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EU for YOU 2021

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1. BACKGROUND INFORMATION

1.1. Partner country

The Republic of North Macedonia.

1.2. Contracting authority

European Union, represented by the European Commission.

1.3. Country background

In April 2018, the Commission recommended to open accession negotiations with North Macedonia.

In its June 2018 Conclusions, the Council acknowledged the progress achieved and set out the path towards opening accession negotiations in June 2019. The Council underlined that the assessment of progress should be part of the Commission's yearly report and include further tangible and sustained results.

In line with the Council Conclusions, the Commission started the preparatory work, including through the technical explanation of chapters of the acquis. 'In light of the significant progress achieved and the conditions set unanimously by the Council in June 2018 having been met', the Commission recommended in May 2019 to open accession negotiations with the country. In June 2019, the Council postponed the decision to no later than October 2019. The European Council decided in October to 'revert to the issue of enlargement before the EU-Western Balkans summit in Zagreb in May 2020'. Thus, in March 2020 the Council agreed to the opening of accession negotiations with the Republic of North Macedonia.

Following the outcome of the European Council in October 2019, the political leaders agreed by common accord to organise early parliamentary elections on 12 April 2020. The Parliament dissolved on 16 February 2020. In line with the national legislation, a technical government, led by Prime Minister Spasovski and including two Ministers and three Deputy Ministers from the main opposition party, was appointed on 3 January 2020. In the context of the Covid-19 pandemic elections were subsequently delayed to 15 July 2020. In addition to organising early parliamentary elections, its strategic priorities include the opening of EU accession negotiations, completing NATO accession, reform of judiciary, fight against corruption and organized crime and implementation of the Ohrid Framework Agreement.

As a partner in this process, the EU is assisting the country by providing continued funding under the Instrument for Pre-Accession Assistance (IPA).

In the course of the long and challenging accession process, the Macedonians/citizens of the Republic of North Macedonia will need practical and objective information concerning the process, the required reforms and the related impact on their daily lives.

1.4. Current situation in the sector

The latest Standard Eurobarometer survey (spring 2019) shows that trust in the EU is 57%, a drop of 6% compared to autumn 2018. Still, 68% of the citizens favour EU membership, compared to the 16% who don't. 72% of the citizens are of the opinion that EU membership would benefit the country. Economic situation (35%) and unemployment (30%) are highlighted as the two biggest problems that the country is faced with. When asked how satisfied they are with their lives, 67% of respondents in the country said they were satisfied, while 33% were dissatisfied. As regards the trust in the institutions - 33% trust the government; 31% the Assembly, 36% the media and 20% the political parties.

National Democratic Institute (NDI)¹ conducted a research just prior to the onset of the COVID-19 pandemic and the formal entry of North Macedonia into the North Atlantic Treaty Organization (NATO), and the decision of the European to start accession negotiations with North Macedonia. The research revealed that, despite the delay in starting EU accession talks, voters remain strongly supportive (82%) of North Macedonia joining the Union. The voters also expressed that the delay in starting EU accession talks raised awareness among citizens that North Macedonia must complete more reforms to become a genuinely qualified candidate.

¹ <https://www.ndi.org/publications/ndi-poll-public-opinion-research-north-macedonia-februarymarch-2020>

2020 Balkan Barometer survey show that 59% of the respondents thought that EU membership would be a good thing. That is a solid majority and marks an increase of 10% in the last two years. However, 26% of respondents believe that EU Membership will never happen. This figure is also been on the up in 2019. This may reflect the uncertainty about the European perspective of the region after several inconclusive discussion on opening accession negotiations with Albania and North Macedonia, which – as the decision to open the talks was taken in March 2020 – is now a thing of the past.

Key findings of the survey as regards the Western Balkans are as follows:

- 71% corruption not fought properly compared to 61% in 2018
- 82% of citizens consider political parties most corrupt
- 13% - 20% in 2020 believe brain drain is concerning
- Citizens consider Covid-19 a high threat, and of businesses 65% considers it a threat, but 47% of businesses consider government measures helpful.

As regards the country context, 72% of Macedonian citizens are confident in retaining jobs, and 28% say brain drain is the biggest concern for the country's economy.

1.5. Related programmes and other donor activities

The EU delegation to North Macedonia has drastically increased in the past years its public diplomacy efforts in the country supporting a strategic approach to its information and communication activities.

In 2017 the Delegation has launched the “EUforYOU” campaign (#EUforYOU) to raise awareness about EU priorities and assistance to the country. A number of thematic campaigns have been designed with a sectorial approach and have involved the municipalities throughout the country¹.

In November 2019, the EU Delegation transformed the EU Info Centre in Skopje into a Europe House with the youth as main target group. The space operates as youth hub since November 2019 and is the core part of the EU information network already established and active throughout North Macedonia. Having regarded Europe House in Skopje as a success story, the EU Delegation has committed towards opening of local Europe Houses first in Kriva Palanka and Strumica as cultural hubs to spread information about the European Union.

In March 2020, on the occasion of marking the 20th anniversary of EU Delegation in North Macedonia, the “EUforYOU” logo was replaced with “EUwithYOU” (#EUwithYOU). The new logo was launched during the COVID-19 outbreak to confirm the continued support of the EU as biggest donor in the country and to announce the €66 million assistance to North Macedonia alone to fight the pandemics. The slogan #FutureTogether (#ИднинаЗаедно) was also introduced.

EU Member States embassies are active in promoting European integration issues via their own national initiatives. They also cooperate closely with the Delegation of the European Union in organising events related to the marking of Europe Day, as well as in promoting European culture. The EU Member States embassies often use the facilities of the Europe House in Skopje for presenting the work of the EU presidencies as well as for other types of promotional events, etc.

The website <https://euprojects.mk>, established in 2018, presents an interactive map of all EU-funded projects implemented under the Instrument for Pre Accession (IPA) in the Republic of North Macedonia. During 2018-2019 workshops have been held in all planning regions (covering the majority of municipalities throughout the country) on possibilities offered by EU financing instruments and ways to apply for EU-funded projects. In follow-up to these workshops, a network of designated representatives of all 81 municipalities in North Macedonia was put in place for better coordination and information sharing, but also training of trainers.

“EU for Culture” web-platform² was established by the EU Delegation in 2019 for events in the field of culture. The platform encompasses a calendar of diverse events catered for each demographic group together with the EU Member States Embassies.

Close cooperation with representatives of the civil society in communicating and informing about the European integration process is also a priority. Communication is primarily channelled through the

¹ Seminars have been held in several municipalities on possibilities offered by EU funds and ways to apply. The website <https://euprojects.mk/maps/map> presents an interactive map of all IPA funded projects in the Republic of North Macedonia.

² www.euzakultura.mk

National Resource Centre – established with EU-funding (www.rcgo.mk).

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

The overall objective of the project of which this contract will be a part is as follows:

To raise public awareness about the EU – its values, policies and programmes and assist EU Delegation's public diplomacy activities under the “EU with YOU” branding (or further upgrade of the logo to “EU is YOU”) for the years 2021 and 2022.

2.2. Purpose

The purposes of this contract are as follows:

- assist, support and advise the EU Delegation on day-to-day basis in successfully implementing EU's and its own information and communication strategy under the EU with YOU logo;
- raise public awareness and understanding of country's accession process, EU policies, functioning of EU institutions and activities of the EU Delegation in the Republic of North Macedonia;
- efficiently manage the Europe Houses in Skopje and in other cities (as well as the EU info network that includes 12 EU Info Points and 3 EU Info Relays);
- communicate benefits and obligations of EU membership (notably in the context of opening of accession negotiations) to target groups through well-tailored communication tools;
- support EU related events and networks in the country to improve EU-visibility and foster public debate on the EU and future of Europe;
- increase visibility and public knowledge about the Instrument for Pre-accession Assistance (IPA) and other EU assistance programmes applicable to North Macedonia.

