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### 1. BACKGROUND INFORMATION

#### 1.1. Partner country

Vietnam

#### 1.2. Contracting authority

Delegation of the European Union to Vietnam (EU Delegation)

### 1.3. Country background

Vietnam is a dynamic emerging partner and a strategic player in the Association of Southeast Asian Nations (ASEAN). Vietnam hosts a young and increasingly wealthy population of 96 million people. Since establishing diplomatic ties in October 1990 and official diplomatic representation in Hanoi in 1996, Vietnam has become one of the EU's main partners in Southeast Asia<sup>1</sup>. Both the EU and Vietnam share a common objective, common interest in our own different ways, of strategic autonomy to promote a better balance in the region. Vietnam is also seeking international partners to counterbalance the overwhelming economic influence of China so it would welcome greater interest and input from the EU.

The EU's interest in increasing its influence in the country sees EU - Vietnam relations in an ascending phase. No other country in South East Asia is party to as many agreements with the EU, notably the EU - Vietnam Framework Agreement on Partnership and Cooperation (PCA), the EU - Vietnam Free Trade Agreement (EVFTA), the forthcoming EU - Vietnam Investment Protection Agreement (EVIPA), the EU - Vietnam Forest Law Enforcement, Governance and Trade Voluntary Partnership Agreement (FLEGT-VPA), and the Framework Participation Agreement (FPA) for the participation of Vietnam in EU crisis management operations.

Moreover, in a context of accelerating geopolitical and geostrategic shifts in the region, the EU has adopted its own Indo-Pacific and Global Gateway Strategies. These agreements and strategies are the cornerstones of the EU's relationship with Vietnam, offering a wide range of areas for engagement, in which the Team Europe approach is potential to leverage transformative influence.

In December 2021, after a comprehensive consultation process with key stakeholders, the EU has adopted the Multi-annual Indicative Plan 2021-2027 (MIP)<sup>2</sup>, with the following priority areas for cooperation with Vietnam:

- 1) Climate-responsive digital circular economy;
- 2) Responsible entrepreneurship and enhanced skills for decent employment;
- 3) Strengthening governance, human rights, rule of law and institutional reform.

The EU will provide non-reimbursable grant funding of up to EUR 210 million for the first four-year period (2021-2024) and will be one of the few remaining large bilateral grant donors for Vietnam.

Furthermore, the MIP contributes to the Team Europe Initiatives which have been developed for Vietnam: Team Europe Initiative 1 focuses on '*Climate-resilient, low-carbon circular economy*' and Team Europe Initiatives 2 on '*Decent Employment and inclusive entrepreneurship*'. The MIP priority areas 1 and 2 contribute 100% to these Team Europe Initiatives respectively.

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<sup>1</sup> [https://www.eeas.europa.eu/vietnam/european-union-and-vietnam\\_en?s=184](https://www.eeas.europa.eu/vietnam/european-union-and-vietnam_en?s=184)

<https://twitter.com/EUDelegationVN>

<https://www.facebook.com/EUandVietnam>

<sup>2</sup> [https://international-partnerships.ec.europa.eu/system/files/2022-01/mip-2021-c2021-8997-vietnam\\_annex\\_en.pdf](https://international-partnerships.ec.europa.eu/system/files/2022-01/mip-2021-c2021-8997-vietnam_annex_en.pdf)

Under the EU's Multiannual Financial Framework 2021-2027, strategic communication and public diplomacy are important parts of all EU programmes which enable the EU in pursuing its strategic policy goals and demonstrating its added-value in partner countries.

#### **1.4. Current situation in the sector**

The Asia-Pacific region's growing economic, demographic and political influence makes it a key partner for the European Union in shaping the international rule-based order and in addressing global challenges. The EU's current vision, interests and priorities in Vietnam and the wider Asia-Pacific region are outlined by various EU strategies, notably the Indo-Pacific Strategy (2021)<sup>3</sup> and Global Gateway Strategy (2021)<sup>4</sup>. These comprehensive strategies bring in the EU's offer to the Asia-Pacific region, from sustainable and inclusive prosperity to connectivity, climate, research and human development. They are underpinned by shared values and principles, including democracy and human rights, security, sustainability and equality.

Ensuring these strategic priorities are known, understood and well perceived by both specialised and general public audiences in Vietnam is essential to help position the EU as a trusted and reliable partner for the country (and for the wider Asia-Pacific region). The focus of communication strategies will not only be on what the EU does, but why it is needed, including by emphasising shared values, interests and impact, and promoting the EU's leadership role on these key priorities.

At present a diverse range of information and communication activities are carried out at different levels to contribute to the visibility of EU external relations worldwide. In Vietnam, the EU's image is currently ensured through general communication channels as well as through projects financed by the EU and carried out under different implementation modalities. These ongoing activities aim to improve the awareness of the EU's position in Vietnam and enhance understanding about various dimensions of EU-Vietnam bilateral partnership.

