

ANNEX II: TERMS OF REFERENCE

“Provision of External Provider for Marketing Services - II”
Reference number: 1-06-405-4/2024

Abbreviation Dictionary

RAS	Development Agency of Serbia
SME	Small and medium Enterprises
MoE	Ministry of Economy
PEP	Programme for purchase of equipment
DEU	Delegation of the European Union in Serbia
CfP	Call for Proposals
IPA	Instrument for Pre-Accession Assistance
ToR	Terms of References
CVP	Communication and Visibility plan

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 91st in 2014 to 48th 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 unfavorable 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 commercialization, 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 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 favorable 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 Action 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 enterprises in modernization of production equipment and expansion of production.

The specific objective of the Action is to increase business efficiency of Serbian micro and small enterprises. 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 purpose of this Contract is to contribute to the 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 micro and small companies will expand and technologically improve production capacity which would lead to an increase in competitiveness of Serbian SMEs and consequently economy as whole. Regarding the purpose the Contractor shall provide to the Contracting Authority relevant marketing services and outputs requested during the period of the Action implementation.

2.3. Results to be achieved by the contractor.

Results to be achieved by the contractor.

- **Result 1:** The implementation of the Communication and Visibility Plan and the Marketing Plan for Action, in line with EU visibility rules.
- **Result 2:** Timely and quality delivery of all of the outputs defined within this Contract.

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 rates.

- Global geo-political and economical situation.
- Lack of interest of sub beneficiaries in post COVID period and within the geo-political and economical situation.
- Lack of interest of the financial intermediaries in post COVID period within the geo-political and economical situation.

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.

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 favorable financing terms for micro and small businesses 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 micro and small companies will expand and technologically improve production capacity which would lead to an increase in competitiveness of Serbian SMEs and consequently economy as whole.

The initial duration of implementation of Action (i.e., Grant) was foreseen to be 48 months. Nevertheless, not all the Grant contract funds dedicated to the implementation of PEP 2022 had been spent and it was the intention of the Contracting Authority and the DEU to amend the Grant Contract and to include the implementation of PEP 2023. Therefore, the Grant Contract was amended in August 2023, and it shall be implemented in 55 months and 6 days. All funds unspent during the PEP 2022 implementation were reallocated to the PEP 2023 implementation.

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

The new public call for PEP 2023 was launched in August 2023 and it was successfully implemented, therefore, the need for additional and restructured marketing activities is consequential.

4.1.2. Description of the assignment

During the implementation of this Contract, all the activities undertaken by the Contractor shall be monitored and instructed by Marketing expert contracted individually by the Contracting Authority.

All of the outputs delivered shall previously be approved by the Marketing expert and communicated to DEU. The Contractor shall continuously communicate with the Action Project Manager, MoE and DEU, exclusively via Marketing expert.

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.). **Compliance with this shall be made an important obligation of the contract and the contractors shall include in their reporting what has been accomplished.**

During the course of its engagement, the following services, and outputs (minimum and not limited to) are expected to be provided by the Contractor:

- 1) To implement previously adopted CVP and Marketing plan.
- 2) To design and distribute visual identity and key promotion messages for the Action. The Contractor's design team shall execute all ideas and suggestions defined, agreed, and approved by the Marketing expert, with whom RAS previously concluded the contract.
- 3) To implement the design and production (including printing and delivery at the requested location) of the promotional and visual material (i.e., printed material, etc.) Please note that the design shall be defined, monitored, agreed, and approved by the Marketing expert.
- 4) To organize, implement, and run media campaigns at national and/or local level, with main focus on electronic media according to instructions defined by the Marketing expert;
- 5) To organize events and to secure media coverage;
- 6) To produce all media content (photo and video, press releases, success stories etc.);
- 7) To continuously report to the Marketing expert in order to monitor and analyze the effectiveness of all marketing and communication activities.

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 micro and small companies 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), DEU, the general public, and the media.

4.2. Specific work

The Contractor shall implement the activities and deliver the services and the outputs fully according to the CVP and the Marketing Plan, until the end of the implementation of the Action.

