** with selected target audiences **to improve or build a positive perception and better understanding in Rwanda of the EU policies** (including development cooperation), **its interests and values**.

Strategic communication will identify a number of campaigns as well as occasions at which the main messages on what the EU is, does and stands for, as well as our narratives on the EU-Rwanda partnership will be disseminated to our different target groups. It will be based on the general narratives, as above, which will be declined in more or less detail and specificity according to the occasion and the audiences. This communication will also target Rwandan Government and administration, development partners and diplomats as well as the general public, beyond the various target groups identified for specific public diplomacy initiatives.

Through the Public diplomacy strategy, the Delegation will seek to foster alliances that would mobilise and advocate for a large array of EU foreign policy objectives, and be natural partners in the promotion of EU values or the projection of EU policies.

To achieve this, the programme will combine different approaches with respect to the different target groups, ranging from:

- organising events,
- establishing platforms for exchange and capacity-building,
- creating fora for dialogue and discussion,
- advocacy and communication campaigns, or
- linking up with other existing EU/Member States programmes and initiatives, such as Erasmus+, Horizon, Cultural Diplomacy Platform, European Union Visibility Plan or other EU funded projects.

The Public diplomacy strategy will develop activities with diverse stakeholders, such as arts and culture, civil society, media, academia, students and young people, economic stakeholders, to name the most important ones. It could address different topics, which are relevant for the EU-Rwanda partnership, such as multilateralism, peace and security, climate change, biodiversity, migration, trade and economic development, etc.

1.5. Related programmes and other donor activities

There is currently an ongoing service contract covering the period 2021-2022 to support public diplomacy, communication and visibility activities of the EU Delegation. The current assignment should build on the results and lessons learnt of this work.

Furthermore, the EU's strategic communication and public diplomacy will be developed in close collaboration with the five EU Member States present in the country, namely Belgium, France, Germany, the Netherlands and Sweden, in an effort to demonstrate the TeamEurope identity of the EU and its Member States. Many activities would either involve MS Embassies or agencies, or be co-organised or co-funded by these stakeholders.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

The overall objective of the project is to implement a set of actions to:

- enhance the positive opinion of the EU and its actions in Rwanda and to underpin a better understanding and perception of the EU, its purpose, interests and values in a sustained way
- increase the visibility of the EU (including its Member States) and to communicate effectively on its partnership with Rwanda and contribution to the country's development progress.

2.2. Purpose

The purposes of this contract are to support the EU Delegation in:

- **Implementing its strategic communication:**
 - to widen and deepen public awareness of the EU and of EU cooperation with Rwanda, including through its development cooperation programmes in Rwanda and their impact,
 - to enhance, secure and sustain awareness and recognition of the partnership between the European Union and Rwanda, the East African region and with the African Union at continental level,

- to foster understanding and perception of EU policies, objectives, and EU action in Rwanda
- **Implementing its public diplomacy programme:**
 - by fostering alliances that would mobilise and advocate for a large array of EU foreign policy objectives, and be natural partners in the promotion of EU values or the projection of EU policies.
 - by strengthening networks and partnerships with target groups (civil society organisation, think tanks and universities, students, youth, cultural professionals, private business),
 - by increasing capacity of partners increased and links between stakeholders in Rwanda and the EU,
 - by creating spaces for open and constructive exchange and dialogue, building on trustful relations and mutual respect.

2.3. Results to be achieved by the contractor;

The Contractor should, at the request of the Contracting authority, support the implementation of the EU Delegation's Strategic communication and public diplomacy strategy (see summary in annex), through a combination of actions, including

- disseminating strategic communication products on the EU's policies and cooperation actions in Rwanda,
- organising events (cultural, sports, fairs, exhibitions, competitions, etc.),
- establishing platforms for exchange and capacity-building,
- creating fora for dialogue and discussion,
- contributing to advocacy and communication campaigns, including production and dissemination of broadcast, print, video and digital media products.

This engagement will involve representatives of the EU Delegation directly in relationship-building in order to achieve sustainable outcomes of such public diplomacy agenda, which should result in the foundation of solid and lasting alliances and partnerships with Rwandan actors.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

The project assumes that a conducive environment for political, economic and development cooperation will continue throughout the course of implementation of the project.