The EU uses dedicated long term public diplomacy initiatives to engage durably with the target audiences and partners (beyond the life cycle of specific cooperation projects), build trust, enhance the understanding about the EU, support the implementation of the EU policy priorities and, ultimately, facilitate future cooperation across policy areas (including sectoral diplomacies such as economic diplomacy, climate diplomacy, cultural diplomacy, science diplomacy, digital diplomacy etc.).<sup>5</sup>

Currently, the EU Delegation relies to a large extent on its implementing partners to ensure the visibility of discrete EU actions in Vietnam. However, the EU development actions and policies in Vietnam are not sufficiently visible to and absorbed by public and private audiences. There is also limited understanding, especially at the provincial and lower (district, commune) level, that EU funding for development cooperation is made available through contributions of EU Member States thanks to the support of EU citizens and EU taxpayers.

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<sup>3</sup> [https://www.eeas.europa.eu/eeas/joint-communication-indo-pacific\\_en](https://www.eeas.europa.eu/eeas/joint-communication-indo-pacific_en)

<sup>4</sup> [https://ec.europa.eu/info/strategy/priorities-2019-2024/stronger-europe-world/global-gateway\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/stronger-europe-world/global-gateway_en)

<sup>5</sup> [https://international-partnerships.ec.europa.eu/system/files/2022-01/mip-2021-c2021-8997-vietnam-annex\\_en.pdf](https://international-partnerships.ec.europa.eu/system/files/2022-01/mip-2021-c2021-8997-vietnam-annex_en.pdf) (page 20)

Moreover, in light of increased misinformation and disinformation, public diplomacy has become an indispensable foreign policy tool. The EU has developed a number of public diplomacy initiatives to engage sustainably with target audiences. However, these initiatives still lack a clear link with EU foreign policies and a coherent approach.

The EU Delegation has developed the Strategic Communication and Public Diplomacy Plan which reflects the objectives of the Delegation as a whole in this domain. The Guidelines ‘Communicating and raising EU visibility: Guidance for external actions’ (hereafter is Guidelines 2022) replace the 2018 ‘Communication and Visibility in EU-financed external actions: Requirements for implementing partners’<sup>6</sup>. The 2022 Guidelines reflect a shift from communication and visibility budgets and activities in individual projects/programmes to a more strategic approach driven directly by EU Delegations.

### **1.5. Related programmes and other donor activities**

The EU Delegation utilises its Press & Information budget for targeted campaigns and local communication activities. The Press and Information budget funds the following activities, which therefore will not be funded under this contract:

- Day to day website and social media support;
- Relations with the media (press conferences and briefings, seminars and press tours for journalist, radio programmes, etc.);
- Paid promotion (boosting, dark ads, etc.) of standard social media content (ie: day-to-day posts);
- Organisation of online and offline public events (including cultural activities/festivals/EU visibility on 9 May Europe Day, international days etc.);
- Ad-hoc, small-scale, short-term information and communication campaigns and information products (e.g. offline and online publications, graphic and audio-visual material for social media accounts, information environment analysis and press media monitoring reports etc.);
- Translation of external communication or press materials;
- Tackling Foreign Information Manipulation and Interference, including disinformation;

Additionally, the regional project named EU Policy and Outreach Partnership (EUPOP) ending in October 2023 carried out public diplomacy activities including a perception survey which the EU Delegation will provide to the contractor during inception phase. Moreover, Vietnam is covered by a global perception survey exercise organised by Directorate-General for International Partnerships - DG INTPA.

## **2. OBJECTIVES & EXPECTED OUTPUTS**

### **2.1. Overall objective**

The overall objective (impact) of the contract is to position the EU as a strategic and reliable partner of Vietnam among key target audiences and partners.

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<sup>6</sup>[https://international-partnerships.ec.europa.eu/knowledge-hub/communicating-and-raising-eu-visibility-guidance-external-actions\\_en](https://international-partnerships.ec.europa.eu/knowledge-hub/communicating-and-raising-eu-visibility-guidance-external-actions_en)

## 2.2 Specific objective(s)

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

- **Specific objective (Outcome) 1:** Target audiences are informed of key EU policies and priorities, in particular those falling under the Global Gateway Flagships and Team Europe Initiatives<sup>7</sup> (strategic communication).
- **Specific objective (Outcome) 2:** Bilateral relations with key audiences and partners are strengthened (public diplomacy).

These specific objectives aim at promoting the following key EU policies and priorities:

- **Green transition (EU Green Deal and Paris Agreement):** implemented through Team Europe Initiative 1 (supported by Vietnam MIP 2021-2027 Priority Area 1). In particular, the following expected result is to be communicated because it will directly affect people's lives and better prepare them to the impacts of the climate crisis
  - MIP 1.1.1: Communities and livelihoods are more climate resilient.
- **Sustainable and inclusive prosperity:** Environmental, climate change and labour policy as covered by the EVFTA Trade and Sustainable Development chapter<sup>8</sup> as well as by other EU instruments. Good-quality jobs and decent working conditions as implemented through Team Europe Initiative 2 (supported by Vietnam MIP 2021-2027 Priority Area 2) and through strengthened governance, human rights, rule of law and institutional reform (supported by Vietnam MIP Priority Area 3). In particular, the following expected results are to be communicated, because they will directly increase formal employment, ensure decent work for all, and strengthen governance and rule of law as essential aspects to attain the Sustainable Development Goals.
  - MIP 2.1.2: Inclusive employment is promoted;
  - MIP 2.2.1: Labour rights are enforced, with safe and secure working environments for workers;
  - MIP 2.2.2: Gender equality at work is improved;
  - MIP 3.1.1: Public administration is more effective, accountable and inclusive
  - MIP 3.1.2: Public administration is digitalised in line with international standards;
  - MIP 3.2.1: Enhanced access for citizens and businesses to an increasingly qualified, transparent, more inclusive and independent justice system in line with international human rights standards.
- **EU Indo Pacific Strategy (IPS), the Global Gateway Strategy (GGS) and the PCA.** Under this, the aim is to increase awareness of Vietnamese key stakeholders of the key areas of cooperation between Vietnam (including in its role as ASEAN member) and the EU. These consist of:
  - Connectivity, including digital transformation (GGS);
  - Security and defence (IPS).

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<sup>7</sup> <https://europa.eu/capacity4dev/wbt-team-europe>

<sup>8</sup> <https://www.eesc.europa.eu/en/our-work/opinions-information-reports/opinions/trade-and-sustainable-development-chapters-tsd-eu-free-trade-agreements-fta-own-initiative-opinion>

### 2.3 Expected outputs to be achieved by the contractor

The indicative but not exhaustive list of expected results and the indicators (both quantitative and qualitative) are defined as below. Where possible indicators relating to the audiences need to be disaggregated by gender, age, category, geographical location etc. as appropriate. The contractor is expected to refer to the European Commission – Communication Network Indicators<sup>9</sup> when designing the logical framework matrix attached to the tender.

- Output 1 of outcome1: Positive perception (awareness and support) of target audiences for the EU and its policy priorities and values is increased.
  - This can be assessed, for example but not exclusively, by requested feedbacks upon the completion of the activities with output indicators such as number of people (disaggregated by gender and age) reached by campaign, number of times people were exposed to campaign message, as well as
  - outcome indicators such as number of people (disaggregated by gender and age) who acknowledge having a positive perception of the EU and its policies/priorities; number of people (disaggregated by gender and category) who increased their awareness/changed their perception; number of participants (disaggregated by gender and category) who acknowledge that they have engaged further on the topic following the communication activity.
- Output 2 of outcome1: Media coverage is increased in volume (quantity) and reflects the EU's priorities and policies (quality) on local media.
  - This can be measured by quantitative indicators such as the number of media articles (disaggregated by creator of content, e.g. EU Delegation vs earned), number of press briefings held, as well as
  - Qualitative indicators such as tone and position of article, accuracy and favourability of coverage, key message penetration.
- Output 3 of outcome1: Following on the EU Delegation's social media accounts is increased (e.g. Facebook, Twitter etc.).
  - This can be measured by quantitative indicators such as number of followers to the accounts (disaggregated by social media channel); number of visitors to website or digital space; average length of time spent on the website; number of pages visited; number of likes, mentions, shares and retweets per items; quantity of user generated content on the digital space (number of comments).
  - Qualitative indicators looking at sentiment: The overall content and tone of the user generated content on the digital space.

- Output 4 of outcome1: EU visibility is increased.

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<sup>9</sup> [https://ec.europa.eu/regional\\_policy/sources/informing/webinar/ec\\_common\\_set\\_indicators.pdf](https://ec.europa.eu/regional_policy/sources/informing/webinar/ec_common_set_indicators.pdf)

- The following output indicators can measure: number of communication products published and disseminated; number of views and view through rate for audio-visual products, such as clips/videos and info-graphics.
- Output 1 of outcome 2: The participation of official partners, Non-State Actors and youth in the strategic communication activities of the EU Delegation is increased.
  - This can be measured by quantitative indicators such as number of participants (disaggregated by gender and category) who attend any possible communication events and campaigns; rate of attendance, no show rate compared to invites sent out.
  - Qualitative indicators including degree to which the activity attracts the participation of the targeted audience as well as (positive) feedback following the events.
- Output 2 of outcome 2: Official partners and Non-State Actors consider the EU as a primary interlocutor and engage with the EU out of their own initiative.
  - Quantitative: Number of Non-State Actors that acknowledge that they have changed their perspective about the European Union.
  - Qualitative: Level of trust and openness of official partners, measured for example by surveys.
- Output 3 of outcome 2: Young people consider the EU as top destination for tertiary education.
  - Number of (successful) applicants (disaggregated by gender) for Erasmus+ programmes (disaggregated).
  - Number of alumni (disaggregated by gender) willing to provide positive feedback at events and on social media.

### **3. ASSUMPTIONS & RISKS**

#### **3.1. Assumptions underlying the project**

The project will be implemented to share positive results, best practices and testimonies through a strategic communication and public diplomacy work plan. The project will work closely with other EU funded projects and the Press and Information's activities to enhance and promote the EU's image together with its priorities and policies. There are assumptions as listed below:

- 1) EU funded projects and relevant stakeholders are able and willing to participate in the strategic communication;
- 2) Interested target audiences have the means to access the communication channels used by the project;
- 3) National and international media has the ability and freedom to report on EU policy topics;
- 4) Interested target audiences have the opportunity and means to attend events;
- 5) Interested young people have the opportunity and means to connect.