The CVP and the Marketing Plan will be updated and prepared by the Marketing expert and approved by DEU, Project manager and MoE.

The implementation will continue throughout the marketing campaign to promote the Action.

Once the CVP is approved, it will be implemented by the Contractor in partnership with RAS/MoE during Action's lifetime. The Marketing expert is tasked with overseeing the updating of the C&V Plan. It is expected that the Contractor shall provide input to the Marketing expert to facilitate the necessary adjustments in alignment with any changes in the marketing activities implementation or circumstances.

The contractor shall report to the Marketing expert regarding the achievements and the outputs of their single competition. The contractor will also be responsible for reporting on the implementation of the

CVP 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.

The Contractor shall inform the Marketing experts on every problem encountered on regular basis.

This ToR foresees the following Activities, but it is not limited to them. The contractor might be engaged for additional services within the scope of the expertise that are intended to contribute to the fulfillment of the goals outlined within this contract if needed during the implementation of the Action.

4.2.1. Activity 1: Organization of the closing event of the Action

Indicative timeline for Activity 1: To be executed not later than the end of May 2024.

The event shall 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.

Description of Activity 1.

The Contractor is responsible for coordination, organization, and implementation of the event.

The event shall be fully planned, designed, and managed by the Contractor under the supervision of the Marketing expert. The contractor shall implement all activities regarding the event's organization according to the instructions given by the Marketing expert.

This ToR foresees but is not limited to the organization of one event. Alternatively, if there shall be more than one event organized it would be properly and timely coordinated with the Service provider and the events shall be smaller in number of attendees.

The indicative size of the event to be organized shall be presented in number of attendees. The events shall include a minimum number of 100 attendees, although it could be subject to adjustment.

The Contractor shall provide, at least, the following for each of the events:

- Venue for closing ceremony. The Location of the venue shall be in Belgrade.*
- The chairs for the attendees, the conference tables, the stand, and tables for beneficiaries.
- Logistics regarding the setting up of the venue. The venue shall be fully set up for the event.
- Equipment for simultaneous translation: cabin, technical support, headsets for translation (approximately 30 headsets).
- Translation (Simultaneous)
- Sound and audio, lighting, and display equipment with technical support (including video beam).
- Catering for approximately 100 persons (including food, beverages and waitring staff). The catering shall include a high standard of food and beverages and shall include at least 5 members of waitring staff. The catering shall include at least 25 high tables.
- At least 3 event operation managers, that shall be hosts/hostesses.
- High skilled Event Moderator, that shall be proposed by the Contractor and approved by the

Contracting Authority based on the references.

- Logistical support for transportation of printing and visibility material needed for the event.
- Drafting the Agenda, invitation letters.
- Coverage with the media coordination.
- Drafting a story board and the scenario for the moderator.
- All other, related activities and ancillary services without which the organization of the events could not happen in the desired high quality.
- Organize the delivery and presentation of other deliverables defined within this ToR – correlated to the Activity 1.

The design and the drafting of the Event agenda, invitation letters, writing of the scenarios, story boards, shall be conducted by the Contractor, in coordination and in line with instructions given by the Marketing expert. The input data shall be given by RAS, MoE and DEU.

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 the 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 implementation of the contract.

Please note that if the single task related to the competition of this Activity shall fail to be completed timely in desired high quality, the delivery of this Activity entire output may be treated as not completed.

Contractor shall note that the organization of the event 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.

N.B. Planned in-person event will take place only if conditions permit it, due to the ongoing COVID-19 pandemic.

* If the Venue is provided by the Contracting Authority, please note that venue rental price shall be deducted from the global price of the Contract.

The following deliverables (outputs) are expected under Activity 1:

	Outputs	Quantity	Indicative timeline
1.	Organization of the Closing event	1	Tentatively not later than ending of May 2024

Please note that the detailed plan for the event organization shall be submitted by the Contractor to the Marketing expert and RAS no later than 15 days prior to the event implementation.

4.2.3. Activity 2: Re-designing, printing, and delivery of promotional and visibility materials

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 about the PEP and the Public call 2023 shall be distributed. Additionally, the equipment acquired through the PEP 2023 shall be branded in line with EU Visibility requirements with stickers and/or plaque and provided to sub-grant beneficiaries to ensure the visibility of the Action.

