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1. BACKGROUND INFORMATION

1.1. Partner country

Mongolia

1.2. Contracting authority

European Commission, represented by the Delegation of the European Union to Mongolia

1.3. Country background

Mongolia is a large democratic land-locked country located between China and Russia, with a population of 3.5 million people. The sparsely populated country is rich in minerals, ores and rare earths. A communist regime was governing the country from 1921 to 1990, with strong links to the former Soviet Union, before transitioning to a market economy. The first 15 years of the new Millennium saw a period of exponential economic growth, peaking at 17.5% in 2012, largely due to dividends from the mining industry. The World Bank classified Mongolia as an Upper-Middle-Income Country in 2024. The country, however, still faces a number of challenges, from air pollution, increasing urbanisation, energy access and energy security, climate change and biodiversity loss, lack of economic diversity, and persisting inequalities. Two-thirds of the Mongolian population live in cities and towns with around half of the population living in the capital. The recovery of the labour market and the continued social assistance are expected to contribute to significant household income growth. However, the high inflation rates, could erode income gains and jeopardize poverty reduction efforts.

The EU-Mongolia cooperation for the period of 2021-2027 focuses on the fight against climate change and on the digital transition with specific attention to forestry and agriculture, which are in line with the Global Gateway Strategy. These are also global priorities identified by the Paris Agreement on climate change and the 2030 Sustainable Development Goals.

1.4. Current situation in the sector

Despite longstanding cooperation, a large majority of people in the country remain largely unaware of the extent and impact of the ties between Europe and Mongolia. A detailed public perception survey was conducted in Mongolia in 2023, the findings of which will be made available to the successful tenderer to inform the development of the campaign concept and implementation plan(s) in the first phase of implementation.

Ensuring Europe's positive offer, particularly through Global Gateway, and the difference it is making and will continue to make to the lives of ordinary people, is known, understood and well-perceived by both specialised and general public audiences in Mongolia is essential to help position the EU as a trusted and reliable partner for the country. The focus will not only be on what the EU does, but why, including emphasising shared values, interests and impact, and promoting the EU's leadership role on these key priorities.

1.5. Related programmes and other donor activities

The contractor should take into account projects supported by the European Union in Mongolia for the implementation of the contract as sources of content and multipliers. The Contracting Authority will provide detailed information about those projects after the contract signature.

In addition, there are various communication and visibility actions carried out under the EU-funded programmes and projects in Mongolia. The contractor will support the Delegation in centralising its

communication efforts in line with the [new approach to strategic communication to European Union Delegations](#) by focusing on campaign-driven communication. Additionally, the contractor will support building synergies with global, regional and national campaigns implemented by the EU Institutions in headquarters, EU Member States or implementing partners based in Mongolia.

2. OBJECTIVES & EXPECTED OUTPUTS

2.1. Overall objective

The overall objective (Impact) to which this action contributes is to position the European Union as a trusted and reliable partner of Mongolia.

2.2. Specific objective

The specific objective (Outcome) of this contract is as follows:

- **Outcome 1:** Increased perception of the EU as an important and trusted partner with positive actions and impact in Mongolia, in particular through Global Gateway, among wider public and selected stakeholders.

2.3. Expected outputs to be achieved by the contractor

The expected outputs of this contract are as follows:

- **Output 1:** Large-scale online and offline public campaigns are designed and implemented on the EU's partnership offer to Mongolia, particularly through Global Gateway.
- **Output 2:** Ensured sustainable EU strategic communication impact in Mongolia.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

The underlying intervention logic for this action is to support the EU-Mongolia partnership. It will enable the European Union to build support for EU-Mongolia cooperation priorities and key global and regional strategies such as Global Gateway.

By targeting specified audiences through professionally designed and implemented strategic communication activities, the action will contribute to measurably increasing awareness, understanding and perception of the EU's partnership with Mongolia.

Based on experience with communication carried out at project level, the following assumptions must be taken into account for a successful communication strategy:

- The whole EU Delegation aligns with the communication strategy.
- There is a proper coordination of all the ongoing contracts related to communication and cooperation at the EU Delegation.
- The quality of experts supplied is high.
- All communication hurdles are taken into account.
- The right communication tools are utilised to create the highest reach and greatest impact.