## 3.2. Risks

One fundamental risk to the delivery of the project derives from contents which authorities may consider sensitive.

The other risk is that the target groups may not be interested or may even be negatively affected if they show interest. In the latter case, target groups, identified under 4.1.3 of this Terms of reference (TOR), could potentially be questioned during the preparation or after the implementation of the communication activities.

In anticipation of these potential risks, all strategic communication and public diplomacy activities will be developed on the basis of the “do no harm principle” and either a detailed risk analysis or a standard risk matrix will be part of the planning of communication activities, depending on the sensitivity of the topics and the vulnerability of the target groups. Moreover, mitigation measures include policy dialogue with the Government to ensure common goals and shared views through advance information about intended communication activities to prevent negative perception of the authorities will be necessary.

Another risk is the target audiences cannot be reached because they are too broadly defined, most suitable communication tools/channels are not identified and communication activities do not correspond to audiences’ interests so the intended messages do not reach the target audiences. These risks should be avoided by ensuring necessary research is undertaken (where needed) or the results of existing research are used to inform the actions proposed (e.g. perception survey, media landscape analysis, etc.)

## 4. SCOPE OF THE WORK

### 4.1. General

#### 4.1.1. Project description

Under the EU’s Multiannual Financial Framework 2021-2027, strategic communication and public diplomacy are important parts of all EU programmes which enable the EU in pursuing its strategic policy goals and demonstrating its added-value in partner countries.

The purpose of this contract is to assist the EU in implementing Strategic Communication and Public Diplomacy in Vietnam. The contractor shall do so by planning and effectively executing its multiannual strategic communication and public diplomacy actions at the national level to support the achievement of EU policy priorities and increase the credibility of the EU.

**Strategic communication** is key in strengthening the EU’s role in the world, fostering democratic debate and increasing the credibility of the EU. The implementer of this contract should demonstrate to the wider public what the EU is – how it works, what it stands for in terms of principles, shared values, and common interests. The strategic communication activities should focus on not only what the action is, but also why it is needed, including by emphasising shared values, interests and impact.

**Public diplomacy** aims at engaging over the long-term with selected audiences, stakeholders and partners to build trust, enhance their understanding and support for EU



policies and principles by developing networks, new alliances and ultimately facilitate future cooperation across policy area.

All the activities proposed in the tender must be implemented in accordance with these Guidelines mentioned in section 1.4. All communication and visibility activities will be Delegation-driven rather than partner-led especially once ongoing projects under the multiannual financial framework 2014-2020 have been completed.

In addition to the priorities mentioned in section 2.2 this contract will cover all the strategic communication initiatives and public diplomacy activities in line with the priorities identified in the country MIP, the EU Gender Action Plan (GAP)<sup>10</sup> with reference to the National Gender Strategy (2021-2030), the EU Action Plan on Human rights and Democracy (2020-2024)<sup>11</sup> as well as relevant global and regional strategies.

#### **4.1.2. Geographical area to be covered**

Activities of this contract will take place in Vietnam.

#### **4.1.3. Target groups**

The following target groups are considered as reachable audiences, they are listed in the three categories as below:

- Target groups 1: Wider Public audiences which include:
  - o Non-specialist audiences, comprising ordinary citizens, especially in the 18-35 age bracket and those from ethnic minorities as well as other marginalised groups, who are not involved in policy, advocacy or international relations, and who may not be aware of the European Union at all;
- Target groups 2: Key specialised audiences which include:
  - o Political and diplomatic counterparts in Government ministries, agencies at national and sub-national level, especially those working on EU priorities topic;
  - o Policy makers, politicians and leaders of the Communist Party, as well as related organisations such as the Youth and the Women's Unions;
  - o Academics, teachers, researchers, intellectuals and think tanks, especially those independent from government;
  - o Young people in the age range 18-35 especially university and college students who are interested in international aspects of politics, business, science, research, innovation etc.
  - o Private sector: Entrepreneurs, businesses and business associations, especially Euro Cham and Vietnam Chamber of Commerce and Industry (VCCI), European businesses active in Vietnam and Vietnamese businesses active in the EU, Small and Medium Enterprises;
  - o EU Member States, bilateral and multilateral development partners, international organisations and Non-State Actor organisations;
- Target groups 3: Channels/partners to amplify messages which include:
  - o Journalism community/Media: both international, diaspora and local, with focus on local media; journalism educators and institutions; independent journalists;
  - o Multipliers such as influencers on social media, key opinion leaders (KOL), celebrities, and cultural actors and operators;

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<sup>10</sup> [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_20\\_2184](https://ec.europa.eu/commission/presscorner/detail/en/IP_20_2184)

<sup>11</sup> [https://www.eeas.europa.eu/sites/default/files/eu\\_action\\_plan\\_on\\_human\\_rights\\_and\\_democracy\\_2020-2024.pdf](https://www.eeas.europa.eu/sites/default/files/eu_action_plan_on_human_rights_and_democracy_2020-2024.pdf)

Target groups 2 may be considered for both strategic communication and public diplomacy whereas target groups 1 will need to be targeted through strategic communication.