All activities will be closely coordinated with the Communications Coordinator and Political, Press and Information Section of the EU Delegation.

3.2. Risks

It is essential to guarantee accurate and balanced communication of the EU and its work in Rwanda in order to avoid any misunderstandings or misinformation regarding the EU-Rwanda partnership and EU development cooperation. No product or activity should be produced or carried out without prior written approval from the EU Delegation.

The Contractor and contracting authority should also seek to avoid any potential overlaps in activities.

4. SCOPE OF THE WORK

4.1. General

4.1.1. Project description

The contractor will support the implementation of a series of communication, visibility and public diplomacy activities according to the guidance of the EUD. At the same time, the contractor might be requested to support the EUD with the design and provision of proposals and expertise, in particular, on how to achieve the above-stated objectives.

The potential range of activities are outlined in section 4.2 below.

4.1.2. Geographical area to be covered

The contract will cover the entire country of Rwanda.

4.1.3. Target groups

- Youth, and general public (with a focus on age group 18-35);
- Students, academia/think tanks
- Civil society organisations;
- Media professionals;
- Cultural stakeholders;
- Private sector organisations;

4.2. Specific work

In carrying out these Communication and Public diplomacy activities, the Delegation will seek to work with local stakeholders, in particular cultural actors and civil society, media or other stakeholders.

We will seek to develop alliances with cultural actors to use convening power and communication channel of culture as means to convey messages on EU objectives. Cultural actors are natural multipliers. They have the power and influence of attracting our wider target audiences and reach out with selected messages, or provide the Delegation a communication platform. EUD will therefore continue to use culture professionals in the context of campaigns as conduits to attract a target audience creating an opportunity to pass relevant messages (dance and theatre groups, music, poetry festival) of our strategic communication campaigns. Where appropriate, the EU will continue to work with ‘influencers’ on certain campaigns.

The public diplomacy programme will also build on existing cooperation with CSOs to strengthen our mutual outreach and advocacy for a respective purpose, in particular, in the context of campaigns for international days. This work would also help strengthen the EUD links and alliances with relevant CSOs.

The Contractor will be required to support these activities, and plan, organise and implement services inter alia in the following areas:

Main activities

4.2.1. Strategic Communication

a. Information on EU priorities, policies, objectives or positions

For the dissemination of certain messages on EU positions, policies or actions through EUD press work and social media activities, EUD may request assistance to produce specific communication supports, like infographics, photos, videos or similar material.

b. Information on EU development initiatives and EU-Rwanda development projects

EUD will also disseminate as broadly as possible messages on the benefits of global EU development initiatives (such as Global Gateway, Environmental or Climate change policy initiatives, etc.), positions (UN or WTO reform) or the bilateral EU-Rwanda development partnership. In particular, we will insist on the EU-Rwanda partnership for inclusive growth and sustainable development, throughout all the sectors of activity and in particular in relation to the flagships of Agriculture Transformation and Vaccine Manufacturing. EUD will continue to create specific occasions (Days of Europe in spring and Autumn of culture) in order to gather often larger crowds who can be targeted with specific EU related messages, in particular on with respect to the EU-Rwanda development partnership. Specific benchmarks in the life cycle of projects (opening of infrastructures, launch of activities) will provide a hook to convene media, prepare press releases of social media postings. They are also suited to involve local counterparts or beneficiaries. Success stories from EU programmes and projects, highlighting the impact of the EU partnership, will continue to be disseminated on appropriate platforms (websites, social media platforms, specialised media where relevant). These will take the form of videos, stories, infographics and be boosted where appropriate to reach relevant audiences.

c. Advocacy campaigns to promote EU values and interests

Finally, EUD usually engages in strategic communication activities around relevant international days (HR, gender equality, diversity etc.), by launching campaigns (often in TeamEurope format) or supporting activities of local stakeholders for their advocacy. The communication may take the form of social media posts, support or organisation of events or advocacy campaigns.