2.3. Results to be achieved by the contractor

- achieve a high level of visibility of the EU, activities and its assistance in North Macedonia according to indicators listed in 8.1 (baseline and targets to be set during the inception phase);
- provide accurate, up-to-date and reader-friendly information about EU integration process of the country among citizens and target groups, including but not limited to media, educational establishments, organisations, youth groups (baseline and targets of country's support for EU integration to be set at the beginning of the project);
- coverage in print and electronic media of EU news, activities of the EU Delegation, Europe House in Skopje, Kriva Palanka and Strumica (and possibly Bitola), Info Points (and EU Info Relays) throughout the country, EU-funded projects and success stories;
- ensure professional and effective support to the network of the Europe Houses, 12 EU Info Points and 3 EU Info Relays throughout the country improving coordination and systemic networking among the different dots of the network;
- enhance the popularity of the Europe Houses as EU high visibility and aggregation venues with modern and welcoming facilities that offers educational, artistic and innovative cultural contents to different publics, in particular youth;
- increase the number of visits to user-friendly, operational and modern bi-lingual websites and social media presenting day-to-day work and activities of the EU Delegation, Europe House(s), and other EU communication network partners;
- preparation, implementation and completion of (at least two per year) national awareness raising campaigns under the general EU with YOU slogan;
- ensure regular and well-attended media-coverage of events to achieve the overall objective of the contract.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

- The interest for EU membership among the general public and specific target groups remains high, in particular in the context of opening of accession negotiations.
- Continued political will and support for reforms related to the EU accession process.
- Sustained Government commitment and political consensus concerning the integration of North Macedonia into the European Union.
- Low impacts of COVID-19 pandemic on democracy and EU integration process
- Other EU information providers (NGOs, professional associations, educational institutions and the media) continue showing interest and willingness to mobilise resources and to play a major role in maintaining and stimulating the discussion on EU related issues and the accession process.

3.2. Risks

- Further increase of EU scepticism and drop of the support for EU membership.
- Major domestic or international political developments taking precedence over the communication efforts for EU integration process.
- The COVID-19 related crisis will divert public attention from the EU accession process.

4. SCOPE OF THE WORK

4.1. General

The Contractor's role will consist in assisting the EU Delegation by providing expertise, services and products for the implementation of communication and information activities, campaigns and specific events. The Contractor will advise, propose, coordinate, organise and implement the activities mentioned below in accordance with the requirements of the EU Delegation and its communication strategy.

4.1.1. Project description

This project aims at increasing the level of information and public awareness about the EU in North Macedonia, including EU policy objectives, accession process and EU assistance to the country. This will be achieved via communication activities and effective and dynamic awareness raising 'EU for YOU' campaigns under the guidance of the EU Delegation.

The key activities within the project are:

- A. Europe Houses (EH) in Skopje, Kriva Palanka and Strumica¹ - the Europe Houses are to remain as the main information hub, the lead communication network generator and central point of EU-related events in the country. The Contractor will create and implement, among others, the following activities, as well as ensure and cover costs of all requirements as regards staff and premises of the EHs:
- full management of public space everyday activities and defined services with the aim of attracting attention and increasing number of visitors, not just in quantity but also in terms of new categories of visitors (notably youth);
 - promotion of EHs in North Macedonia as the main EU information hub with integrated outreach activities organised also via EU Information Points;
 - promotion of EU assistance and raising awareness of the EU as the largest donor in the country.
- B. EU Information Points (EUIPs) and EU Info Relays (EUI-S) - supporting and building capacity of

¹ Other local EH might be agreed with other municipalities and added to the contract (discussion currently ongoing with Bitola, other municipalities express interest). The day-to-day management of these will be supported by the contractor.

all the existing EUIPs and EUIs in their performance, among others, covering the costs of all requirements as regards necessary activities:

- promotion of EUIPs and EUI-S in respective regions and raising awareness on EU topics;
 - promotion of EU assistance and raising awareness of the EU as a donor, focusing on respective regions, towns and villages;
 - supporting joint initiatives and programmes especially tailored to youth.
- C. Media - One of the core tasks of the Contractor will be to work with all media in the country to ensure that they receive news about the EU, EU– North Macedonia relations, as well as information on EU assistance. More precisely, support to media and maintenance of media relations through organisation of:
- dissemination of information about the EU and candidate countries' accession, including the needed reforms and benefits;
 - organisation and execution of press events (e.g. press conferences, briefings, luncheons, trainings, joint projects, other);
 - drafting of news stories, other information and its dissemination;
 - technical support to ensure media presence at events;
 - press clipping and media monitoring.
- D. Events - designing, organising and supporting public events (e.g. conferences, roundtables, panel discussions, trainings, debates, workshops, quizzes, sport activities, competitions, networking events, exhibitions, literary readings, film projections, receptions, lectures, prize trips, other). In particular the contractor will organize:
- At least 4 events per week at the EH in Skopje and 2 events per week per each EH in other cities;
 - At least 4 national contests per year, including:
 - Jean Monnet Media Award;
 - Babylon Best Young Translator Award,
 - European of the Year
 - Municipality of the year
- E. Campaigns - designing, organising and implementing thematic campaigns in the framework of the overarching EU for YOU slogan. At least two campaigns – one in autumn and one in spring – will be organized every calendar year in addition to the Europe day/ Europe week annual campaign. The campaigns will need a creative design of visuals and materials; and promotion in the wide reach media (including media buying). Opinion polls and focus groups will be used before the campaign to select the messages and set a baseline, and after it to objectively measure the impact of the campaign and provide lessons learned.
- F. Networking – cooperation with media, authorities, civil society organisations, private and public cultural entities, academia, etc. to create synergies and multiply information to the public about the EU. At least 20 sponsorships per year will be provided to selected partner organisations, upon approval of the EU Delegation.
- G. Information products – creation, editing and timely distribution of stories and information products to the wider public (non-exhaustive list: translation of HQ publications, press material, original publications, leaflets, audio-visual products, feature stories, infographics); maintaining a regular EU news mailing service.
- H. Online communication – content creation, editing, hosting, developing, daily updating and technical management of all web and social media accounts of the Europe House, creation of new ones and promotion of all online profiles; updating and maintaining the online database of EU funded projects and EUforCulture.
- I. Opinion poll – two opinions polls per year – normally in March and November – are organised in liaison with the EU Delegation. These polls will be used also to prepare and evaluate the impact of EU information campaigns.
- J. Audio visual production – content and format to be developed upon request of the EU Delegation; final approval and means of dissemination also rest with the EU Delegation. Production could be

sub-contracted – upon prior approval by the EU Delegation – in view of ensuring the best quality. The vendor shall be selected in a competitive, fair and transparent manner ideally upon project commencement and may be encouraged to offer a discount should the cooperation be established for the entire project duration.

K. Technical assistance and immediate response to ad-hoc requests – assisting and supporting the EU Delegation by providing:

- *simultaneous and written interpretation/ translation services including language quality control*
- *archiving*
- *database production and mailing/contact lists*
- *logistical and transportation arrangements*
- *design and production of exhibition and promotional material*
- *application of DG NEAR indicators and targets for communication activities (templates to be provided by the EU Delegation upon project commencement)*
- *development and management of online events*
- *other technical and information support requested by the EU Delegation.*

4.1.2. Geographical area to be covered

The entire territory of the Republic of North Macedonia.

4.1.3. Target groups

Europe House is set to operate primarily as youth hub with the youth as main target group and specific focus on university and high school students (incl. youth associations). In order to attract youth from all walks of life the approach also includes artists and artisans, cultural institutions, sportists and sport associations, civil society organizations, national and local media, business community (not limiting the banking sector).

The following target groups are not excluded from the list:

- general public;
- children from elementary school and kindergartens;
- opinion makers, public figures, influencers;
- governmental and local municipal institutions and organisations;
- academic circles and think-tanks;
- rural communities and farmers;
- SMEs and business community
- banking sector.

