

## ANNEX II: TERMS OF REFERENCE

### “Provision of External Provider for Marketing Services”

#### Abbreviation Dictionary

RAS	Development Agency of Serbia
SME	Small and medium Enterprises
MoE	Ministry of Economy
PEP	Programme for purchase of equipment
CfP	Call for Proposals
IPA	Instrument for Pre-Accession Assistance
ToR	Terms of References

# 1. BACKGROUND INFORMATION

## 1.1. Partner country

Republic of Serbia

## 1.2. Contracting authority

Development Agency of Serbia

## 1.3. Country background and current situation in the sector

Low competitiveness of Serbian enterprises is a result of challenges of the business environment faced by private sector. The Government has taken a comprehensive approach in addressing these challenges, aiming to reduce administrative costs by 15-20% until 2020. This resulted in a significantly improved ranking in the Doing Business Report, from 91<sup>st</sup> in 2014 to 48<sup>th</sup> place in 2018. More than 100 administrative fees have been abolished and it was made easier to deal with construction permits. Starting a business has been made simpler, the reliability of the land administration system was strengthened and enforcing contracts was made easier.

One of the elements of the business environment seriously affecting the competitiveness of Serbian enterprises is limited access to affordable finance. Over 69% of companies interviewed in USAID's Serbia Business Survey 2017 reported that they did not borrow to finance operations and growth. According to the same Survey, 84% of SMEs are financed from their own sources. The situation is particularly worrisome for small companies. The financing gap based on the potential demand from, for example, micro enterprises in Serbia, is estimated between 938 – 1,036 EUR million. The micro-financing and venture capital investment are impeded by lack of legal framework, and the unfavourable offer of loans by the banking sector is caused by high requirements for collateral, low credit rating and limited transparency of financial statements of the loan applicants. Lack of affordable financing is preventing Serbian enterprises to modernize their production and to invest in innovation and commercialisation, resulting in low productivity with only 9.2 % of manufacturing having high and medium high-technology products. This affects SMEs and particularly small companies with, for example, companies in the field of textiles, on average, using 35 years old machinery, followed by companies from the machine industry with equipment that is 34.5 years old. Equipment, tools and other productive resources are the most obsolete in the region of southern Serbia (41 years) and the least obsolete in the region of Bačka (18.5 years) and in Belgrade (20.5 years). Consequently, SMEs have less chance of producing high quality products able to compete on international markets on the basis of quality, quantity and unit costs.

The Competitiveness sector as a whole received EUR 1.782 billion of budget funds in the 2015-2018 period, which amounts to average of 5.78% of the total budgetary funds allocated to all sectors. In regard to the origin of resources, the Competitiveness sector was predominantly funded by allocation of the internal (national) resources. The funding from the internal resources amounted to 1.318 EUR billion, relative to 200 EUR million funding from the external resources. In the structure of external funding, international loans generally dominated over international donations and EU assistance. The disbursement rate of the loans is 71%, which is the second highest disbursement rate among all other sectors. The largest amount of funds was allocated to Entrepreneurship and Competitiveness, and Research and Development and Innovation. Over the four years, 78% of total funds for the sector were allocated for these areas, showing the Government's strategic commitment towards private sector support and the knowledge-based economy. In the 2015-2018, EUR 70 million were allocated for that purpose. In 2019-2021, it is planned that the sector receives EUR 1.376 billion of total allocations for all sectors. In the forthcoming three years, 9% (or 57 EUR million) of the internal resources allocation for the Entrepreneurship and Competitiveness will be directed for the development of entrepreneurship. It will include support to SMEs to purchase equipment, invest in business operations and increase competitiveness of their products and services.

The sector strategy covering the Action relevant to the Terms of reference is **Strategy to support the Development of SMEs, Entrepreneurship and Competitiveness (2015-2020) (SME Strategy):**

**Pillar 1:** Improvement of business environment Dimension 1: Establishment of stimulating regulatory framework in accordance with demands and abilities of SMEs; **Pillar 2:** Improvement of access to sources of funding Dimension 3: Improvement of the ability of SMEs to access various sources of funding; **Pillar 4:** Enhancing the sustainability and competitiveness of SMEs Dimension 1: Improvement the efficiency of the institutional support to business operations and development of SMEs and entrepreneurship Dimension 3: Improvement the functionality of the national innovation system.