## **4.2. Specific work**

The contract includes two areas of work:

### Area of work 1: Strategic Communication

### Area of work 2: Public Diplomacy

For each area of work, tenderers need to propose a separated methodology for strategic communication and public diplomacy activities for the purpose of reporting and evaluation afterwards. However, where appropriate, strategic communication may be complemented by relevant public diplomacy activities. Therefore, these methodologies should be built on the synergies, linking up and avoid the duplication to ensure a successful integration of Strategic Communication and Public Diplomacy.

Strategic communication activities and public diplomacy activities are key to support the achievement of EU's objectives and to promote EU's values in Vietnam. As such, long-term outreach to citizens, people-to-people engagement, well-coordinated communication and audience-centred visibility activities are the main ways to build trust, mutual understanding, raise awareness about the EU's role and the perception of its partnership with Vietnam.

#### - **Area of work 1: Strategic Communication**

Strategic communication activities are foreseen in the following categories:

- A. Large-scale, public awareness campaigns
- B. Specialised communication on political priorities
- C. Monitoring and evaluation

At first and as part of the technical offer, tenderers must submit an indicative strategic communication work plan, which should underline the proposed intervention logic to support the EU-Vietnam partnership. The methodology, submitted with the technical offer, must be practical, innovative, coherent and short, it should include a description of how tenderer envisage to incorporate the relevant content and materials for strategic communication; ensure the synergies and avoid the duplication with the activities funded under Press and Information budget mention in Section 1.5.

Secondly, during the inception phase, the contractor will update the strategic communication work plan in more details, with reference being made to the expected results described in section 2.3. Prior to each event or activity, the contractor shall develop an activity outline, which include at least the objectives, target audiences, brief description, draft budget and expected results/indicator, and submit the outline to the EU Delegation for approval. After completion of each activity, the contractor will prepare an activity assessment report (refer to category C and section 7.1) which include short assessment of the activity, actual expense (deviation if any), the expert's working days spend for this activity and recommendations, if any.

At the end of the contract, the EU Delegation will have the ownership of the digital record of a series of print, audio-visual and digital media communication products of high quality for continued communication beyond the contract duration.

The contractor is requested to deliver a coherent and effective strategic communication package including the key messages to deliver the EU policy priorities mentioned in section 2.2. These messages with EU Delegation's approval, should be based on common and compelling central narrative which convincingly sets out what the EU is committed to achieve in Vietnam and why it is important, also from the audience's perspective. The contractor is further required to be familiar with the most commonly used platforms of communication in Vietnam and possess thorough understanding of the channels used by the target audience and is requested to reflect this in a strategic approach.

Cross-cutting issues should be mainstreamed when designing the communication work plan, including the following issues: environmental protection & climate change, energy transition, gender equality and empowerment of women and girls, human rights, disability, democracy, rule of law, disaster risk reduction. The contractor will need to take into account the Press Law, the Law on Cyber Security and any other developments that may arise on the side of the Vietnam Government.

Thirdly, in the strategic communication work plan, the contractor will need to include the indicative quantities for the production of communication products, including where relevant any visibility items and promotion materials etc. with detailed specification and purpose of using. Whenever possible, the contractor is asked to procure the visibility items, promotional materials locally from reputable suppliers, taken into account the social and environmental considerations, e.g. focus on sustainability, avoid single use items. The contractor is expected to deliver all communication products, including where relevant visibility items and promotional materials etc. in good quality, sorted and in respect of the agreed deadline. The languages used for strategic communication are Vietnamese and English. In some cases upon prior instruction from the EU, the translation to other EU languages (French/German/Italian etc.) may need to be used to deliver messages or communication content.

Upon signature of the contract, the EU Delegation will provide the contractor with up to date information related to all relevant on-going projects (objectives, beneficiaries, expected results) to formulate the detailed strategic communication plan. The contractor should work closely with these projects' implementing partners to conduct and deliver the strategic communication activities or share successful story etc.

The contractor should involve in the interaction with communication officers from EU Member States as needed to ensure that the image of Team Europe is promoted.

The contractor will develop a detailed forward timeline once the contract is signed, for each strategic communication activity, close consultation with the EU Delegation on timing and involvement of stakeholders is mandatory. Through the suggested and implemented activities, the contractor is to ensure awareness raising on the sectors identified above and efficient spreading of information across Vietnam through catchy key messages fully understood by the selected target group. For each category, the contractor need to propose strategic and creative activities in the comprehensive work plan, based on their expertise and experiences.