3.2. Risks

Risks that may affect the quality of the project include the following:

- **Target audience:** Due to the large traffic of content with a high internet/social media penetration rate of the general population in Mongolia, the campaign may be diluted and not reach the intended audience.
- **Disinformation:** Due to Mongolia's geopolitical situation, countrywide disinformation campaigns may be considered as a risk.
- **Crisis communication:** Unexpected crises may have an impact on the rollout of the communication activities set for the project.
- **Delays:** Unforeseen circumstances could lead to delays in the achievement of the results proposed.
- **Lack of coherency:** The absence of coherency among all stakeholders and communication effort could lead to the duplication of efforts or non-aligned information outputs.
- **Lack of interest:** Mismatch of the target audiences' interests/needs and the EU's focuses.

4. SCOPE OF THE WORK

4.1. General

4.1.1. Project description

Strategic communication plays a key role in communicating the European Union's political messages and shaping the EU's image in Mongolia. Strategic communication activities should ensure awareness, understanding, and perception of the EU is commensurate with the scale, scope, and ambition of sustained engagement.

To achieve this, activities should aim to position the EU as a trusted partner on key priorities that matter to the people of Mongolia and demonstrate the EU's positive offer through tangible investments that bring concrete results, namely through Global Gateway. The priority areas outlined in the EU Delegation's [Multi-annual Indicative Programme 2021-2027 \(MIP\)](#) for Mongolia are framed, where relevant, under [Global Gateway](#). Global Gateway provides partners with a quality EU offer and an opportunity for partnership based on an alignment of partners' 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.

In particular, the main framework that the services aim to support will be on the most relevant partnerships and Global Gateway priorities for Mongolia, which include: *Sustainable ecosystem and agriculture management for rural development in Mongolia (STREAM+)* and *The Forest Partnership, International Trade Development in Mongolia (ITDM), Choir Saishand transmission line, Aimag and Soum Centers Green and Resilient Regional Development Investment Program (ASDIP)*.

4.1.2. Geographical area to be covered

Mongolia

4.1.3. Target groups

- **Primary audience:** Wider audiences, comprising members of the public, especially youth (18-35 years) who are **not** knowledgeable about, **nor** involved in, policy, advocacy, **or** international relations, and may **not** be aware of the EU. Audience research should be undertaken to further define and understand the specific audience segments to be targeted.
- **Secondary audience:** Specialised audiences, including key political and opinion leaders, the private sector, CSOs, and relevant multipliers.

4.2. Specific work

The work under this contract will be divided into four phases, described below. The actions in the phases are indicative and can be readjusted, as soon as they reach the expected outputs under this contract.

PHASE 1: Data gathering, research and analysis

With the necessary support of the EU Delegation, the contractor will:

- Define audience segmentation and identify potential multipliers, including influencers.
- Analyse best practices, while recognizing the geopolitical situation of Mongolia, as a base for the communication strategy.
- Identify new and innovative ways to intrigue target groups unaware of the EU.
- Analyse EU social media channels to improve the campaign's outreach in the most efficient way based on data and develop a strategy which is to be reflected in the communication plan.
- Assess the existing baseline information on perceptions, the type of coverage of the EU in the media and the topics of interest for the target groups.
- Based on information provided by the delegation on the core elements of the EU's offer based on the Multiannual Indicative Programme, and the key sectors linked to the Global Gateway offers, create potential key messages for the campaign.
- Identify the most suitable print, broadcast, digital and social media channels relevant to the audience, media consumption patterns of the different target groups, and key media players/influencers covering topics relevant to the campaign.
- Identify potential human interest stories linked to Global Gateway projects with charisma and appeal that could represent the partnership in the country.
- Establish a set of qualitative and quantitative KPIs and targets, to track performance and measure impact. These will be based on the [2022 EC Communication Indicators](#).