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

This Action is part of the Country Action Programme for the Republic Serbia for the year 2019-EU Support to Competitiveness, Research and Development and Innovation. Jointly with other actions from the Country Action Programme it will contribute to its overall objective to increase the competitiveness of the Serbian economy. Specifically, it addresses the need to strengthen the private sector's impact on the economy by increasing its business efficiency and their share in turnover, GDP and profitability. Through providing financial support for purchasing of new equipment, the Serbian companies will be more competitive and that leads to an increase in competitiveness of the Serbian economy. Regardless COVID-19 related support instruments, there are several national and regional EU funded project and initiatives which are relevant for improving access to finance for SMEs and with whom the proposed Action have supplementary scope and development approach. The Western Balkan Enterprise Development and Innovation Facility (WB EDIF) is improving access to finance for SMEs through its Equity (ENEF and ENIF), Lending (Regional Competitiveness Programme) and Guarantee instruments (GF I, GF II and „EU for Serbia – financing for SMEs”). Total funding for Serbia so far is more than EUR 205 mil and more than 1 200 SMEs benefited from the interventions. Nevertheless, instruments of this platform mostly support loans for working capital, equity investments or loans for upgrading production processes to EU standards in the fields of environmental protection, product safety and quality and occupational health and safety. Some instruments from WB EDIF have been extended at national level in Serbia: through “EU for Serbia – Finance for SME” (IPA 16) - EUR 20 mil for favourable loans for SMEs is allocated, while “EBRD SME Competitiveness Support Programme” got additional 10 million EUR funding for Serbia from the IPA 18 allocation. Important positive influence in terms of boosting banks credit activity towards SME sector have guarantee schemes financed from EU programs, i.e. COSME, EaSI and InnovFin. As already stated, the Action represents scaling up of well-established national PEP which has been developed with the support from USAID BEP program, while MIS software has been acquired with support from German bilateral co-operation.

## **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:

Action “IPA 2019 – Direct Grant to the Development Agency of Serbia (Action) – Scaled up and technologically improved production capacity solutions among micro and small enterprises and entrepreneurs” shall contribute to increased competitiveness of the Serbian economy by supporting investment of micro, small and medium enterprises in modernization of production equipment and expansion of production.

The specific objective of the Action is to increase business efficiency of Serbian SMEs. In addition, action will strengthen capacities of national institutions to run complex development programs in future, funded from national or EU funds and provide inputs for adjustment of portfolio of support programs towards post-COVID recovery and longer - term development needs

## 2.2. Purpose

The purposes of this contract are as follows:

- To contribute to successful achievement of the purpose of the Action, which is to provide scaling up of very successful national program Programme for purchase of equipment (PEP). Through providing financial support for purchasing of new equipment, the Serbian SMEs will expand and technologically improve production capacity which would lead to an increase in competitiveness of Serbian SMEs and consequently economy as whole;
- To provide Contracting Authority with technical assistance, expertise and consulting related to the area of marketing support requested for the period of the Action duration.

## 2.3. Results to be achieved by the contractor

- **Result 1:** Prepared and successfully implemented Communication and Visibility Plan for the Action , in line with EU visibility rules.

## 3. ASSUMPTIONS & RISKS

### 3.1. Assumptions underlying the project

- The Government maintains consistent policy and commitment to the EU accession;
- Existence of sufficient and efficient absorption capacities for EU funds within contracting authority administration and relevant stakeholders;
- Timely and efficient cooperation of all involved stakeholders and experts;
- Relevant legislation remains unchanged.

### 3.2. Risks

- Global trends in changes related to interest rate;
- Lack of interest of sub beneficiaries in post COVID period;
- Lack of interest of the financial intermediaries in post COVID period;

## 4. SCOPE OF THE WORK

### 4.1. General

#### 4.1.1. Project description

Development Agency of Serbia (RAS) and Ministry of Economy have been awarded direct grant from IPA 2019 Programme, “IPA 2019 – Direct Grant to the Development Agency of Serbia – Scaled up and technologically improved production capacity solutions among micro and small enterprises and entrepreneurs” in 2021. The duration of implementation of Action (i.e. grant) is foreseen to be 48 months.