### **A. Large-scale, public awareness campaigns**

For the purposes of the contract, a campaign is defined as “a planned sequence of inter-related communication activities sharing a common creative concept and narrative, targeting pre-defined audiences with a common intervention logic, and having a specific timeline and dedicated budget”. This may include:

- Audio-visual assets (TV and radio spots, social media clips, etc.);
- Out of home advertising (billboards, etc.);
- Real world or digital "activations" (key moments which add value to the campaign: targeted participation in festivals, exhibitions, cultural events, etc. where the audience is "activated"/made aware, and engaged (e.g.: encouraged to take action);
- Paid partnerships (with influencers, media partnerships, etc.);
- Paid media strategy (including social media advertising);
- Audience research (segmentation, persona development, etc.);
- Perception/opinion surveys (data collection and analysis);
- Regular monitoring & reporting (to ensure optimisation) of content;
- Development and dissemination of human interest stories.

The contractor is requested to conceive, design and implement the strategic communication campaign(s) as a tool to raise awareness of the EU's policies and priorities (specified in section 2.2) in Vietnam. Any major public campaign will be rolled out both at national and provincial level, aimed at women and men, in all their diversity, primarily in the 18-35 age cohort (target groups 1 as defined in section 4.1.3), with the objective of measurably increasing the awareness, understanding and perception of the EU's partnership with the country (refer to specific objective 1) in section 2.2). All such campaigns, in either online or offline format, will need to be data-driven and based on clearly defined qualitative and quantitative gender sensitive indicators, see for examples in section 2.3 as well as the European Commission – Communication Network Indicators.

The campaign(s) should be carried over 24 months, with innovative activities being reported on both traditional and digital social media channel. The contractor will have to develop a detailed work plan for the strategic public awareness raising campaign, subject to the approval by the EU Delegation.

The tenderer is requested to submit two outlines (concept note of no more than 1 page each) in the technical offer as part of the Organisation and Methodology:

- 1) Example for a strategic communication campaign on climate change and just energy transition for a target audience aged 18-35. All other parameters and metrics to be suggested by the tenderer.
- 2) Example for a one year series of public diplomacy events on labour rights for decision makers from government, politics and private sector. Formats and other details to be suggested by the tenderer.

Tenderers may base the 1-pager examples on past experiences, however references are not required at this stage as they have been part of the submission of Requests to Participate during stage 1.

## **B. Specialised communication on political priorities**

This category will be illustrated through the results and impacts of the EU's cooperation portfolio in particular the Global Gateway flagships with Team Europe approach.

The Global Gateway Strategy is newly formed under the new Multiannual Financial Framework, which provides partners with a quality EU offer and an opportunity for partnership based on an alignment of partners' interests and EU interests. It boosts smart, clean, and secure links in the digital, transport, energy and climate-relevant sectors, and strengthens education, research and health networks. It combines investments in hard

infrastructure with investments in the enabling environment, regulatory frameworks, norms and standards, technology transfer, and know-how.

Global Gateway is delivered under one brand identity by the EU and its Member States in a Team Europe approach, bringing together all EU institutions, Member States, their Development Finance Institutions, the EIB, the EBRD and the European private sector.

Successfully communicating the positive offer of Global Gateway investments should result in a paradigm shift in the way of relationship between the EU and Vietnam is portrayed and perceived.

The contractor needs to propose in their offer with the creative and coherent activities to communicate strategically and specifically on the EU's political and policy priorities in Vietnam, particularly the Global Gateway Strategy. The contractor will develop and promote stories about Global Gateway flagships in Vietnam, the list of these flagships projects will be provided by the EU Delegation during the inception phase. In some circumstances, the contractor will implement the specialised communication activities to promote for Global Gateway Strategy upon the request by the EU Delegation. It may include the following activities:

- Photograph and video assets and products;
- Factsheets, infographics, data visualisations;
- Human interest stories for web and social media.

### **C. Monitoring and Evaluation**

The contractor should propose in the offer an approach to Monitoring and Evaluation, among other the regular monitoring which will allow content, channels and approaches to be constantly adjusted to meet the targets set.

The contractor needs to produce an activity assessment report on the results of the campaign that compiles and analyses performance against indicators identified in the public awareness campaign, identifying relevant lessons learned and best practices, and providing strategic recommendations for future. The contractor will need to carry out a perception survey at the beginning and the end of the communication contract for better understanding audiences – from identification to awareness of their values, motivations etc. Likewise, the contractor will need to carry out feedback loops in form of satisfaction surveys systematically to ensure optimisation of campaign content performance.

The contractor is requested to carry out a baseline collection exercise to support reaching the targets of this contract. The survey will be carried out to form the baseline and to inform the end-result (target). The baseline collection exercise will help to ensure the strategic communication activities are data-driven and measurable. The contractor is suggested to refer to the Toolkit for evaluation communication activities<sup>12</sup> and the Communication Evaluation Model<sup>13</sup> to implement this activity category.