- Formulate a communication strategy and plan, outlining a clear timeline, the tasks, responsibilities, and milestones as well as the location that is no longer than 20 pages.
- Draft an overall work plan (OWP) and an annual work plan (AWP).
- Hold a **kick-off meeting** with representatives of EUD and possibly other EU services to reach an agreement on priorities and the first set of activities to fit into the AWP.
- An **inception report** has to be submitted to the Contracting Authority. The inception report should include the following content: the draft AWP and OWP, budget/resource allocation, and an updated version of the logframe matrix.

PHASE 2: Design & Planning

Design

- **Messaging:** development of narrative, messages, hashtags and slogans.
- **Visual identity:** based on the [Global Gateway](#) visual style and [EU communication requirements](#).
- **Pre-production of content:** the contractor will produce draft versions of text, visuals, video and other content to be used in the campaign communication products.
- **Strategy & Design Concept:** Conceptualise and align the design concept and the communication strategy and create guidelines for future projects.

Planning

Provide a detailed implementation and distribution planning, management and sequencing, including:

- traditional, broadcast and social media and PR strategy (paid and earned)
- out-of-home activations that are considered cost-effective
- partnership agreements with influencer(s)
- partnership packages for the EU Delegation, influencers and other partners who will carry the campaigns on their channels. These will comprise toolkits with editable key messages, visuals, draft posts and templates for campaign materials
- events, activations and ex-ante and ex-post promotion of events previously agreed upon as part of the campaign

Languages: unless specified otherwise, all content designed and produced for the action (both components) have to be made available in Mongolian and English.

Phase 2 will be concluded with the finalisation and the Delegation's approval of all design and planning elements indicated above, subject to the delivery of the following meetings:

- **Focus groups** consisting of a representative cross-section of the campaign target audience will be convened to test the key elements of the campaign design, notably messaging and look and feel. Content will be fine-tuned in line with their feedback.
- **Meetings for discussion** with EU Delegation and any other major national partners and stakeholders identified as potential campaign partners/supporters, to secure their buy-in and ownership and ensure the sustainability of the action.

PHASE 3: Production, Placement and Roll-out

The contractor will proceed with the production, preparation, certification, distribution and implementation of the different materials of the design and for planned activities. In particular:

- **Assets:** all campaign materials will be produced and readied in all the requisite languages and formats as translated and/or subtitled as appropriate. The original, editable files for all materials should be made available to the EU Delegation.
- **Out-of-home activations and events** will be prepared and launched as planned;
- **Implementation:** all assets and materials produced will be distributed, broadcast and disseminated using the partnerships, channels and sequencing and activating the media buying identified in the campaign design and implementation plan;
- **Active monitoring:** the contractor will implement the KPI monitoring system through a user-friendly dashboard accessible to the Delegation.

PHASE 4: Wrap-up and Reporting

- Conduct ex-post focus groups (following up on those done in phase 2) to gauge the campaign's impact on the target audience in terms of retention, and the evolution of the awareness and perceptions of the EU, its values, presence and influence in their countries.
- Compile comprehensive analytics and detail the main outcomes, lessons learned and impact-level results against the KPIs identified for this action.
- Provide the EU Delegation with all the promotional material for future communication efforts.
- Submit to the Delegation final operational and financial reports as per contractual requirements.

In addition to the interim and final reports referred to in Section 7.1 of these terms of reference, the contractor needs to report on specific activities that will be defined and implemented during the contract implementation.

The contractor must also comply with the latest Communication and Visibility Requirements for EU-funded external action, laid down and published by the European Commission, in all the actions implemented and reports elaborated.

The contract is advised to work, as much as possible, with local companies, to implement the action in the field.

4.3. Project management

4.3.1. Responsible body

The Delegation of the European Union to Mongolia will be responsible for project monitoring and management under the contract, in close coordination with the EUD to Thailand that provides overall guidance on legal and financial issues from the regional hub of DG INTPA.

The Contractor will be responsible for all aspects of the day-to-day implementation of the project, mobilisation of technical expertise/assistance under the project and provision of due deliverables.

4.3.2. Management structure

The contractor will work under the supervision of the Delegation of the European Union to Mongolia, which has the overall responsibility for policy, strategy and coordination guidance. A Project Manager from DG INTPA will be appointed to ensure close follow-up of implementation.