4.2.2 Public Diplomacy programme

a. Study in Europe fairs

The EUD will organise annual Study in Europe fairs, ahead of the Erasmus Days and the opening of the application periods for scholarships to inform about the opportunities for Rwandan students. These will be organised in a TeamEurope approach and in cooperation with local universities.

b. Organising regular discussions/conferences

The EUD intends to set up a dialogue programme to hold regular discussions/conferences to stimulate debate within society. Topics might include common global challenges, issues related to the EU-Africa partnership, national public policy or issues linked to bilateral development cooperation. The dialogue series will feature speakers of academic or political background, media professionals or civil society actors, development partners as well as EU diplomats or experts. The contractor could be requested to put in place the logistics and communication around this dialogue platform, or might be asked to sub-contract an institution (think tank or other partner/s) to host and organise the programme.

c. Work with media professionals

The EUD will continue to work with local media professionals, including journalist schools and professional associations to raise awareness and increase capacity regarding responsible editorial and journalistic practice. This could be done through workshops, seminars and other capacity-building actions. The engagement is intended to build longer-term alliances with these actors to improve the general understanding and perception of the EU.

d. Civil society organisations

The EUD will seek to strengthen contacts and alliances between EU and Rwandan CSO networks. The activities should be complementary to the EU CSO Roadmap 2021-24 and foster the capabilities of Rwandan organisations to be technically, organisationally and financially self-sufficient.

e. Cultural stakeholders

The EUD will seek to develop spaces for increasing mutual understanding through exchanges and joint cultural events and strengthen the role of culture in sustainable social and economic development. To this end, we might seek to develop cultural events, which provide opportunities for the participation and capacity-development of Rwandan artists, while bringing Rwandan audiences in contact with European cultural products or stakeholders. This will be achieved in the margins of regular EU film festivals or other events (concerts, theatre, dance). The EUD will seek to develop cultural industries and link these up with EU counterparts and markets, in a vein to reinforce cooperation and promote development, in particular, promoting exposure for Rwandan artists.

4.2.3. An indicative list of services expected from the Contractor (not exhaustive):

- Organisation of events, both on regular and on an ad-hoc basis, either annually or as needs arise. The contractor will assist in arranging appropriate venues, supply of services such as performers and catering, online streaming, equipment, promotion and media coverage, etc.
- Production of radio content, documentaries and short videos documenting the direct impact of EU- Rwanda cooperation on the ground in a user/viewer/listener friendly format for use on our website and social media. This may include production and editing of video footage from the main EU public diplomacy activities (e.g. European street fair; European film festival, etc.).
- Design and production of infographics, gifs, animations, slideshows and other types of information materials, in collaboration with appropriate experts, to communicate EU development cooperation activities and impact, including project stories and case studies;
- Communication through specialised web-media (such as capacity4dev, DEVEX, etc.) of results and know-how developed by the EU in Rwanda on development cooperation through videos, articles and/or policy briefs
- Translation of certain content from English and/or French to Kinyarwanda for dissemination to the local population through identification and follow up with reputable translation service providers;
- Support in the management of social media accounts of the EUD and regular boosting of posts in order to increase the audience share and engagement on Facebook, Twitter and Instagram. The contractor should carefully monitor engagement on the EUD social media sites, and provide feedback and suggestions for improvement accordingly.. Special attention should be focused on how to engage with specific audiences (e.g. women/girls are underrepresented in our social media followers)
- Artistic or sports competitions: The Contractor would have to liaise and work together with relevant authorities to ensure all aspects of correct organisation, arrangement of grounds, supply of equipment, shirts and prizes.
- Promotional materials shall be designed and ordered according to specifications and quantities defined by the Contracting Authority. Due consideration should be given to the environment when producing promotional materials, with an emphasis on avoiding production of single-use materials such as one-off banners, as well as producing materials from environmentally friendly sources where possible. Sourcing from the local market should be privileged, to the extent possible. Potential materials could include, inter alia: stickers; banners; notebooks; USB keys; umbrellas; hats; t-shirts; flashlights; tote bags; wrist bands and child-friendly gifts. The Contractor will ensure timely submission of designs all the material to be produced for prior approval. The Contracting Authority has the unrestricted right to use such materials and designs (as per Art. 14 of the General Conditions).