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<sup>12</sup> [https://ec.europa.eu/info/sites/default/files/communication-evaluation-toolkit\\_en.pdf](https://ec.europa.eu/info/sites/default/files/communication-evaluation-toolkit_en.pdf)

<sup>13</sup> [https://ec.europa.eu/info/sites/default/files/communication\\_network\\_indicators\\_supporting\\_guide.pdf](https://ec.europa.eu/info/sites/default/files/communication_network_indicators_supporting_guide.pdf)

## - **Area of work 2: Public Diplomacy**

The EU Global Strategy<sup>14</sup> made public diplomacy a priority which must become an integral part of the EU policy-making, programming and implementation cycles. Public diplomacy means engaging over the long term with selected target audiences, stakeholders and partners to build trust and enhance their understanding and support for EU policies and principles by developing networks and new alliances. This can include recurrent strategic engagement with a targeted approach to one or other of the following groups: students, academics, youth groups, EU citizens in partner countries, think tanks, media, business communities, civil society, or cultural professionals, as well as initiatives fostering people-to-people contacts (refer to target audiences 2 in section 4.1.3). A partnership with a cultural actor which reaches and engages new audiences, about shared values and which supports the overall objective of the strategic communication can be part of public diplomacy activities.

Public and cultural diplomacy activities proposed under this action should be linked to the wider strategic communication and cooperation priority areas. The public diplomacy initiatives should be designed and implemented to have a clear link with the EU policy priorities and a coherent approach with utilising full potential of people-to-people dimension.

The contractor should propose a work plan for public diplomacy activities to support for EU policy priorities in Vietnam mentioned in section 2.2. In some circumstances, the contractor will need to implement public diplomacy activities upon the request from the EU Delegation.

In this area of work, the contractor needs to seek the prior approval from the EU Delegation for each activity included objectives, target audiences, description, indicative budget and expected result. After completion of the activity, the contractor shall provide public diplomacy activities assessment, separately with strategic communication activities, which evaluate and analyse the performance, impact, recommendation, actual expenses and experts 'working days spend for the activity (refer to section 7.1). The feedback loop can be made through on site event feedback survey, focus groups and analytics via online surveys, qualitative and quantitative feedback etc.

### **4.3. Project management**

#### **4.3.1. Responsible body**

The contract will be managed by the EU Delegation to Vietnam.

#### **4.3.2. Management structure**

- During all contacts with interlocutors, the Experts will clearly identify themselves as independent consultants and not as official representatives of the European Union Delegation or other donors;
- All the decisions on the implementation of the activities and eventually changes in the work plans need to be agreed in advance by the Contracting Authority;
- The Communication Coordinator (ComCord) of the Cooperation Section, EU Delegation will be the project manager for this contract.

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<sup>14</sup>[https://www.eeas.europa.eu/eeas/global-strategy-european-unions-foreign-and-security-policy\\_en](https://www.eeas.europa.eu/eeas/global-strategy-european-unions-foreign-and-security-policy_en)

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

No specific facilities will be provided to the Contractor

### **5. LOGISTICS AND TIMING**

#### **5.1. Location**

The location of the operational base for the project is Vietnam. The project's office and the main activities will be conducted in Hanoi, where the EU Delegation Office is also located. While many of the physical activities take place in the three major cities (Hanoi, Ho Chi Minh City, Da Nang etc.), some specific target audiences may require activities to take place in other more rural, mountainous and remote areas of some provinces. This will be discussed and agreed in the work plan in advance with the contracting authority.

#### **5.2. Start date & period of implementation**

The intended start time is 15 January 2024 and the period of implementation of the contract will be 28 months from this date in which tentatively three months for the inception phase, 24 months for implementing activities and campaigns and tentatively one months for the closing phase. Please see Articles 19.1 and 19.2 of the Special Conditions for the actual start date and period of implementation.

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

##### **Key expert 1: Team leader – Full-time Communication Strategic Planner**

Qualifications and skills

- At least a Master Degree in communication, or marketing, or public relations, or media, or journalism, or international relations, or political sciences, or psychology;
- Or University degree in the above mentioned disciplines or in directly related disciplines, with an additional relevant professional experience of at least five (05) years on top of the professional experience required below;
- Proficiency (level C1) in English in both speaking and writing;

General professional experience

At least ten (10) years relevant professional experience in:

- Managing marketing or communication related contracts;
- Coordinating the implementation of public relations;
- Supervising teams of marketing or communication experts.

Specific professional experience

At least five (5) years of relevant professional experience in:

- Developing at least one (1) marketing concept or communication strategy or dissemination and communication plan for a client;
- Leading on the creation of at least three (3) audio-visual products;
- Proven marketing or communication experiences in Vietnam is a must.

### **Key expert 2: Full-time Communication Officer**

Qualifications and skills

- At least University degree in business administration, or communication, or journalism, or marketing, or public relations, or media, or directly related disciplines;
- Fluency in both speaking and writing in Vietnamese (level C2) and English (level C1).

General professional experience

At least ten (10) years relevant professional experience in:

- Organising marketing or communication campaigns, targeting Vietnamese audiences;
- Contracting suppliers and service providers for marketing events and communication products;
- Arranging and content creation for social media.

Specific professional experience

At least five (05) years of relevant professional experience in:

- Managing at least one (1) marketing or communication campaign on social media in Vietnam;
- Managing at least one (1) large scale event of more than 350 participants in Vietnam, including both online and off-line participation;
- Working with marketing or communication contracts in Vietnam, financed by the private sector would be an advantage.