The contractor has to prepare an overall communication strategy and respective implementation plan as part of the methodology submitted under this tender. Based on the priorities defined with the Delegation, the contractor will submit a detailed implementation plan, every six months, with a specific timeline and list of activities. The first implementation plan must be submitted one month after the contract signature

date and the actual operationalisation of the contract will only start once the implementation plan has been approved by the EU Delegation.

The EU Delegation reserves the right to request changes in the overall communication strategy and respective implementation plan at any time, taking into account possible changes in the environment, lessons learned and outcomes of actions that have already been implemented.

The contractor is accountable for achieving the results outlined in these terms of reference and in the overall implementation plan abovementioned. In principle, monthly meetings with the EU staff will be held for the smooth management of the project.

If the contractor is a consortium, the arrangements should allow maximum flexibility in the project implementation. Arrangements offering each consortium member a fixed percentage of the work undertaken under the contract should be avoided.

A strategic communication steering group will be established at the Delegation level to oversee and validate the overall implementation of the action, in accordance with the country-level strategic plan developed. The group will be composed of the Head of Delegation, the Head of Cooperation, the Head of Political Section, the Communication Coordinator and the Press and Information Officer. All funding decisions under the contract must be approved by the Head of Cooperation, in line with the Cooperation Facility guidelines.

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

No office, secretarial, communication, logistical, transport or visa facilities are to be provided by the EU Delegation.

The Contractor may arrange appointment beforehand in order to access the premise of the EU Delegation when required (for consultations or meetings).

5. LOGISTICS AND TIMING

5.1. Location

The operational base for the project shall be in Ulaanbaatar city, Mongolia. The contractor shall ensure that all the experts have appropriate communication facilities at their disposal for effective coordination of their work to limit the need for coordination meetings involving travelling.

The place of implementation for each individual activity may also be outside Ulaanbaatar in Mongolia, if duly justified and approved by the EUD. The normal place of posting of non-key experts (NKEs) that need to be recruited to implement activities shall be defined in the specific Expert ToR (ETOR) and approved by the EUD.

In case the experts need to travel outside their normal place of posting to implement activities, such requests will need to be approved by the EUD.

The contractor is responsible for arranging the issue of work permits and visas (if necessary) for the experts. The Contracting Authority may issue support letters confirming the project details and corresponding expert's assignments, in line with Article 6 of the General Conditions to the contract.

5.2. Start date & period of implementation

The intended start date is **01/01/2025** and the period of implementation of the contract will be 26 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.

6. REQUIREMENTS

6.1. Personnel

Note that civil servants and other staff of the public administration of the partner country, or 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 – Communication

The Key expert 1 will be the primary contact for the Contracting Authority. She/he will act as the Team Leader (TL) and is expected to take overall responsibility for effective and efficient implementation of the various components of the project, in coordination with other experts. Furthermore, she/he shall ensure coordination with the Contracting Authority and other stakeholders of the project. The TL will work closely with key target groups and stakeholders, under the authority of the EUD.

The main tasks assigned to the TL are (non-exhaustive list):

- Overall responsibility to oversee the implementation of project activities
- Coordinate and supervise technical tasks assigned to the team of experts
- Monitor policy and technical development in relevant sectors and provide regular update to the EUD
- Ensure deadlines are met and alignment of priorities and strategy
- Manage the performance of the team
- Maintain close cooperation with European and Mongolian interlocutors
- Strategic planning and technical reporting

The TL is expected to work **for at least 357 days that is to 75% full time equivalent** (220 working days per year) during the 26-month project duration. **At least 80%** of the worked time shall be spent in the operational base of the project, i.e. Ulaanbaatar, Mongolia.

Qualifications and skills

a) Minimum requirements:

- Masters' Degree in communication, marketing, public relations, media, journalism or similar **Or** in the absence of a Master's, an undergraduate degree in the above-mentioned disciplines, with an additional 5 years relevant professional experience on top of the 10 years of general professional experience required below (15 years' experience in total).
- Excellent written and oral communication skills in the English language (C1).

b) Advantage requirements:

- Good written and oral communication in Mongolian is an advantage.
- Existing knowledge about the aims and values of the EU is seen as an asset.