Purpose of the Action is to provide scaling up of very successful national program Programme for purchase of equipment PEP, which has been implemented in partnership with commercial banks and leasing companies for several previous years. Action will enable more favourable financing terms for SME investment loans, in terms of lower interest rates offered by the banks and elimination of hard collateral (i.e. mortgage), as requested collateral. Hence, it will support recovery of investments in SME sector after COVID-19 slow-down of the project. Through providing financial support for purchasing of new equipment, the Serbian SMEs will expand and technologically improve production capacity which would lead to an increase in competitiveness of Serbian SMEs and consequently economy as whole.

Action shall be implemented through three main Components: Component 0 – Management of the Action; Component 1 – Implementation of PEP; Component 2 – Implementation of TA support.

In order to support successful implementation of Action activities Development Agency of Serbia needs service, assistance and external expertise of External Provider for Marketing Services.

#### **4.1.2. Description of the assignment**

The main purpose of the Communication and Visibility Plan is to ensure adequate and effective dissemination of information about the Action activities and results and to ensure that communication reaches the target groups of the Action in time, raises appropriate awareness of the EU support to increase of competitiveness of the Serbian economy.

During the course of its engagement, the Contractor is expected to provide the following services:

- 1) To create visual identity and key promotion messages for the Action
- 2) To develop and produce promotional and visual material (printed material, build boards, leaflets and other)
- 3) To run media campaign at national level with main focus on electronic media
- 4) To run promotional campaign (organisation of events (launching and closing), to secure media coverage with focus on one electronic media)
- 5) To produce all media content (photo and video, press realises, success stories etc.)

The contractor must also comply with the latest Communication and Visibility Manual for EU External Action (see [https://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions\\_en](https://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions_en)). The compliance with this shall be made an important obligation of the contract and the contractors shall include in its reporting what have been accomplished.

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

Republic of Serbia

#### **4.1.4. Target groups**

Target groups are following, including but not limited to: potential SMEs sub-grant beneficiaries, commercial banks and leasing companies, as well as members of the SMEs support ecosystem, national Action partners and authorities (e.g., ministries), and EU Delegation to the Republic of Serbia, the general public, and the media Specific work.

### **4.2. Specific work**

#### **4.2.1. Activity 1: Preparation and implementation of Communication and Visibility Plan (C&V Plan)**

- **For preparation of the C&V Plan** – 35 days after the start of implementation of contract (out of which 14 days for the submission of the first draft of the C&V plan)
- **For implementation of the C&V Plan** –until the end of the implementation of the Action

**Description of Activity 1:** The Contractor will allocate at least one **PR specialist** whose main role will be to serve as the contact point for provision of services by the Contractor.

Contractor shall prepare the Communication and Visibility Plan for the Action in English and Serbian language that will be used for the implementation of the whole marketing campaign to promote the Action for the period of the Action duration, i.e. until month 41 of the implementation (tentatively June 2025).

The Communication and Visibility Plan will be developed by using the relevant European Commission template at the time of preparation and shall be fully in line with the EU visibility requirements outlined in the relevant Communication and Visibility Manual for EU External Action (see [https://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions\\_en](https://ec.europa.eu/europeaid/funding/communication-and-visibility-manual-eu-external-actions_en)).

Communication and Visibility Plan will need to be approved by relevant services of the EUD to Serbia, in addition to the approval of RAS.

Contractor shall provide draft of the Communication and Visibility Plan to the RAS Advisor and MoE. RAS Advisor and MoE will provide comments to Communication and Visibility Plan in 5 days. Contractor will incorporate the comments and suggestions of RAS and MoE into the document within a maximum of 5 days after the receipt. Subsequently, RAS will send Communication and Visibility Plan to DEU for comments and /or final approval.

Once the Communication and Visibility Plan is approved, it will be implemented by Contractor in partnership with RAS/MoE during Action’s lifetime. The Communication and Visibility Plan should remain flexible and shall be updated as necessary.

The Communication and Visibility Plan will, therefore, indicate tasks to be performed to ensure quality communication and EU visibility, as well as outlining target audiences. The key target groups will be potential SMEs sub-grant beneficiaries, commercial banks and leasing companies, as well as members of the SMEs support ecosystem, national Action partners and authorities (e.g., ministries), European Commission and EUD Delegation to the Republic of Serbia, the general public, and the media.

The Communication and Visibility Plan will cover the following in detail: objectives, activities, evaluation and resources. The Communication and Visibility Plan will indicate what kind of information should be disseminated through which communication tools and channels.