- Contribution to the organisation of sector-related /technical events such as workshops, seminars, conferences, lectures and joint field visits;
- Developing and supporting attractive social media campaigns (related to EU work in Rwanda) with creative and engaging content to be used especially on international days and to keep the delegation's social media followers engaged and involved throughout the year.

4.3. Project management

4.3.1. Responsible body

The Contracting Authority is the EU Delegation to Rwanda (EUD).

4.3.2. Management structure

The day-to-day management contact will be the Communication Coordinator of the Delegation (ComCord), ultimately under the supervision of the Head of Cooperation. The Contractor will also work closely with the Political, Press and Information Section of the Delegation, notably with the Press and Information Officer (PIO), as well as with project managers in the Delegation. The contractor should put in place a rolling annual programme with quarterly updates of communication and public diplomacy actions. Throughout the contract, the EUD will guide and advise the Contractor in terms of expected results, in line with EU quality standards and rules.

The Contractor will appoint a Project Coordinator who will be in charge of the day-to-day supervision and running of the project. The Project Coordinator will regularly update the Contracting Authority on progress, as well as seeking guidance. She/he will be responsible for all administration, e.g. preparing experts' timesheets, monitoring incidental expenditure consumption, etc.

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

The action will be carried out using the Contractor's own facilities.

5. LOGISTICS AND TIMING

5.1. Location

The operational base of the action is Kigali, Rwanda. The Contractor, following the guidance of the Contracting Authority, may carry out field missions to other parts of Rwanda, should the needs arise, for example, organising the EU Road Show during the Days of Europe.

5.2. Start date & period of implementation

The intended start date is **22 March 2023** and the period of implementation of the contract duration will be for **36 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 current tender procedure, new services consisting in the repetition of similar services, up to the same estimated amount may be entrusted to the initial contractor by negotiated procedure without prior publication of a contract notice.

6. REQUIREMENTS

6.1. Staff

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. The tenderer shall submit CVs and statements of exclusivity and availability for the following key experts:

Key expert 1: Team leader – Senior Expert (min 250 working days)

Qualifications and Skills:

- Master's degree, preferably in marketing, public relations, communications, media, or a university level qualification combined with three years of directly relevant professional experience;
- Proven professional expertise in marketing, public relations, event organisation and communications;
- Fluency in English, spoken and written;
- Knowledge of French and/or Kinyarwanda is an advantage.
- It would be an advantage, if the Team Leader/Senior expert would be based in Rwanda.

General professional experience:

- Preferably 10 years, but a minimum of 5 years of professional experience in areas related to communication campaigns, event management and public relations;
- Proven experience as a project manager/team leader;
- Demonstrated capabilities in leading communications campaigns and events;

Specific professional experience

- Minimum 10 years of experience in the field of development cooperation and/or working on non-profit campaigns, as well as prior experience in the African Region would be a strong advantage;
- Minimum 7 years of experience in working with the European Union and familiarity with EU procedures would be an advantage;

Key Expert 2 – Junior Expert (min 432.5 working days)

Qualifications and skills

- University qualification, preferably in public relations, event management, media or logistics, or equivalent level of professional experience;
- Minimum of 3 years professional experience in the field of public relations, event management and/or communications;
- Fluency in English, spoken and written;
- Knowledge of Kinyarwanda is a strong advantage, knowledge of French is also a bonus;
- The candidate is expected to deliver services under this contract in and from Rwanda, for at least 90% of the duration of the performance action.

General professional experience

- Proven experience in organisation of events is essential;
- Candidate should have a strong understanding of communication campaigns, branding, and negotiating with suppliers;

Specific professional experience

- Track record of carrying out successful public events and campaigns in Rwanda and/or the East African region is essential;

All experts must be independent and free from conflicts of interest in the responsibilities they take on.

6.1.2. Non-key experts (min 15 working days)

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. Areas of expertise may include, but not be limited to: Peace and Security, Media; Arts and Culture; Gender; Rural Development; Governance, Human Rights and Civil Society; Private Sector Development, etc.