General professional experience

a) Minimum requirements:

- At least 10 years of experience in the field of communication, organising communication campaigns involving the use of promotion and information tools, publications, dealing with media, and with extensive experience in developing and implementing external communication strategies including for public entities.

Specific professional experience

a) Minimum requirements:

Within the above ten years of professional experience required:

- At least three year of experience as a team leader in overseeing and coordinating the organisation of communication campaigns of national or international audiences or equivalent assignment(s).

Key expert 2: Creative Director

Under the supervision of the Team Leader, the Creative Director will provide technical advice and support to the implementation of various activities. She/he will support the identification of technical content (topics, stakeholders, short-term experts, etc.), drafting of specific ToRs, monitoring and reporting on the technical activities, etc.

The Creative Director is expected to work **for at least 286 days that is to 60% full time equivalent** (220 working days per year) during the 26-month project duration. **At least 80%** of the worked time shall be spent in the operational base of the project, i.e. Ulaanbaatar, Mongolia.

Qualifications and skills

a) Minimum requirements:

- Masters' Degree in Marketing, Communications, Fine Arts, Graphic Design, or a related field **Or** in the absence of a Master's, an undergraduate degree in the above-mentioned disciplines, with an additional 5 years relevant professional experience on top of the 7 years of general professional experience required below (12 years' experience in total).
- Excellent written and verbal communication skills in the English language (C1).

b) Advantage requirements:

- Good written and oral communication in Mongolian is an advantage.
- Pre-existing knowledge about the functions and values of the EU is seen as an advantage.

General professional experience

a) Minimum requirements:

- At least 7 years of experience in creative leadership roles within advertising agencies, marketing departments or related fields.
- Proven track record of successful campaign development and execution (at least 5 campaigns).

Specific professional experience

a) Minimum requirements:

- At least 5 years of proven experience in creating digital content, social media campaigns.

b) Advantage requirements:

- Experience working in the Asia or Mongolia will be an advantage.

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

6.1.2. Non-key experts

The profiles of the non-key experts for this contract are as follows: brand strategist, strategic planner, content strategist, campaigns manager, influencer marketing manager, events manager, marketing and advertising specialist, graphic designer, UX and UI designer, web developer, motion designer, video editor, video producer, photographer, copywriter, web writer, community manager, data analyst, AI and virtual reality experts, SEO experts CRO experts, and translators.

Non-key senior expert shall fulfil the following minimum requirements:

- University degree in a relevant field and a minimum of 10 years of general experience. Alternatively, secondary education diploma and 15 years of general experience.
- Minimum 5 years post-graduate experience relevant to their assignment. Alternatively, 10 years of relevant experience after secondary education diploma.
- High proficiency of English
- Fluency in local languages where requested by the specific assignment
- Full computer literacy

Non-key junior expert shall fulfil the following minimum requirements:

- University degree in a relevant field and a minimum of 5 years of general experience. Alternatively, secondary education diploma and 8 years of general experience.
- Minimum 3 years post-graduate experience relevant to their assignment. Alternatively, 10 years relevant working experience after secondary education diploma.
- Good proficiency of English
- Fluency in local languages where requested by the specific assignment
- Full computer literacy

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

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

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

Backstopping and support staff resources are likely to prove necessary in the following areas: editing, documentation, support to translation and interpretation, data entry, secretarial tasks logistical support and event organisation, visibility and communication tasks, project accounting and financial management.

Overall, the contractor shall ensure an appropriate mechanism for contract management, including logistics, and quality assurance of the project. Moreover, the contractor shall also ensure sufficient secretarial and other support staff at the operational base to demonstrate its strengths and competence in implementing the project activities in an effective and efficient manner according to the requirement of the contracting authority.

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 sufficient administrative, secretarial and interpreting provisions to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

The contractor shall possess adequate equipment to provide the deliverables under the assignment – including up-to-date high-quality hardware, such as laptops, cameras, lights, microphones, printers etc. and professional software used for graphic design, web development, video editing, photography, mobile applications, etc.

The contractor shall be available at short notice to address any outstanding need or request related to the tasks and deliverables requested under the contract.