4.2. Specific work

The Contractor will be required from day one to be up to the task and be able to provide all the necessary technical and information assistance and support services to the EU Delegation. The tasks to be carried out by the Contractor are split into the following activities:

4.2.1. Inception phase

The Contractor shall implement the following ongoing activities which include, but are not limited to:

- Week 1 – ensure smooth handover both in practical and contractual¹ terms with a handover report

¹ Sign new or amend the existing contracts for insurance of the EH premises (incl. equipment), cleaning

signed by both the Contractor and the predecessor (the report shall include the list of all items that are the subject of hand over, incl. the app for young people developed in 2020)

- Week 1 – provide detailed list of subcontractors to be approved by the Contracting Authority
- Week 1 – ensure availability of a fully functional EH Skopje team with functional mailboxes (euhouse domain) for all contract experts (within two weeks maximum)
- Week 1 – take over the maintenance and uploading of EH website and existing social media sites/profiles (Facebook, Instagram, Twitter and YouTube) and server management;
- Week 1 – ensuring continued functioning/running of the Europe House in Skopje (incl. functioning and maintenance of all technical equipment¹), as well as uninterrupted coordination with the EU Info Network (EU Info Points and EUi)
- Week 2-3 – analyse the state of play with EH in Kriva Palanka and Strumica (and Bitola, if applicable) and make detailed planning for their smooth functioning/running (at least availability of experts and draft programme)
- Week 2-4 – start with the preparations to launch a new ‘EUwithYOU’ campaign in spring 2021;

When and where possible, a start-up meeting will take place during the first week of the contract signature with the EU Delegation and the existing projects/Contractor(s) to analyse the current situation and handover modalities. The current Contractor(s) and the new Contractor will be required to work hand in hand for the handover. It is absolutely essential that this handover is made efficiently and that there is at least the same standard in provision of information and communication services to the public.

The inception phase will end within four weeks from the project commencement and with the submission of the Inception Report.

4.2.2. Implementation Phase

Operation and Management of the Europe Houses

The Europe House in Skopje shall be open from Monday to Friday from 9:00 to 18:00 and Saturday from 10:00 to 14:00, except on official holidays. Local Europe Houses (Kriva Palanka, Strumica and others) shall be open from Monday to Friday from 10:00 to 17:00 and Saturday from 10:00 to 14:00, except on official holidays. Exhaustive non-working days for all the EHs will require prior approval by the EU Delegation. The EHs may also have to be open at other times, at the discretion of the EU Delegation. The EU Delegation may request, exceptionally, the experts to work on weekends (Saturdays beyond EH working hours and/or Sundays) and public holidays, as well as travelling within/throughout the country. The Contractor will be in charge of the day-to-day implementation of activities of all the Europe Houses.

An indication of EH tasks will be the following:

- ensure proper financial and administrative management of all the EHs, including utility expenses, installation and use of telephone lines and internet connections, relevant insurance and maintenance of EH equipment and inventory, IT and technical support, security, regular cleaning and garbage;
- operate EH in Skopje primarily as a youth hub and public space for youth activism and engagement with regular programme adopted on quarterly (but preferably yearly) basis and being updated every month in close coordination with the EU Delegation in order to better respond to the needs of the youth;
- operate EHs in Kriva Palanka and Strumica (and other cities, as appropriate) as youth hubs and public spaces for youth activism and engagement with regular programme replicated/adapted from EH Skopje in order to respond to the needs of the youth in the respective municipality and wider region (incl. cross-border);

services, telephone, electricity, water, media monitoring & press clippings (list not exhaustive)

¹ On-site training, if needed will be arranged to be provided

- provide information about the EU (one-stop shop), referring to specialised information sources, as well as interact with local and regional stakeholders, multipliers and media;
- host and organise debates, lectures, seminars, workshops, info-days, networking events, trainings, briefings, film screenings;
- host events and regular activities such as press conferences, debates, trainings, thematic days, lectures, cultural events, exhibitions, quizzes for children/youth; movie projections, Saturday matinees for children, competitions, etc.;
- procure giveaways and promotional materials (in prior agreement with the EU Delegation);
- ensure functioning and maintenance of all technical equipment, in particular in the meeting/conference room;
- ensure provision of functional devices (tablets) for visitors with free of charge Wi-Fi, coffee & water (self-service);
- answer inquiries by web, phone, e-mail, messenger and face-to-face;
- disseminate and display brochures and information materials;
- provide standard 45 minutes to 1 hour lectures on EU to visiting groups;
- prepare and maintain a Frequently Asked Questions (FAQ) and Answers database;
- prepare and maintain publications, databases and monitor stock levels;
- prepare and maintain contact lists (media, government, public figures, civil society organisations, educational institutions, private sector and other) at least with names if not other credentials;
- operate and animate networks of multipliers that will also be hosted for events at EUIPs;
- provide efficient archiving and storage;
- track and analyse number of visitors, inquiries, events and FAQ by applying DG NEAR indicators and targets for communication activities (for reporting purposes);
- participate at fairs and open air events with EH/EUIP/EUI-s stands;
- ensure that sufficient and qualified staff (when relevant incl. technicians, handyman) carries all required tasks and is present during working hours;
- maintain relations of cooperation with the civil society organisations (by involving the National Resource Centre, as appropriate), public administration, Member States' embassies and cultural institutes pro-actively, co-organise events;
- ensure EH premises are tidy and clean, inviting for the visitors (incl. socially disabled), have access to utilities and drinking water.

The Covid-19 outbreak demonstrated how the communication environment can drastically change in matter of days. The contractor should be prepared for a situation where physical events and gathering are not possible and have a contingency plan to transfer a significant part of its activities on-line including:

- the organization of online meetings, workshops and conferences through platforms such as Zoom, Webex or others (as appropriate);
- stepping-up of outreach through social networks, by providing daily content;
- the organization of on-line information 'EUwithYOU' campaigns.

The Contractor cannot engage volunteers to work at the EH. However, traineeships are permitted (even encouraged) in line with the local legislation and upon prior approval of the list of trainees by the EU Delegation.

Support to the EU Info Points and European Union Info Relays

The EUIPs and EUI-S will act as regional EU information hubs, mirror the EHs activities locally and conduct activities most relevant to their audiences. The EUIPs should be the main point of contact for local media outlets and other actors/multipliers promoting EU in respective regions or municipalities.

The EUIPs and EUI-S are outreach information points for the Europe House in Skopje, Kriva Palanka and Strumica and they should complement the work of the EHs (when and where possible) at local and regional level. The EUIPs and EUI-S are to support EHs led activities in the region, as well as provide input for all information and communication products, including, if necessary, websites and social media sites.

The Contractor will develop management plan for effective and efficient coordination of the 3 EHs and 15 EU information points in the country. It will provide operational and partial financial support to EUIPs and EUI-S for their activities.

The Contractor shall organise regular events, host a public space open to the public within the designated hours, which is to be managed with at least one person (see non key experts).

The Contractor will create and implement some independent local EUIP-led information and communication activities, such as competitions, exhibitions, lectures, debates and other for each EUIPs and EUI-Ss, reflecting specificity of the regions and local public, specifically for youth and media interests.

The Contractor will provide support and access to the libraries of EUI-S.

Media and media relations

The Contractor shall continue existing, and organise new, substantial media partnerships (TV, radio, print, agencies, online) with national and local media outlets in the country and through media buying ensure wide media coverage of EU-related information, events and campaigns.

The Contractor will organise and support the EU Delegation with press conferences, press briefings, information sessions and/or other events for the media in line with EU Delegations instructions and guidance.

The Contractor will draft and produce all information material to the media (regular news mailing service, press announcement, press releases, news flashes, media coverage reports, other), which will be the subject of prior approval by EU Delegation.

The Contractor will use European Commission, European External Action Service and European Council, EU Delegation and EH website and social media channels, videos, audio stories, adapt them in radio form, and distribute them regularly by e-mail to local radio and TV stations.

When requested, the Contractor will organise media trainings and workshops at the EHs and on a smaller scale, at the EUIPs. They are to be one day events, with a participation of some 10 local journalists from various media outlets. They are aimed at raising awareness and understanding of media editors and journalists at the local level on EU policies and EU assistance. The Contractor will cover the cost of travel and accommodation for participants, as well as provide and prepare relevant material for participants, offer refreshments and catering.

The Contractor will also organise press events, luncheons/briefings at the EH/EUIP or other venues, for EU high-level visitors, Delegation officials, with media editors and journalists.

The Contractor will provide multimedia and social media coverage services for EU-led events and materials.

The Contractor will be required to maintain a media contact list, as well as disseminate to the media all relevant information material on a regular and ad-hoc basis.

The Contractor will assess and review with the EU Delegation the media monitoring and reporting arrangements currently in place. It will design a new format with a stronger focus on EU policies/projects related news and will agree with the EUD new layout for regular media monitoring reports.