All experts must be independent and free from conflicts of interest in the responsibilities they take on. All experts need to be present in the partner country, no home-based is allowed.

#### **6.1.2. Non-key experts**

No Non-key experts are foreseen in this contract.

#### **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 must ensure that experts are adequately supported and equipped (mobile, computer, printer, transport, visa and work permit for experts in Vietnam).

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.

## **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 of the normal place of posting (Hanoi, Vietnam), undertaken as part of this contract:
  - For key experts, travel costs and subsistence allowances can be paid according to: [https://international-partnerships.ec.europa.eu/funding/guidelines/managing-project/diem-rates\\_en](https://international-partnerships.ec.europa.eu/funding/guidelines/managing-project/diem-rates_en)
  - For mission's participants other than key experts, travel costs; hotel costs; and subsistence allowances can be paid according to EU-UN Costs Norms: [https://www.eeas.europa.eu/delegations/vietnam/eu-un-cost-norms-2022\\_en?s=184](https://www.eeas.europa.eu/delegations/vietnam/eu-un-cost-norms-2022_en?s=184)
- All the costs related to the organisation of events and campaigns listed in the TOR including translation and interpretation.
- Design, production and delivery of the communication products, visibility items and promotional materials.
- Costs related to media buying including the influencers' fee, maximum 20% of the total contract value.

The provision for incidental expenditure for this contract is EUR 1 300 000, in which 75% of this amount will cover for Area of work 1: Strategic Communication and the rest 25% will cover for Area of work 2: Public Diplomacy. 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 - [https://international-partnerships.ec.europa.eu/funding/guidelines/managing-project/diem-rates\\_en](https://international-partnerships.ec.europa.eu/funding/guidelines/managing-project/diem-rates_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 with the exception of the organization of events, purchase of visibility items, printing, translation, interpretation and meeting packages, etc. for which EU-UN Cost Norms for Financing Local Costs should be respected:

[https://www.eeas.europa.eu/delegations/vietnam/eu-un-cost-norms-2022\\_en?s=184](https://www.eeas.europa.eu/delegations/vietnam/eu-un-cost-norms-2022_en?s=184)

## **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 8 000.00**. 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). 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. The narrative report should be made with two separated area of work as mention in Section 4.2.

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:

| <b>Name of report</b>   | <b>Content</b>   | <b>Time of submission</b>  |
|-------------------------|--|--|
| Inception report        | Analysis of existing situation and two work plans (one for strategic communication and one for public diplomacy) for the project<br><br>Annex of logical framework matrix with baseline values as encoded in OPSYS   | No later than 4 months after the start of implementation                   |
| 6-month progress report | Short description of progress (technical and financial) and intermediate results achieved including problems encountered; planned work for the next 6 months accompanied by an invoice and the expenditure verification report.<br><br>Annex of logical framework matrix with current values as encoded in OPSYS | No later than 1 month after the end of each 6-month implementation period. |
| Activity report         | Short assessment activities report (refer to Section 4.2)  | Send as an Annex together with 6-month progress report                     |
| Draft final report      | Short description of results achieved including problems encountered and recommendations.<br><br>Annex of logical framework  | No later than 1 month before the end of the implementation period.         |

|              |  |   |
|--------------|--|---|
|              | matrix with final values as encoded in OPSYS   |   |
| Final report | <p>Short description of results achieved including problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report.</p> <p>Annex of logical framework matrix with final values as encoded in OPSYS</p> | 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

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 listed indicators are the minimum to be considered to assess the implementation and impact of the project. The contracting authority and the contractor can add more indicators. Please refer to the Section 2.3 for the indicative but not exhaustive list of indicators.

### 8.2. Special requirements

**Rights:** At any time, the EU will have an editorial right on the content of print and audio-visual communication products. The copyrights and other intellectual and industrial property rights, obtained in performance of the contract, shall be owned by the European Union, which may use, publish, assign or transfer them as it sees fit.

The contractor must ensure that the pre-existing rights included in the results of the action are free of claims from creators or any other third parties, and that the EU has the right to use these pre-existing rights.

If images of natural persons, their voices or any other private personal attributes feature in a recognizable manner in the communication and visibility results, the contractor must obtain statements of consent from the persons concerned.

The contractor need to follow the legal and contractual requirements as mention in the Section 4 of the Guideline 2022 Communicating and Raising EU Visibility: Guidance for External Actions.<sup>15</sup>

The contractor will follow the copyright instruction listed in the 2022 Guidelines for the deposit of audio-visual material at the audio-visual library of DG Comm.<sup>16</sup>

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<sup>15</sup>[https://international-partnerships.ec.europa.eu/knowledge-hub/communicating-and-raising-eu-visibility-guidance-external-actions\\_en](https://international-partnerships.ec.europa.eu/knowledge-hub/communicating-and-raising-eu-visibility-guidance-external-actions_en)

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<sup>16</sup><https://audiovisual.ec.europa.eu/presentation/copyrights/Guidelines-for-the-deposit-of-audiovisual-material-at-the-Audiovisual-Library40.pdf>