Contractor will be also responsible for preparing, monitoring and reporting the implementation of the Communication and Visibility Plan for the Action, as well as support in the formulation of key messages, media materials (e.g., press releases), and public appearances of the RAS/MoE’s staff. PR specialist will plan, coordinate and oversee implementation of the described activities. Contractor will provide expert suggestions on the content of RAS/MoE websites and social media accounts (e.g., Facebook, Twitter); write articles on success stories of sub-grant beneficiaries which will contain relevant key information and messages. Contractor might be engaged for additional relevant services if needed during the implementation of the Action.

PR specialist will work closely with RAS and MoE .

**The following deliverables (Outputs) are expected under Activity 1:**

<b>Outputs</b>	<b>Indicative timeline</b>
<b>1.1 Communication and Visibility Plan</b>	
<b>1.1.1 Draft document - Communication and Visibility Plan</b>	Completed and delivered to RAS in 14 days after the start of implementation of contract.
<b>1.1.2 Final document - Communication and Visibility Plan</b>	Completed and accepted by DEU in 35 days after the start of implementation of contract.
<b>1.2 TA support to RAS and MoE</b>	Continuous technical assistance support

	from the start to the end of implementation period of the Contract. Activities related to this Output are expected to be delivered in three phases, coinciding with yearly cycles of the implementation of the contract. It is expected that the biggest volume of activities will be implemented during the first year of implementation of contract.
<b>1.2.1 TA support to RAS and MoE – Phase I</b>	TA support provided in the course of the 1 <sup>st</sup> year of the contract implementation
<b>1.2.2. TA support to RAS and MoE- Phase II</b>	TA support provided in the course of the 2 <sup>st</sup> year of the contract implementation
<b>1.2.3 TA support to RAS and MoE – Phase III</b>	TA support provided in the course of the 3 <sup>st</sup> year of the contract implementation until the end of the period of the implementation of the contract

#### **4.2.2. Activity 2: Promotional events and events/trainings for the Action**

**Indicative timeline for Activity 2:** During the entire period of implementation of the Action

**Description of Activity 2:** The Contractor and its PR Specialist(s) are responsible for planning, coordination organisation and implementation of all RAS and MoE events regarding the Action in cooperation with RAS and MoE. The events will be envisaged as important occasion for emphasizing the effects of joint efforts in contributing to the increasing competitiveness of the Serbian economy resulting from the partnership between the Republic of Serbia and the European Union.

The Contractor will need to plan, coordinate and implement two types of the events:

##### **Mandatory events:**

**Activity 2.1) Organisation of Action Kick of Event** – indicative time for event to occur: within the first 4 months of the implementation of the contract.

Contractor will be assigned to write scenario and organise all the event logistics. The Contractor shall organise and provide, at least, following:

- Venue (with the conference table) and personnel for event organisation support
- Equipment for simultaneous translation: cabin, technical support, headsets for translation (30 headsets)
- Translation (Simultaneous), two persons (2 persons x 2 hours approximately)
- Sound and audio and display equipment with technical support
- Catering for launch event for approximately 100 persons (including food, beverages and waiting staff)
- Writing Scenario
- Logistical support for transportation of printing and visibility material needed for the event
- Moderator

**Activity 2.2) Organisation of trainings**– indicative time for events to occur: tentatively from month 4 to month 19 of the implementation of the. During mentioned period RAS, with the support of the Contractor, will provide approximately 7-9 two day’s long trainings for staff working on PEP. At least two of this trainings will be planned in the form of the retreat (out of office, outside Belgrade) in order to gain full attention of the trainees.

The Contractor shall organise and provide, at least, following:

- Venue
- Catering for participants (including food, beverages and waiting staff):
  - 6 two days trainings will be held for 20 persons

- 3 two days trainings will be held for 25 persons.

**Activity 2.3) Organisation of Closing Ceremony** – planned time for event to occur: within last six months of implementation of the contract.