Events and events' management

The Contractor shall provide full support in event management and campaigns from advice, design, concept, organisation and follow-up (e.g. conferences, roundtables, panel discussions, trainings, debates, workshops, quizzes, competitions, networking events, exhibitions, book/brochure presentations, film projections, receptions, other), list of participants/speakers, moderators, logistics, stand provision, provision of high- quality simultaneous or consecutive interpretation from English (or other) into Macedonian and Albanian language and *vice versa*; catering, invitations, publicity, promotion, provision of photo and video records and full production of corresponding publication such as leaflet/flyer or posters, and audio/visual products for further dissemination.

The Contractor shall organise fully at least **four (4) public events per week at the premises of the Europe House in Skopje and at least two (2) events per week in the EHs in Kriva Palanka and Strumica. In addition, the contractor will organize at least four (4) events per month in the EUIPs or outdoors - this is additional to the regular events that take place with partners.**

Events can also be part of information and awareness raising campaigns.

Special events are to be organised with participation of Head of Delegation/Ambassador or any other EU high level officials, regular and ad-hoc, for different target groups.

The EU Delegation may propose other events for which the Contractor shall provide full or partial event organisational support.

The Contractor shall pay special attention to EU-funded sponsorships and assist the projects in raising visibility of EU assistance provided therein. The Contractor will also offer full support in recognition of the EU assistance in the country and provide input to the euprojects.mk platform.

The Contractor shall create and organise at least four (4) country wide contests per year (e.g. media, photo, painting, writing, other) for general public and specific target groups (eg, translators, youth, journalists, etc). The competition contents are to be highly promoted through the websites and social media channels. Appropriate prizes/awards are to be decided with the EU Delegation.

Currently, topics of the four contests are:

- Jean Monnet Media Award
- Babylon Best Young Translator
- European of the Year (on the occasion of Europe Day marking)
- European Municipality of the Year (under “Za chisto kako doma isto” campaign)

However, these may be changed/replaced in the course of project implementation – subject to preference of the EU Delegation.

Finally, each year the Contractor will support the EU Delegation in the preparation and realization of the initiatives for the celebration of the Europe day (9th May).

The technical and logistical support to be provided entail full organisation, and the Contractor shall provide:

- draft Europe Day programme for prior approval by the EU Delegation
- logistical support and arrangements with the selected venue vendor(s) on behalf of the EU Delegation
- technical support of audio-visual equipment and provision of technical requirements for both indoor and outdoor events;
- provision of all licenses and requirements for outdoor events;
- engagement of professional interpreters providing simultaneous and/or consecutive translation services. The Contracting Authority will approve the proposed pool of interpreters which should be of high professional quality and available on a rotating basis or based on the availability or unavailability of a particular member;
- photo and A/V coverage;
- following events, briefing reports (in electronic form) with event's output, outcome, attendance and media coverage.

‘EUwithYOU’ campaigns

The EU Delegation has launched a new national information and awareness raising campaign in 2017 under the overarching slogan “EU for YOU”. The EUD in Skopje initiated 4 (four) thematic

communication and visibility campaigns for general public at large on different issues/sectors: (1) Environment; (2) Human Resources (Education, Employment and Social Inclusion), (3) Transport and (4) Local Development (in the form of municipal visits) - all directly linked to IPA financial assistance (sector-based approach). 2019 was focused on support the grass-root movements in keeping the nature and environment clean #ZaCistoKakoDomaIsto, debates with young people across the high-schools in the country about the “The vision of youth about the European Union”, as well as setting the Europe House in Skopje as brand that is easily recognizable among the youth. With the COVID-19 outbreak in early 2020, the “EUforYOU” campaign to mark the 20th anniversary of the EU Delegation in the country was organized fully on-line. The logo was also changed to “EUwithYOU” under this occasion, followed by the slogan “Future Together”.

As a follow-up of the campaigning approach, the Contractor will organise at least two (2) thematic large-scale national campaigns per year. The Contractor will be responsible for creating and organising these in the contract implementation period. The Contractor will be expected to produce all creative and visual materials (some of these elements may be the subject to subcontracting upon prior approval by the EU Delegation) and provide wide range of media screening at national and local level with a clear communication plan and media buying.

The Tender Application (part of the Organisation and Methodology) needs to describe the approach in the campaign design and provide some previous visual examples of the campaigns that the contractor has undertaken in the past.

As part of the Inception Report, the Contractor will have to propose and produce a creative design with messages for the spring 2021 themed campaign (draft campaign). The thematic visual production and materials need to be highlighting EU interventions and EU assistance in the country. As part of the visuals, the Contractor will also submit a draft media plan.

In addition, the Contractor should organise a large scale visibility campaign built around Europe Day 2021 and 2022. The Contractor shall propose in December 2020 the Europe Day/Week/Month 2021 concept and the same order will be applied next year. The concept should consist of a variety of information, education, cultural, entertainment and other elements, to take place in Skopje as well as in other towns throughout the country, seeking partnership with local authorities and multipliers.

The Contractor might be requested to propose and produce four (4) short audio-visual materials for campaigns (e.g. short promotional films, events and campaign commercials, cartoons, TV or/and radio jingles, other). The Contractor will submit to the Contracting Authority the script of audio-visuals to be produced for approval and will have to guarantee TV outlet that will screen the short audio-visual materials.

Networking

The Contractor will ensure that the Europe Houses in all cities and EU info network supports also other actors in the country active in promoting EU values and informing about the EU. The Contractor may propose sponsorship proposals and cover the partners' costs with sponsorship from incidental expenditure.

At least 20 sponsorships per year will be provided to selected partner organisations upon approval of the EU Delegation.

The Contractor shall identify new possible partners and propose common events with EHs/EUIP/EUI-s involvement and participation.

Production and management of information products

The Contractor will be responsible for the entire management and production process (purchase, acquisition, translation, design, drafting, printing, distribution) of publications (books, brochures, flyers, leaflets, factsheets, infographics, videos) to be produced under this contract. The selection/choice of information products will be proposed by the Contractor or EU Delegation and should meet the interest of different target groups.

The Contractor will provide scripts, writing and editing of a selection of EU information products in local languages and in English when required on the EU, its policies, funding, etc.

The Contractor will identify and propose to the EU Delegation films, videos, and publications useful for purchase, distribution, translation, elaboration and publication.

All appropriate information products, i.e. videos, publications, leaflets, flyers, etc., are to be displayed on-line (as appropriate), at the EH/EUIPs and for events/campaigns.

The Contractor will make sure that the publications contain adequate disclaimer, photographs, graphs, as well as responsibility relating to copyright issues. The Contractor will edit, translate, prepare the layout and prepress, print and distribute all information products, which will be discussed in close cooperation with the Contracting Authority. The Contractor shall provide copyright, design, translation, screening, printing and distribution of information products that are to be produced under this contract and for dissemination throughout the country (media, libraries, schools, other).

The Contractor will be required to submit for approval the design and content of all information products to the Contracting Authority before printing. It is of utmost importance that all material goes through a thorough quality check by the Contractor, in linguistic, accuracy, substantial, visual, grammar and language aspects, etc., before reaching the Delegation.

The Contractor will produce – on regular (quarterly) basis – newsletter with facts&figures about the work of EHs in the past periods. The Contractor will be responsible for the design of this newsletter, but also of the invitations to EHs events (e.g. movie projections, cultural stories, kids matinees etc.), certificates etc. – and these will be the subject of prior approval by the EU Delegation. The Contractor will also be responsible for maintenance of the app for young people developed in 2019 (details to be provided by the EU Delegation upon project commencement), as well the electronically available information.

The Contractor will make sure that enough copies of information products are available at the EH/EUIP and will timely plan reprinting for larger activities such as Europe Day, fairs, other.

The Contractor will arrange local languages subtitling of audio-visuals produced by the Commission or EEAS, as needed.

The Contractor is responsible for production and quality control of all information products delivered under this contract.

On-line communication

The Contractor shall provide full management of Europe Houses website and (existing) EHs social media sites/profiles (Facebook, Instagram, Twitter and YouTube). New channels can be opened upon request of the EU Delegation. The EU Delegation shall be the primary source of information as regards activities related to its mandate for which the Contractor shall provide shared management of EUD social media sites/profiles (Facebook, Instagram). While managing the on-line communication, the Contractor shall ensure clear distinction between the websites and social media sites/profiles of the EH on one hand, and the EU Delegation on the other (misleading of the public should be avoided). The contractor should propose how best and for what to use new online communication tools. Possible changes to this requirement will be communicated to the Contractor in advance.