The contractor must select and hire other experts as required according to the profiles identified in the organisation & methodology and 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, language skills and work experience. The findings of the selection panel must be recorded. 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.

Backstopping and support staff costs must be included in the fee rates.

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.

The costs of the office accommodation are to be covered by the fee rates.

6.3. Facilities to be provided by the contractor

The contractor must ensure that experts are adequately supported and equipped. 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.

Considering the nature of the assignment, the expert should be adequately equipped in terms of IT hardware and software to ensure ease of communication with the Contracting Authority.

6.4. Equipment

No equipment is to be purchased on behalf of the contracting authority / partner country 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.

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:

- Travel costs and subsistence allowances for missions, outside the normal place of posting, undertaken as part of this contract, including costs for environmental measures, for example CO₂ offsetting.
- Costs related to international travel and pertinent daily subsistence allowances for international guest speakers/mentors in the context of events listed in section 4.2.
- Payment of services by service providers (artists, speakers, experts or facilitators , including possible sub-contracting of dialogue programme) of actions listed in section 4.2.
- Designing, production, translation and dissemination costs of visibility and publicity/promotional materials as listed in section 4.2.
- Hiring of venues, facilities for seminars, meetings and other related expenditures for events listed in section 4.2.
- Costs related to media activities (e.g. radio and TV airtime).
- Rental of specific equipment and vehicles to undertake the activities listed in section 4.2.
- Catering for events and activities listed in section 4.2.
- Security for events listed in section 4.2.
- Training material for activities listed in section 4.2.

The above list is not exhaustive.

The provision for incidental expenditure for this contract is EUR **500 000**. 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 required; a written approval via email from the project manager will suffice as authorisation.

For each event and activity to be implemented that will require the use of incidental expenditures, the Contractor is required to submit a budget outlining items to be financed by the incidentals line. All outputs should be validated by the EU project manager before payment.

Throughout the project lifetime, the contractor will keep the Contracting Authority informed of the rate of consumption of the incidental expenditures and submit timesheets on a quarterly basis.

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 **15 000**. 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. They 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. All narrative reports (progress and final) should include update on impact of activities and methodology used to measure impact. Max. 20 pages.

All the reports will be submitted in English, including both financial and narrative sections. An electronic copy of each report is also to be submitted, including any of the materials and outreach produced for public consumption.

To summarise, in addition to any documents, reports and output 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, including a description of the agreed working modalities between the Contracting Authority and the Contractor	No later than 1 month after the start of implementation
6-month progress report	Short description of progress (technical and financial) including problems encountered; planned work for the next 6 months accompanied	No later than 1 month after the end of each 6-

	by an invoice and the expenditure verification report.	month implementation period.
Draft final report	Short description of achievements including problems encountered and recommendations.	No later than 1 month before the end of the implementation period.
Final report	Short description of achievements including 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.

7.2. Submission & approval of reports

One 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 Contractor will be required to ensure that reporting is done against measurable indicators.

These indicators should reflect the Contractor's commitment to delivering quality outputs in a timely manner, and they should be aligned with the Organisation and Methodology proposed by the Contractor.

Monitoring and evaluation should be carried out in a manner that analyses progress vis-à-vis the baseline study mentioned in section 4.2 heading i).

Progress towards achieving expected results will be evaluated on the basis of quantity and quality of the various activities performed by the Contractor. Performance will be measured in terms of completed activities and visibility / outreach materials, media coverage and feedback from participants in the events.

8.2. Special requirements

Period of assignment:

If not based in Kigali, Key Expert 1 may be obliged to be in Kigali during distinct periods throughout the implementation of the contract. These will be communicated accordingly.

Backstopping:

The Contractor will provide support facilities to their team of experts (backstopping) during the implementation of the contract. With regards to backstopping, the Contractor shall make human resources available, either from their own staff or on ad-hoc recruitment basis, to ensure smooth and timely implementation of the contractual activities. Cost for backstopping and support staff, as needed, are considered to be included as part of the financial offer of the tenderer.

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