Contractor will be assigned to write scenario and organise all the event logistics. The Contractor shall organise and provide, at least, following:

- Venue for closing ceremony (with the conference table and stands and tables for beneficiaries)
- Equipment for simultaneous translation: cabin, technical support, headsets for translation (approximately 30 headsets)
- Translation (Simultaneous), two persons (2 persons x 3 hours approximately)
- Sound and audio, lighting and display equipment with technical support
- Catering for closing ceremony for approximately 100 persons (including food, beverages and waiting staff)
- Moderator
- Writing Scenario
- Logistical support for transportation of printing and visibility material needed for the event

*N.B. All aforementioned planned in-person events will take place only if conditions permit it, due to the ongoing COVID-19 pandemic. Remote sessions and events will take place otherwise.*

**Optional event:**

**Activity 2.4) Promotion of awarded contracts**– tentative time for event to occur: tentatively from month 6 to month 14 of the implementation of the contract.

Contractor will be assigned to write scenario and organise all the event logistics. The Contractor shall organise and provide, at least, the following:

- Venue for Promotion of awarded contracts (with the conference table and stands and tables for beneficiaries)
- Equipment for simultaneous translation: cabin, technical support, headsets for translation (approximately 30 headsets)
- Translation (Simultaneous), two persons (2 persons x 3 hours approximately)
- Sound and audio, lighting and display equipment with technical support
- Catering for Promotion of awarded contracts for approximately 100 persons (including food, beverages and waiting staff)
- Moderator
- Writing Scenario
- Logistical support for transportation of printing and visibility material needed for the event

N.B.:

The Contractor shall present the price for this Output in the Price breakdown of the tender dossier and describe the approach for implementation of related activities in his offer. However, the Contractor should note that the conduction of this event (the implementation of activities related to this output) is optional, and is subject to the Contracting authority's decision based on the risk assessment, current development of Action activities and DEU decision. RAS will decide whether the event will be held or not during the first year of the implementation of the contract.

Contractor shall note that the Activity 2.4 - Promotion of the awarded contracts shall be reimbursed to the Contractor only in the event of its implementation/conduction. Otherwise, it shall not be included in the final contract price.



**The following deliverables (outputs) are expected under Activity 2:**

	<b>Outputs</b>	<b>Quantity</b>	<b>Indicative timeline</b>
<b>2.1.</b>	<b>Action Kick of event organised</b>	1	Within the first 4 months of the implementation of the contract - tentatively First half of 2022
<b>2.2</b>	<b>Organisation of trainings for the Action</b>	7-9	Tentatively from month 4 to month 19 of the implementation of the contract - tentatively Jun 2022 - August 2023
<b>2.3.</b>	<b>Closing event organised</b>	1	Last six months of implementation of the contract - tentatively First half of 2025
<b>2.4.</b>	<b>Promotion of awarded contracts</b>	1	Tentatively from month 6 to month 14 of the implementation of the contract .

#### **4.2.3. Activity 3: Designing and printing of promotional and visibility materials**

##### **Indicative timeline for Activity 3:**

- **For Designing of promotional and visibility materials** - In 60 days after the start of implementation of contract.
- **For Printing of promotional and visibility materials** – During the entire period of implementation of Action in three phases coinciding with yearly cycles of the contract implementation. The phase I shall cover the first year of contract implementation, the phase II shall cover the second year of contract implementation, and phase II shall cover the third year of contract implementation until the end of period of contract implementation.

**Description of Activity 3:** The Contractor will provide drafts production for design and printing of promotional and visibility materials in cooperation with RAS and MoE. All promotional and visibility materials shall be in both, English and Serbian language. RAS , MoE and EUD will provide comments and suggestions to the promotional and visibility materials, and the Contractor shall adjust/amend the promotional material in line with comments received. The Contractor will incorporate the comments and suggestions into the documents within a maximum of 5 working days after the receipt of comments.

All Action-related print or electronic materials, both informational and promotional, will be designed and will display the Action’s logo, as well as the name and visual identity of the Action in line with the EU Visibility Guidelines ( see <http://europa.rs/wpcontent/uploads/2019/09/Visibility-Guidelines-for-EU-funded-projects-in-Serbia.pdf>).

Promotional materials are intended for use of potential applicants, sub-grant beneficiaries, and a wider audience attending events and will be used during the events, information sessions, etc.

During the implementation of Action, detailed information for public presentations and media statements about projects of sub-grant beneficiaries of the Action , as well as branded equipment with stickers and/or plaque will be provided to sub-grant beneficiaries to ensure the visibility of the Action.