The Contractor shall maintain the “EU for Culture” platform that was established for events in the field of culture www.euzakultura.mk. The platform encompasses a calendar of diverse events catered for each demographic group together with the EU Member States embassies.

The Contractor shall provide updates, full technical maintenance and adequate level of security of the EH website and support when and if necessary EUIPs’ and EUI-s’ web sites. The Contractor will have full accessibility and control of all content management, regardless whether certain technical elements require outsourcing to third parties. The project includes the regular editorial maintenance and content update in English and both local languages sections of websites, as well as all subsections, links, search engines and short-cuts to related sites. The Contractor will popularise both websites and direct traffic to them from social media, innovate, constantly and pro-actively update their contents and increase number of users.

The Contractors' task relating to **web outputs** include, but are not limited to:

- prepare and upload texts, data-bases, tables, graphs, applets, images (video and photo) and sounds, ensuring coherence of all elements, following the pattern of internet pages of EU institutions;
- news and information on EU and related assistance programmes implemented in the country and the Western Balkans;
- update and correct uploaded information as needed;
- produce and disseminate news from events/activities organised and attended by the EU

Delegation;

- articles and texts, including own production and also material provided by news agencies or EU institutions and other sources while respecting copyright rules, with a focus on EU Delegation activities;
- maintenance and updating of an automated mailing list for distribution of press releases and other information. This mailing list should be open to subscriptions through the web sites;
- explore the possibilities of educational database(s) for further upgrading and subscription of educational materials (e.g. journals, articles, etc.).

The Contractor will produce a social media strategy and action plan for communicating the 'EUforYOU' thematic campaigns. The following existing social media sites will be managed by the Contractor: YouTube, Facebook, Instagram, Twitter, Flickr, SlideShare (list is not exhaustive).

The Contractors' task relating to **social media outputs** are, but not limited to:

- sharing Facebook posts of the EU Delegation; cross-posting shall be ensured;
- retweeting posts by EU Head of Delegation, EU leadership (Commissioner Várhelyi, VP Borrell, others);
- creating and implementing weekly social media plan through daily selection and posting of content, under the general guidance of the EU Delegation. The Contractor shall create, publish and publicize content (text, audio-visuals etc.) on the chosen social media;
- posting and sharing information from the websites of the Europa domain, the EU Delegation and the EHs, posts from EU Tube, as well as relevant websites of partner institutions, government, civil society and others communicating on EU relevant issues;
- latest information on EU assistance and providing up-to-date project summaries (these will also be used for thematic campaigns);
- sharing stories on events/activities organised or attended by the EU Delegation, events at the EHs/EUIPs;
- raising the level of debate on social media about EU policies, values and projects;
- creating interactive platforms and building a strong online community;
- provide a proposal for upgrading access of visitors to modern technologies in the EHs;
- ensure EHs live debates to be web streamed to any local sites.

Audio Visual Production

The Audio-Visual production (incl. the elements that will be the subject of subcontracting) will be proposed by the Contractor for prior approval by the EU Delegation. The screen plays will also be the subject of approval by the EU Delegation.

Possible not exhaustive productions:

- Production of videos in the context of campaigns or in the form of e.g. footage of testimonials, statements, debates etc.;
- Production of short radio stories;
- Availability of all video products on the internet for free viewing (including on EU Delegation's and EH's web sites, YouTube, etc.);
- Production of pop-ups with latest EU news to be broadcast during the TV programmes/video clips airing.

Technical Assistance and support services

The Contractor will provide the following technical assistance support and services:

A. Interpretation support

Public events and visits of Delegation officials in the country require the engagement of professional interpreters capable of providing both simultaneous and consecutive translation for English and/or official EU language to both local languages (Macedonian and Albanian) and vice-versa. When required, the Contractor shall be requested to engage an interpreter.

The Contractor will compile a list of available interpreters of high professional quality, and the Contracting Authority will approve the proposed pool of interpreters which should be available on a rotating basis or based on the availability or unavailability of a particular member.

B. Transportation

The Contractor will provide transportation services for selected participants to trainings, events and media visits (at the amount equal to return bus ticket) and/or cover other relevant expenses.

C. Europe Houses premises

The Contractor will handle all tasks and cover all expenses related to insurance, security, maintenance, cleaning (incl. disinfection) of the EHs.

D. Design and production of promotional material

The Contractor will provide design, printing and distribution of a selection of EU branded promo materials such as: organizers, agendas, posters, calendars, pens, pencils, T-shirts, hats, umbrellas, memory sticks (USB), mugs, flags, key chains, backpacks, balloons, sport balls, tote bags, masks, folders (list not exhaustive) or other, as suggested by the Contracting Authority. The Contractor may be also suggested to provide VIP promo materials provided that their value is in line with the anti-corruption guidelines.

Promotional materials are to be distributed at events and activities, as prizes and/or giveaways for events' participants.

E. Organisation of Opinion polls

The Contractor shall organise two quantitative nationwide representative opinion polls and two qualitative (focus group) survey per year throughout the duration of the contract. The opinion poll shall be made on a sample of about 1,100 respondents; the questionnaire should consist of 60-80 close-ended field questions to be carried out during Q2 and Q4 every year. The survey shall be made in three different locations in the country (Skopje, Tetovo & Strumica), and shall be carried out during the first trimester of 2021 and 2022. The focus groups should be composed of a mixed group of people (gender, age, nationality, education) in line with the proposed methodology.

• Technical assistance and response to extraordinary circumstances

The Contractor will provide upon request of the EU Delegation other technical assistance which may arise during contract implementation (e.g. COVID-19).

The Contractor will be required to adapt its work by identifying and proposing visibility opportunities, display initiative and sound judgement in consultation with the EU Delegation.

4.2.3. Final phase

Completion and handover

At the latest one (1) month before the end of the contract, the Contractor will prepare the handover of the EHs premises and all contract outputs. The Contractor will share all know-how and ongoing contract activities and plans with the next Contractor. The Contractor will continue to be responsible for the contract ongoing activities during the last month, but will cooperate hand in hand with the successor Contractor (subject of availability). The Information & Communication activities of the EU Delegation should continue smoothly and the handover should be undertaken swiftly. It is an obligation of the Contractor to actively transmit experiences to the next team. In parallel, during the closure of the project, the Contractor will produce a clear and detailed Handover Document for the next Contractor as well as deliver samples of all information material duly labelled and catalogued.

The new Contractor will be fully responsible for all the elements of the handover, from physical files of all information materials, visuals and audio-visuals, in-design files labelled and dated with details of format and duration in 2 formats (open that permits introduction of change for reprint and redesign and second closed version), databases, mailing lists, EH/EUIPs library, archive and all technical information relating to content management system (CMS), websites, social media network accounts, administrator passwords, hosting, domains and filing takeover.

The Contractor will also provide information as to the condition of EH and EUIP premises, furniture and equipment and identify physical changes required or items that may be displaced or unusable (damaged/broken) as well as an account of all information products.

4.3. Project management

4.3.1. Responsible body

The Delegation of the European Union to North Macedonia maintains the overall responsibility for

the management of this contract.

4.3.2. Management structure

The Delegation of the European Union in North Macedonia will appoint member of its staff to act as Project Manager (substitute will also be ensured). The Contractor will receive instructions from the EU Delegation at all the stages of the implementation of this contract.

Monthly Project Progress Meetings may be held on regular basis between the Contractor and the EU Delegation's Press and Information team under the overall direction of the Head of Info&Comm Section. The Contractor shall prepare minutes of these meetings which will be sent to the Project Manager for comments (if any).

Ad-hoc coordination meetings may be called upon at any stage during the performance of the contract either by the Contractor or by the Project Manager.

E-mail communication is to be considered as main channel of day-to-day communication and coordination (incl. consultations, reporting, prior approvals etc).

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

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

The Contracting Authority shall provide the premises of the EH in Skopje and will cover the expenses for the rent. The EH at the EU Delegation in Skopje building has a gross surface of 260.4m² at the ground floor with a separate entrance and separate utility systems (water, electricity, HVAC).