The contractor is further expected to cover the following costs, among others, from expert fees (see General Conditions):

- Backstopping and support costs;
- Travel costs for mobilisation and demobilisation to their normal place of posting and all the administrative costs of employing the relevant experts; travel undertaken by any expert for mobilisation and demobilisation shall not be considered as working days;
- Visa costs;
- Necessary equipment and its maintenance and/or consumption for the experts and the support staff to be fully operational and autonomous: up-to-date high quality laptops and/or computers, IT accessories, necessary software, mobile phone, etc.;
- Intra-city transportation costs (taxi, bus, etc.);
- Any translation and interpretation needs not related to events, communication or visibility activities.

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 which 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 expenditures 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 of the contract. It covers:

- Media buying: paid content, purchase of advertisement space, etc.
- Influencers fees
- Travel costs and subsistence allowances for missions of key experts and non - key experts, outside the normal place of posting, undertaken as part of this contract upon prior approval by the Contracting Authority.
- Design, layout, editing, printing and related costs of campaign visual content. Cost related to event organisations as part of a campaign: event venue, equipment rentals, catering and relevant services (i.e. interpretation etc.).

The provision for incidental expenditure for this contract is **EUR 250,000.00**. This amount must be included unchanged in the budget breakdown.

Per diem are daily subsistence allowances that may be reimbursed for missions envisaged 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 - 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 needed. In any case, the use of incidental expenditure for this particular communication contract is subject to prior approval by the contracting authority of budgets for each communication and visibility activity/event.

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 20,000**. This amount must be included unchanged in the budget breakdown.

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

7. REPORTS

7.1. Reporting requirements

Please see Article 26 of the general conditions.

Interim reports must be prepared every six months during the period of implementation of the tasks. The narrative report should be based on the monitoring and evaluation system set up in the contract, using the Logical framework matrix (Annex b8g) if included in the contract. In the latter case, a narrative report must inform all the results as measured by the indicators defined in the logical framework. The narrative report must be provided along with the corresponding invoice, the financial report and an expenditure verification report defined in Article 28 of the general conditions. There must be **a final report**, a final invoice and the financial report accompanied by an expenditure verification report at the end of the period of implementation of the tasks. The draft final report must be submitted at least one month before the end of the period of implementation of the tasks. Note that these interim and final reports are additional to any required in Section 4.2 of these terms of reference.

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

To summarise, in addition to any documents, reports and deliverables 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 (12 pages max)	Analysis of existing situation and work plan for the project	No later than one month after the start of implementation
6-month progress report (15 pages max)	Short description of progress (technical and financial) including problems encountered; revised implementation plan of which the report refers to accompanied by an invoice and the expenditure verification report. Each report should also include a work programme for the following six months.	No later than one month after the end of each six-month implementation period.
Draft final report (30 pages max)	Short description of achievements including problems encountered and recommendations.	No later than one month before the end of the implementation period.
Final report (30 pages max)	Short description of achievements including problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report.	Within one month of receiving comments on the draft final report from the project manager identified in the contract.

7.2. Submission and approval of reports

The reports referred to above must be submitted electronically to the project manager identified in the contract. Financial reports in Excel format shall be added. 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 is requested to establish a permanent internal, technical and financial monitoring system for the project and include the results in the progress reports and final report. Every report shall provide an accurate account of the implementation of the project, difficulties encountered and changes introduced.

It is important to define indicators to measure and track the performance of this communication contract. These indicators should provide valid, useful, practical, and comparable measures of progress. Detailed indicators and targets will be defined during the campaign phase 1 outlined above.

Indicators should, as much as possible, be in line with the [Commission Communication 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 the 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 featured in a recognizable manner in the communication and visibility results, the contractor must obtain statements of consent from the persons concerned.

The contractor needs to follow the legal and contractual requirements as mentioned in Section 4 of the 2022 Guideline on Communicating and Raising EU Visibility: Guidance for External Actions.

The contractor will follow the copyright instructions listed in the 2022 Guidelines for the deposit of audio-visual material at the audio-visual library of DG Comm.

When communicating about issues falling within the Global Gateway scope, the contractor should use the Global Gateway brand and its visual identity together with the EU emblem.

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