**The following deliverables (outputs) are expected under Activity 3:**

	<b>Outputs</b>			
<b>3.</b>	<b>Promotional and Visibility materials designed and printed</b>			
<b>3.1</b>	<b>Outputs related to Design of promotional and visibility materials</b>	<b>Indicative quantity</b>		<b>Indicative timeline</b>
3.1.1	Design of elements of visual identity: logo strip, document templates - Serbian and English (phase I)	1	package	in 15 days after the approval of C&V plan.
3.1.2	Design of roll-ups (Action in Serbian and English; PEP in Serbian) (phase I)	3	piece	
3.1.3	Design of leaflet (Action in Serbian and English; PEP in Serbian) for print and online version(phase I)	3	piece	
3.1.4	Design quality notebooks(phase I)	1	piece	
3.1.5	Design of notebooks(phase I)	1	piece	
3.1.6	Design of paper bags(phase I)	1	piece	
3.1.7	Design of paper folders(phase I)	1	piece	
3.1.8	Design of stickers and plaques(phase I)	1	piece	
3.1.9	Design of brochure for closing ceremony (Serbian-English) for print and online version(phase I)	1	piece	
3.1.10	Design of cover pages and posts for web site and social media accounts (e.g. Twitter, Facebook) (phase I)	1	package	
<b>3.2.</b>	<b>Outputs related to Printing of promotional and visibility materials</b>	<b>Indicative quantity</b>		<b>Indicative timeline</b>
3.2.1	Printing of roll up (phase I)	3	pieces	in 15 days after the design approval.
3.2.2	Printing of leaflet (phase I)	4000	pieces	
3.2.3	Printing of higher quality notebooks (phase I and II)	500	pieces	50 % quantity- in 15 days after the design approval. 50 % quantity- in the second year of project implementation;
3.2.4	Printing of notebooks (phase I and II)	3000	pieces	
3.2.5	Printing and purchasing of pens (phase I and II)	4000	pieces	
3.2.6	Printing and purchasing water bottle (phase I and II)	500	pieces	
3.2.7	Printing and purchasing of paper bags (phase I and II)	4000	pieces	
3.2.8	Printing and purchasing of textile bags (phase I and II)	300	pieces	
3.2.9	Printing and purchasing of USB (phase I and II)	2000	pieces	
3.2.10	Printing and purchasing of paper folders (phase I and II)	4000	pieces	
3.2.11	Printing and purchasing of umbrellas (phase I and II)	500	pieces	
3.2.12	Printing of stickers and plaques (phase I)	2000	pieces	
3.2.13	Printing of brochure for closing ceremony (Serbian-English) (phase III)	250	pieces	Tentatively from the month 34 to month 41 - in the first half of 2025

**Note:** The defined quantities and timeline are tentative and will be finally agreed after the C&V plan approval.

#### 4.2.4. Activity 4: Photo and video production

**Timeline for Activity 4:** During the entire Action implementation period

**Description of Activity 4:** The Contractor shall cover following activities: writing scenario, filming (camera with equipment, microphones, lights, tripods, cameraman and cameraman assistant), video editing and postproduction (online video editing graphic solution for film and graphic designer), journalist, organization, translation and tapes.

**Following deliverables are expected under Activity 4:**

Outputs				
<b>4.</b>	<b>Photo and video production provided</b>			
<b>4.1.</b>	<b>Outputs - photo recording for events</b>	<b>Quantity</b>		<b>Indicative timeline</b>
4.1.1	Action Kick of Event	1	Event	Within the first 4 months of the implementation of the contract - tentatively First half of 2022
4.1.2	Closing Ceremony	1	Event	Within last six months of implementation of the contract - tentatively The first half of 2025
4.1.3	<b>Optional event - Promotion of awarded contracts</b>	1	Event	Tentatively from month 6 to month 14 of the implementation of the contract
<b>4.2.</b>	<b>Output - video recording and editing for events</b>	<b>Quantity</b>		<b>Indicative timeline</b>
4.2.1	Action Kick of Event	1	Event	Within the first 4 months of the implementation of the contract - tentatively First half of 2022
4.2.2	Closing Ceremony	1	Event	Within the last six months of implementation of the contract - tentatively The first half of 2025
4.2.3	Video recording and editing for events - video recording, editing and creative design and written scenario for success stories of sub-grant beneficiaries - short (up to 60 sec) video clips with sub-grant beneficiaries with focus on their success.	30	video story	Continuously during the Action, mostly during the 2 <sup>nd</sup> and 3 <sup>rd</sup> year of implementation
4.2.4	Promotional film – up to 5 min, fast-pace, upbeat video clip-like movie, with a rapid sequence of speakers and scenes, short and concise statements, and textual inserts containing the key words, based on material from short success stories and the Action events.	1	Film	Last six months of implementation of the contract - tentatively - The first half of 2025
4.2.5	<b>Optional event - Promotion of awarded contracts</b>	1	Event	Tentatively from month 6 to month 14 of the implementation of the contract

Note: Optional event is explained within the section 2.4. of this ToR.