The EHs in Strumica and Kriva Palanka¹ have a gross surface of 73 m² and 127 m² respectively. The EH in Kriva Planka is located at Marsal Tito 230 and the EH in Strumica at B. Mucheto bb; both premises (ground floors of public buildings) are owned by the respective municipalities. A memorandum has been signed between EU Delegation and the two Municipalities in January 2020 to define practical arrangements. The memorandum with the Municipality of Bitola is still under negotiation.

5. LOGISTICS AND TIMING

5.1. Location

The Contractor shall perform all required services in North Macedonia.

The operational base for the project will be in Skopje. Some experts will required to perform their services and activities at the EHs in other towns throughout the country. Some experts will required to travel to the regional Info Points on regular basis. The Contractor will be required to organise on-site visits.

5.2. Start date & period of implementation

The provisional start date is 1st December 2020 and the period of implementation of the contract will be 24 months from this date. Please refer to Articles 19.1 and 19.2 of the Special Conditions for the actual start date and period of implementation.

The contracting authority may, at its own discretion, extend the project in duration and/or scope subject to the availability of funding up to the estimated amount of approximately EUR 2,300,000.00. Any extension of the contract would be subject to satisfactory performance by the contractor.

6. REQUIREMENTS

6.1. Staff

All experts (both key and non-key) will be part of the EHs team and shall perform their duties in

¹ Construction and refurbishment of EHs in Strumica and Kriva Palanka to start in July 2020 and expected to be completed by end 2020.

North Macedonia. Exception to the rules indicated in this paragraph will be the subject of prior approval by the Contracting Authority.

Leave will be the subject of prior approval by the Project Manager (or his/her substitute) in line with articles 21 and 22 of the General Conditions. All experts under this project are to announce their leave absence at least 48 hours in advance. Absence due to sickness is to be notified in writing to the Project Manager (or his/her substitute) at least on the first day of occurrence and with estimate duration.

All experts mobilised under this contract must:

- A. be fluent in English language (both written and spoken);
- B. (except for the Team Leader) be proficient in Macedonian and/or Albanian (at least two non-key experts);
- C. have excellent presentation, reporting and communication skills;
- D. have proven knowledge about the EU, its policies, and country political and economic situation;
- E. have excellent knowledge of both traditional and modern communication tools;
- F. have strong drafting and public speaking skills (at least the two key experts).

Any qualifications, skills and experience stated in the respective CV of an expert must be substantiated by supporting documents (with accurate translation into English), such as stamped copies of degrees or diplomas and employers' certificates, otherwise they may not be taken into account. In addition, for all the references stated in the CV of the key expert, the exact functions and duration of the key expert's project involvement/employment must be indicated in the format "from MM/YY to MM/YY".

The EHs team shall have sufficient knowledge of the EU procedures and the Practical Guide (PraG) to ensure sound financial management of the project, but also cover for the financial reporting to the Contracting Authority.

The remuneration offered to the non-key experts by the Contractor needs to correspond to their qualifications and heavy workload encountered at the EHs.

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. Recruitment of civil servants and other staff of the public administration during the project implementation shall be the subject of prior written approval by the contracting authority. Recruitment of employees in the private sector during the project implementation shall be governed by the Law on labour relations (Article 121 therein).

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

6.1.1. Key experts

The key expert has a crucial role in implementing the contract. These terms of reference contain the required key expert's profile. The tenderer shall submit CV and statement of exclusivity and availability for the following key expert:

Key expert 1: Team Leader – EH Director (440 working days)

The Contractor should designate a senior manager as Team Leader who will be responsible for conceptualisation, planning and implementation of all communication and information deliverables (all outputs under the contract) as well as quality control. The Team Leader shall be present on regular and full-time basis at EH Skopje in order to create and ensure team work and synergies between all activities of the EU Delegation the EHs and EUIPs, and ensure that they are part of an overall concerted programmatic approach. If considered necessary, the Team Leader might be requested to coordinate his/her presence in order to ensure availability also at the local EHs. The Team Leader shall act as faithful adviser to the EU Delegation on issues of his/her competence, incl. financial management of the project in overall.

S/he must have good knowledge of the media, public relations market, communication consulting, marketing approach, (political) marketing campaigns and strategic communication. S/he must have sound understanding of government and public institutions, civil society organizations, and a broad knowledge of EU and EU-North Macedonia relations. S/he must have proven knowledge of the EU procedures and be prominent with the Practical Guide (PraG) to ensure sound financial management of the project incidental expenditures and expert fees, but also cover for the financial reporting to the

Contracting Authority.

S/he will provide guidance to all experts (located in Skopje, Strumica, Kriva Palanka and/or other municipalities) in performance of their duties, and have a decisive role in ensuring efficient use of human and financial resources, smooth daily operation and crisis management. The Team Leader should ensure that the information campaigns are well coordinated with other Europe Houses' activities.

S/he should be able to work under pressure and in quickly changing information environment. When required, s/he will be expected to perform his/her duties during weekends and public holidays, as well as travel within the country.

S/he will ensure discretion and trust in relations with the Contracting Authority.

The Team Leader will be the main reporting and contact point for the EU Delegation on this project.

Qualifications and skills

- Bachelor's degree - where a university degree has been awarded upon completion of three years study - in a university or equivalent institution in Economy, Law, European Studies, Communication, Marketing, Journalism, Social/Political Sciences, Business Administration, or similar;
- Fluent in English language (both written and spoken);
- Knowledge of Macedonian and/or Albanian will be considered as asset(s).

General professional experience

- Minimum three (3) but preferably five (5) years of post-graduate relevant professional experience in managing communication and information projects in EU Member States and/or enlargement countries and/or neighbourhood countries (ENP).

Specific professional experience

- Leadership and team management of minimum two (2) public awareness and information & communication projects aimed at general public (EU communication, marketing, branding, elections, public awareness campaigns, issue/policy advocacy, development and implementation of information & communication campaigns, other) over the last 7 years.
- Solid experience with financial management of EU-funded project and familiarity with PraG procedures and financial reporting as per the PraG.

The key expert should perform his/her duties in the country, based full-time at the Europe House in Skopje, unless required otherwise by the Contracting Authority.

6.1.2. Key expert 2: Networks and Visibility Manager– (440 working days)

The Contractor will select a junior expert in charge of the day-to-day planning and coordination of the activities in the three EHs and 15 Info points and EU Information Relays currently active in the country. She/he will work under the supervision of the TL and, when necessary, act as Deputy TL.

The Networks and Visibility Manager will also be the focal person to ensure effective dissemination and visibility to EU assistance related projects (incl. sponsorships) and events.

S/he will be primarily based in Skopje office (not necessarily full time in the EH), but required to travel locally on regular basis. S/he will coordinate and implement activities related to effective support to EU Info Points. S/he will be responsible for supporting the EU Info Points and EU Information Relays with organisational and content-wide information. S/he will work under direct supervision of the EH Director and receive direct guidance. S/he will work closely with other EHs staff, especially with the Events and Campaign Manager. In addition, s/he will report to the EU Delegation designated staff dealing with EU Info Points and project visibility.

S/he will be highly mobile and flexible and will coordinate and implement activities related to all aspects of improving visibility of EU assistance in North Macedonia. Tasks will include liaison between the Delegation, Government, project implementers and their PRs, as well as beneficiaries; and organisation of visibility of key EU assistance projects, especially those led by the Delegation.

S/he will be responsible for updating and maintaining the database of EU-funded projects and feeding information for the map of EU-funded projects in the country <https://euprojects.mk>

S/he will show imagination and creativity in communicating EU assistance, while at the same time ensuring strict application of EU-visibility guidelines, as well as campaign slogans and visuals.

S/he will be responsible for logistical requirements and practical aspects of ensuring the visibility of events, coordination of all parties involved in the execution from team members to outside support staff or especially contracted personnel. S/he will ensure involvement of information multipliers and networks.

S/he will work closely with both Events and Campaign Manager and Social Media and Web Manager to ensure strong presence and coverage of EU assistance projects events and information in the country.

Qualifications and skills

- Bachelor's degree - where a university degree has been awarded upon completion of three years study - in a university or equivalent institution in Economy, Law, European Studies, Communication, Marketing, Journalism, Social/Political Sciences, Business Administration, or similar;
- Fluent in English language (both written and spoken);
- Good knowledge of Macedonian; knowledge also of Albanian will be considered an asset.