#### 4.2.5. Activity 5: Media campaign

**Timeline for Activity 5:** Will be conducted in 6 months after the start of implementation of contract.

**Description of Activity:** The Contractor shall cover following activities:

- After selection of partner commercial banks and leasing companies, RAS/MoE will announce CfP for potential sub-grant beneficiaries for the award of grants in at least one newspaper distributed throughout the territory of the Republic of Serbia.
- Announcement of CfP will be followed with media campaign that will last 30 days and that consist of setting up 150 billboards all over the Republic of Serbia.

**Following deliverables are expected under Activity 5:**

5.	Outputs	Quantity	Indicative timeline
	<b>Media campaign</b>		
5.1	CfP for potential sub-grant beneficiaries	1	Will be conducted in 6 months after the start of implementation of contract
5.2	Setting up billboard (design+set up)	150	

#### 4.3. Project management

##### 4.3.1. Responsible body

Development Agency of Serbia.

##### 4.3.2. Management structure

The Contractor will work closely with RAS and MoE that will be in charge for daily communication with Contractor.

The Contractor will be responsible for the delivery of the results defined by this ToR. The Contractor will be responsible for the provision of providing support to the RAS and MoE. RAS and MoE are in charge of handling all visibility and promotional activities of the Action.

Project Manager of RAS is responsible to give final approvals for tattled deliverables.

The overall team for implementation of the Action from which this contract is financed is comprised of:

**Development Agency of Serbia (RAS)** is the beneficiary of the direct grant and it is in charge of overall management and implementation of the entire Action. For the overall management of the Action, RAS appointed high-rank official to act as Project manager. Project manager works with the support of RAS work group - officials tasked with project management activities, as well as the team of individual experts. RAS Procurement unit and RAS Financial unit shall support the implementation of Action as well. Staff from IPA Unit of the MoE will also provide support to the Project manager.

**Ministry of the Economy (MoE)** is co-applicant and MoEs main responsibilities are preparation of the legal basis for PEP, launching Calls for Proposals (CfP) for selection of commercial banks and leasing companies, as well as a CfP to business entities for the award of grants, establishment and participation in Committee for selection of banks/ LCs and Grant Committee and oversees PEP implementation. MoE will ensure the national funding from the state budget, which is intended solely for PEP CfP in 2022. Commercial banks and leasing companies are involved in PEP implementation. They are receiving the applications for grants and requests for credit or financial leasing, performing administrative checks of the submitted grant application, approve credit or financial leasing requests

and perform monitoring of sub-sub-grant beneficiaries. Accredited regional development agencies provide technical assistance to RAS in the implementation of monitoring of earmarked funds used.

**Project Steering Committee (PSC)** will be established to perform overall monitoring and steering of the implementation of the Action.

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

RAS will provide to the Contractor all relevant materials, documentation, and information for the delivery of envisaged outputs.

## **5. LOGISTICS AND TIMING**

### **5.1. Location**

Republic of Serbia

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

The intended start date is February 2022 and the period of implementation of the contract will be until the Jun 2025. Please see Articles 19.1 and 19.2 of the special conditions for the actual start date and period of implementation.

## **6. REQUIREMENTS**

### **6.1. Staff**

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

#### **6.1.1. Key experts**

All experts who have a crucial role in implementing the contract are referred to as key experts. Key experts are defined, and they must submit CVs and signed Statements of Exclusivity and Availability.

Key expert mobilized under this contract must:

- be proficient in English spoken and written.
- have excellent communication, organizational, planning and time management skills.
- be proficient in computer literacy: MS Office applications as a minimum.
- be proficient in report drafting

Any qualifications, skills and experience stated in the respective CV of an expert must be substantiated by supporting documents such as copies of degrees or diplomas and employers' certificates, otherwise they may not be taken into account.