General professional experience

- Minimum two (2) but preferably four (4) years of post-graduate relevant professional experience in communication and information projects in EU Member States and/or enlargement countries and/or neighborhood countries (ENP).

Specific professional experience

- Experience in minimum one (1) visibility project to increase the level of information and public awareness (EU-visibility, public awareness campaigns, marketing, branding, other) through community integration and/or networking over the last 5 years.
- Experience with communicating EU assistance and visibility guidelines of EU-funded projects.

6.1.3. Non-key experts

All experts that will operate under the overall guidance of the Team Leader, in close interaction with the designated Project Manager and the Info&Comm section of the EU Delegation, will be regarded as non-key experts. All non-key experts need to have a thorough knowledge of and proficiency in English and Macedonian to be able to perform their tasks effectively. At least two of the non-key experts shall be also fluent in Albanian.

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 minimum number of working days for non-key experts is 3200 working-days.

The following non-key experts should be available from the beginning of the implementation:

EH Receptionist and Office Assistant

Based full-time in the EH Skopje s/he will be responsible for the smooth planning, organisation and running of all daily activities of the EH in Skopje. S/he will be present during EH Skopje opening hours and responsible for coordinating the work of the local EHs support staff. S/he will provide for basic book-keeping of the EH running costs on monthly basis and contribute towards the financial reporting towards the EU Delegation. S/he will keep track of the indicators and targets for communication activities. Tasks range from: ensuring high visibility and interest in EH services from individual and group visitors, proactively organising group visits to EH and EU Delegation, speaking to them and inviting speakers, organisation of events in EH premises, organisation of other optimal customer service including public queries, follow-up on requests for and approved sponsorships.

S/he shall maintain regular contact and coordination with the EHs in Kriva Palanka and Strumica in terms of bookkeeping, experts' availability, timesheets, cleaning arrangements, renewal of contracts of external providers, payment of bills, issuing of receipts (list not exhaustive).

The experts' profile for this position does not require Bachelor degree, but has to demonstrate relevant work experience (office assistance, bookkeeping, archiving, recording) and knowledge of the EU.

Events and Campaigns Manager

Based full-time in EH Skopje and in the field when required, s/he will be responsible for conceptualising, creating, operationalising, coordinating and implementing all public information and communication events and campaigns envisaged under this contract (incl. VIP visits). S/he will create, develop, organise and fully implement highly visible and popular public events at the EH in Skopje, as well as in other locations throughout the country. Contract envisages large scale outdoor public awareness campaigns and events, visits, lectures, debates, press conferences, networking events, conferences, open air cultural/sports events, prize awarding ceremonies, other with the participation of the Head of Delegation, senior officials, and high level visitors from Brussels. For each campaign, s/he will provide feedback (lessons learnt) and media coverage report to the Delegation. Each event and campaign proposal, submitted well in advance, will have a reference to strategy, clear and measurable objectives, key messages, and media and network engagement component.

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

The experts' profile for this position requires Bachelor degree, and has to demonstrate relevant work experience (events management, campaigns, events programme development) and knowledge of the EU.

Manager of Social Media and Web Editor

Based full-time in EH in Skopje s/he will be responsible for print and non-news outputs (text and A/V), and social media accounts/sites of the EHs (full management responsibility) and the EU Delegation (shared responsibility).

S/he will be responsible for communication through social media in close interaction with the EU Delegation. S/he will follow upon the social media accounts (incl. social media listening) and of the daily content update, posts, discussions, moderation and management of social media accounts/sites.

S/he will be responsible for updates to EH/EUIPs website content. S/he will be in operational contact with the Info&Comm section of the EU Delegation, in particular for web & social media. S/he must be able to work under time pressure and within short/tight deadlines.

In coordination with the Networks and Visibility Manager, s/he will be responsible for updating and maintaining the database of EU-funded projects and feeding information for the map of EU-funded projects in the country <https://euprojects.mk>.

The experts' profile for this position requires Bachelor degree, and has to demonstrate relevant work experience that includes communications, journalism, business and marketing (incl. courses).

Graphic Designer

Based in EH Skopje on ad-hoc basis, s/he will be responsible for the creation of visual concepts (incl. for campaigns) for published, printed or electronic media to communicate ideas that inspire, inform, and captivate the EH target groups. S/he will develop the overall layout and production design for applications such as invitations, logos, certificates, advertisements, brochures, magazines, and reports (list not exhaustive).

In coordination with the Manager of Social Media and Web Editor, s/he will be also responsible for typesetting, illustration, user interfaces, and web design.

The experts' profile for this position does not require Bachelor degree, but demands proficiency in one or more graphic design software programs (preferably Adobe Creative Cloud and/or CorelDraw Graphics Suite).

Local Receptionist and Office Assistant

Based part-time in the local EH in Kriva Palanka and Strumica (one expert per EH) s/he will be responsible for the smooth planning, organisation and running of all daily activities of the respective EHs. S/he will be present during the local EH opening hours and will contribute towards the basic book-keeping of the overall EH running costs on monthly basis and contribute towards the financial reporting towards the EU Delegation. S/he will keep track of the indicators and targets for communication activities at the level of local EH. Tasks range from: ensuring high visibility and interest in local EH services from individual and group visitors, speaking to them and inviting speakers, organisation of other optimal customer service including public queries (list not exhaustive).

S/he shall act in coordination with the Local Receptionist and Office Assistant based in EH Skopje.

The experts' profile for this position does not require Bachelor degree, but has to demonstrate relevant work experience at junior level (office assistance, bookkeeping, archiving, recording) and knowledge of the EU.

Coordinator - Local Network and Event Manager

Based part-time in the local EH in Kriva Palanka and Strumica (one expert pe EH) s/he will be in charge for following upon the activities taking place at the local EH on the basis of the established programme. S/he will fully implement highly visible and popular public events at the local EH incl. large scale outdoor public awareness campaigns and events, visits, lectures, debates, press conferences, networking events, conferences, open air cultural/sports events, prize awarding ceremonies. S/he will be responsible for all logistical requirements and practical aspects of these events.

S/he will work closely with the EH team based in Skopje, as well as the EU info network established in the country.

The experts' profile for this position requires a Bachelor degree, and has to demonstrate relevant work experience (events management, campaigns, events programme development) and knowledge of the EU.

Other expert days may be reserved for any other required services and expertise as they arise.

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

The selection procedures used by the contractor to select these other experts must be transparent, and must be based on pre-defined criteria, including professional qualifications, 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.

6.1.4. Support staff & backstopping

The contractor shall provide support facilities to their team of experts (back-stopping) during the implementation of the contract. The Contractor shall provide appropriate support and backstopping considered necessary in order to ensure effective and efficient implementation of the project (e.g. support staff for smooth functioning of the EHs in Skopje, Kriva Palanka and Strumica, EUIPs project office and EU Info Points and procurement assistant, IT maintenance, webmaster, A/V technical support at EH and EUIPs, secretaries/receptionists, handyman, city transport costs, outside subscription costs, etc.). No separate provision should be made.

The EHs and EUIPs shall be adequately staffed without interruption, with the exception of Saturday afternoons (after 14:00), Sundays and public holidays. Adequate backstopping and support staff will ensure mobile and flexible technical, logistical and practical support to EH Skopje, Kriva Palanka and Strumica as well as in other locations as that may be required.

Adequate backstopping and support staff will ensure mobile and flexible technical, logistical and

practical support to EHs as well as in other locations as required. This in particular applies to all mobilising stakeholders, meeting specialised logistical requirements and creative design of thematic of campaigns, events (both in and out-doors), and fairs, organisation of targeted media projects, organisation of particular complex visit, producing original publications, coordination of all parties involved, etc.

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, except for the facilities of the EHs which are provided by the Contracting Authority. The costs of the office accommodation are to be covered by the fee rates.

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

Administrative management costs of the EHs in Kriva Palanka and Strumica and financial support EUIPs (staffing of local support personnel) 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.

The Contractor will be in charge of the financial and administrative management of the EU Europe House in Skopje, Kriva Palanka and Strumica including all expenses (heating, electricity, water and sewage supply, installation and use of fixed telephone lines and internet connections, internet/Wi-Fi, multi-risk insurance of the EHs premises, maintenance of equipment, cleaning services and any other related costs), except for the rent of the facilities. The expenses will be covered by the provision for incidental expenditure. Costs of official mobile phones, which at least the key experts, EHs coordinators and EUIP Managers should possess, will be covered by the fees of the Contractor.

If the Contractor is a consortium, the arrangements should allow for the maximum flexibility in project implementation - governed by the principles of sound financial management.

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 (the list is not exhaustive):

- Travel costs and subsistence allowances for missions, outside the normal place of posting, undertaken as part of this contract. If applicable, indicate whether the provision includes costs for environmental measures, for example CO2 offsetting;
- Transport and dissemination costs;
- High-quality translation/proof-reading and consecutive/simultaneous interpretation services;
- Costs of speakers for networking, lectures, trainings, seminars, events;
- Costs of engaging moderators, entertainers, personalities, for the purposes of public events organisation;
- Ceremonies and prizes (book vouchers, tablets, other) as part of social media or other campaigns/activities;
- Possible prize trips and study tours for identified target groups;
- Sponsoring and co-sponsoring of cultural, sports and other type of events in coordination with EU

- MS embassies/cultural institutes and local institutions/organisations;
- Photographic and video services;
- Catering costs;
- Media buying (for a maximum amount of EUR 320,000).

The Provision for incidental expenditure for this contract is EUR 670,000. This amount must be included without modification in the Budget breakdown.

Daily subsistence costs may be reimbursed for missions foreseen in these terms of reference or approved by the Contracting Authority, and carried out by the contractor's authorised experts, outside the expert's normal place of posting.

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

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

The use of the incidental expenditure will not be the subject of prior approval by the contracting authority. However, the Contractor must regularly (every week) supply the contracting authority with sufficiently detailed information regarding the flow and balance of incidental expenditures. The contracting authority should be also kept informed about the content of the incidental expenditures.

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 charged with 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 12,000. This amount must be included unchanged in the budget breakdown.

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

7. REPORTS

7.1. Reporting requirements

Please see Article 26 of the general conditions. Interim reports must be prepared every six months during the period of implementation of the tasks. They must be provided along with the corresponding invoice, the financial report and an expenditure verification report defined in Article 28 of the general conditions. There must be a final report, a final invoice and the financial report accompanied by an expenditure verification report at the end of the period of implementation of the tasks. The draft final report must be submitted at least one month before the end of the period of implementation of the tasks. Note that these interim and final reports are additional to any required in Section 4.2 of these terms of reference.

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

To summarise, in addition to any documents, reports and output specified under the duties and

responsibilities of each key expert above, the contractor shall provide the following reports:

Name of report	Content	Time of submission
Inception report	<p>Analysis of existing situation and work plan for the project. It should contain details of:</p> <ul style="list-style-type: none"> • recommendations to the EU Delegation's Communication Strategy, ways to achieve objectives, improve communication, and optimise communication tools; • recommendations on media activities; • recommendations on improving public space activities; • recommendations on improving the websites including design, web-page hosting, maintenance and updating; • proposed financial breakdown related to the project activities, including detailed info on subcontracting; • report on internal organisation; • proposed design, communication and media plan for the 'EUforYOU' themed campaign (autumn 2019). 	Not later than 1 (one) month after the start of implementation.
Monthly activity reports	<p>List all project deliverables (e.g. events, web and social media statistics, publications, other) with brief impact analysis, things not done and reasons, new deadlines.</p> <p>Timesheets of the project team members</p>	Within first 5 (five) days of the following month.

	<p>will be provided as supporting documents.</p> <p>Lessons learned, proposals on how to optimise the performance, ideas for the next period;</p> <p>Tables providing an overview of the total spent human and financial resources (incidentals).</p> <p>These reports will be commented by the Contracting Authority if necessary.</p>	
<p>Interim reports (6-month progress reports)</p>	<p>They will serve as essential tools to monitor the implementation of the project and can contribute to facilitating the project management. They shall offer insight on the activities performed, give evidence of the work done and provide information on overall project progress. It shall also mention possible shortcomings and delays, elaborate on the evolution of risks and assumptions originally identified and propose adjustments and remedies, as necessary. More particular, the Interim Reports shall:</p> <ul style="list-style-type: none"> • include an executive summary of progress achieved and provide recommendations and corrective measures to ensure the further progress; • describe the implementation process and the progress achieved during the reporting period and highlighting any significant challenges and difficulties encountered; • make an overall assessment of the progress achieved, including an explicit judgement on the likelihood of fully completing the project within the remaining time frame and budget. • include the planned work for the next 6 months accompanied by an invoice and the expenditure verification report. 	<p>No later than 1 month after the end of each 6-month implementation period.</p>
<p>Draft final report</p>	<p>It shall document the results achieved including problems encountered and recommendations during the project implementation period. More particular the final report shall:</p> <ul style="list-style-type: none"> • describe the implementation process (including challenges and difficulties encountered); • confirm the achievement of project results; • identify lessons learnt (project conception, of process, of actual delivery of results, etc.), which could be of interest for 	<p>Not later than 1 (one) month before the end of the implementation period.</p>

	<ul style="list-style-type: none"> • follow-up projects; • provide evidence of transfers of ownership (if applicable); • include a list of recommendations to ensure sustainability. 	
Final report	Short description of achievements including problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report.	Within 1 month of receiving comments on the draft final report from the project manager identified in the contract.

The Contracting Authority may ask for additional reports/briefing notes during the time of the assignment. All reports to be prepared under this Contract shall take into account the procedures laid down in the Visibility and Communication Manual for EU external actions, which can be downloaded at: https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/visibility_requirements_near_english.pdf

7.2. Submission & approval of reports

One paper copy of the reports referred to above must be submitted to the project manager identified in the contract¹. The reports must be written in English. The Project Manager is responsible for approving the reports.

Upon the comments given by the Project Manager, the Contractor shall undertake the best of its resources to reply and include them in the next submitted version, in a promptly manner.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

The performance of the Contractor will be judged upon reaching the purposes of this contract as well as obtaining its results, as indicated in the above Section 2.2 and 2.3 respectively.

Furthermore, the Contracting Authority will base its judgement on satisfactory performance of the Contractor under this contract on motivation, efficiency, reliability, quick response and professionalism of all the staff engaged under this contract, especially the key expert.

The Contracting Authority shall monitor the successful implementation of activities carried out by the Contractor according to the following additional indicators:

- Application of DG NEAR indicators and targets for communication activities
- citizens' support towards membership to the European Union (polls to be conducted at the beginning and end of the projects)
- assessment of the impact of the 'EUforYOU' thematic campaigns through opinion polls and focus groups after the campaigns to measure the efficiency/effect/impact and provide lessons learned
- statistical data from EHS and EUIPs - number of visitors, number of queries, speed of response, quality of customer services, presentation of public space premises;
- number of events/activities with satisfactory number of participants/attendance;
- increase in reports/articles available in print and electronic national and local media on EU issues and EUIC/EUIP events/activities;
- quantitative and qualitative number of EU information products produced and disseminated;
- number of TV programmes broadcast and number of channels broadcasting the

¹ For the monthly report in English, only 1 (one) electronic copy is to be submitted

- programmes;
- quantitative and qualitative assessment of EHs and EUIP led activities, events, campaigns and information products carried out, including impact assessment of these in the media;
- quantitative and qualitative assessment of the visitors of EUD and EHs/EUIP websites;
- press conferences, information sessions, media trainings and briefings to the media are organised and coverage of EU affairs in country media is achieved;

8.2. Special requirements

In the course of implementation of all the activities under this Contract, as well as those relating to all the information and publicity products that are to be produced under this Contract, the Contractor must follow the latest Communication and Visibility Manual for EU External Actions concerning acknowledgement of EU financing of the project (see http://ec.europa.eu/europeaid/work/visibility/index_en.htm).

The Contractor shall not use its company logo in connection to any activity carried out in the context of this contract (e.g. on the publications, website, all other information products, any other insignia, etc.). The Contractor will continue to use visual identity/slogan for the EU in campaign EU for YOU and EH logo.

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

Any products made as part of this Contract are exclusive property of the Contracting Authority and cannot be under any circumstances used by the Contractor and its team members, unless a special permission is obtained by the EU Delegation and are to be handed over at the completion of the contract.

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