The profile of the key expert for this contract is as follows:

### **Key Expert: PR specialist**

Contractor shall allocate at least one PR Specialist whose main role will be to serve as the contact point for services of the Contractor and for the supporting RAS continuously in the implementation of visibility activities.

#### Qualifications and skills:

- University degree in one of the following fields: Journalism, Marketing, Political sciences, Communication, PR, Public administration or other relevant field;

#### General professional experience:

- At least 5 years of professional experience in the field of communications, PR activities and/or marketing

#### Specific professional experience

- Experience in organizing media events and/or media presentation with participation of public authorities and/or public events
- Experience of coordinating design and production of promotional material
- Experience in preparing media release and reports
- Experience with EU funded projects will be considered as an advantage
- Experience in the field of SME support will be considered as an advantage

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

### **6.1.2. Other experts, support staff & backstopping**

CVs for experts other than the key expert should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles. The contractor shall select and hire other experts as required according to the needs. The selection procedures used by the contractor to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience.

The costs for backstopping and support staff, as needed, are considered to be included in the tenderer's financial offer.

### **6.2. Office accommodation**

Office accommodation for each expert working on the contract is not foreseen to be provided by the contractor. Contract authorities currently support adaptability to remote work conditions according to COVID conditions.

### **6.3. Facilities to be provided by the contractor**

**6.4.** The contractor shall 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.

### **6.5. Equipment**

No equipment is to be purchased on behalf of the contracting authority / partner country as part of this service contract or transferred to the contracting authority / partner country at the end of this contract.

Any equipment related to this contract which is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

## 7. REPORTS

### 7.1. Reporting requirements

The contractor will submit the following reports in English in one original and one copy. In addition to any documents, reports and output specified above, the contractor shall provide the following reports:

<b>Name of report</b>	<b>Content</b>	<b>Time of submission</b>
Communication and Visibility Plan	The Communication and Visibility Plan will cover the following in detail: objectives, activities, evaluation and resources. It will indicate what kind of information should be disseminated through which communication tools and channels.  This will serve as Inception report.	Draft C&V plan - No later than 14 days after the start of implementation  Final C&V plan - No later than 35 days after the start of implementation
Interim report	Short description of progress and outputs delivered considering ToR and technical and financial offer including problems encountered and planned work for the next 6 months. Interim report (no. 2, 4) should be accompanied with the invoice and documentary evidence of the outputs delivered in the reporting period and previous reporting period.	No later than 10 days after the end of each 6-month implementation period.
Final report	Description and summarising all achievements (technical and financial) including problems encountered and recommendations during overall implementation period considering ToR and technical and financial offer. Final report will cover period starting from 25 <sup>th</sup> month of implementation until the end of period of implementation of contract. Final report should be accompanied with the final invoice of the balance and documentary evidence of the outputs delivered.	Draft Final report - No later than 1 month before the end of the implementation period.  Final report - Within 14 days upon receiving RAS comments on the draft of Final report.

7.2. The Contractor is obliged to prepare a narrative report on the implementation of the Contracting activities upon the request of the Contracting authority. Those narrative reports will be parts of interim/final reports Contracting authority is obliged to submit to the donor of the Action.

### 7.3. Submission and approval of reports

Reports referred to above must be submitted to the RAS. The reports must be written in English. The Project Manager, identified in the contract, is responsible for approving the reports.

## 8. MONITORING AND EVALUATION

### 8.1. Definition of indicators

The tenderers are expected to propose a set of relevant indicators within their technical proposal (organisation and methodology section). All indicators should correspond to the results specified under section 2.3.

The Contractor should obtain all information about project progress and its implementation on request from Contracting Authority.

For monitoring project progress the Contractor will propose a set of relevant indicators in its technical proposal (organization and methodology section) which may be updated and agreed upon with the Contracting Authority during the inception phase of implementation of contract and periodically during project implementation as may be required. A good indicator should be readily quantifiable, well defined and relevant to the objectives of the project. It should be supportable by readily available data which should be capable of being accurately updated on a regular basis. The Contractor shall apply relevant indicators to all the tasks of the project, in order to control the progress of the project and to anticipate risks and constraints. Logical framework should be part of the proposal submitted by the Contractor, and shall set out in a systematic and logical way the project objectives and the relationships between them, the procedures for checking whether these objectives have been achieved, and the assumptions and factors outside the scope of the project which may influence its results.