All promotional and visibility materials shall be in both, English and Serbian language.

For any changes in design and use of the template database the EU-info center, Beograd is at the Contractor disposal.

- Re-designing of promotional and visibility materials

All Action-related print or electronic materials, both informational and promotional, will be re-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>).

For re-designing, the Contractor shall work under the instructions and full supervision of the Marketing expert.

- Printing and purchase of promotional and visibility materials

The Marketing expert, MoE and DEU will provide comments and suggestions regarding the promotional and visibility materials before the printing and the selection of 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 2 working days after the receipt of comments.

- Delivery of the promotional and visibility materials

Indicative time of delivery upon demand by Contracting Authority.

The place of the delivery of the promotional and visibility material shall be defined on demand by the Contracting Authority.

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

Outputs			
2.	Promotional and Visibility materials designed, printed, and delivered to event location or RAS premises		
2.1.	Outputs related to re-design of promotional and visibility materials	Quantity	Indicative timeline

2.1.1	Re-Design of roll-ups (Action in Serbian and English; PEP in Serbian)	2 pieces	Indicative timeline 2.1.1 – 2.1.3 time for delivery end of April 2024. These sub-activities are correlated to Activity 1 – Organization of the event
2.1.2	Re-Desing of promotional visibility materials	1 package	
2.1.3	Re-Desing of media wall	1 piece	
2.1.4	Re-Desing of visibility materials for the sub-grantees – PEP 2023	1 package	Indicative timeline 2.1.4 – time for delivery mid-May 2024
2.2.	Outputs related to purchase, printing, and delivery of promotional and visibility material	Quantity	Indicative timeline
2.2.1	Printing of roll ups	2 pieces	Indicative timeline: Indicative time for delivery of the outputs 2.2.1 – 2.2.6 - These sub-activities are correlated to Activity 1 – Organization of the event.
2.2.2	Higher quality notebooks	150 pieces	
2.2.3	Pens	150 pieces	
2.2.4	Umbrellas	150 pieces	
2.2.5	Textile bags	150 pieces	
2.2.6	Printing and delivery of Media Wall	1 piece	
2.2.7	High-quality plaques that shall be exposed at the entrance of the sub-beneficiary business premises or production units according to EU visibility requirements	800 pieces*	Indicative time of delivery mid-May - 2024
2.2.8.	High-quality self-adhesive, large stickers - dimension 200x150mm that shall be disposed on the indoor large, acquired equipment.	2000 pieces*	
2.2.9.	High-quality self-adhesive, small stickers - dimension 100x80mm that shall be disposed on the indoor small, acquired equipment and tools.	600 pieces*	
2.2.10.	-High-quality self-adhesive, outdoor large- dimension A4 format that shall be disposed on the outdoor large, acquired equipment.	600 pieces*	
2.2.11.	Printing and design of small hologram stickers for laptops and phones.	50 piece*	

* The quality, design, quantities, and timeline are tentative/indicative and will be agreed between the Contractor and the Contracting Authority 10 days prior to RAS request for printing.

4.2.4. Activity 3: Photo and video coverage

Sub-Activity 3.1 - Part of this Activity is highly correlated to the Activity 2: Organization of the event includes professional video and photo recording, production, and distribution of the photos and videos of the event, all to capture the essence of these events and create promotional content for various platforms.

Sub- Activity 3.2 - Also, the part of the Activity shall be focused on filming 6 video success stories (approximately 3-5 minutes), with a photo shooting included. Video recording, editing and creative design, transcript for success stories of sub-grant beneficiaries - short video clips with sub-grant beneficiaries with focus on their success. Regarding the design, idea solution and the scenario, the Contractor shall work with the Marketing expert. The location of filming can be at the plants of the PEP beneficiaries.

Sub -Activity 3.3 – Filming one overall Action video (not longer than 10 minutes), with testimonials of the Action key stakeholders

Description of Activity 3:

Objectives: To document key moments, activities, and highlights of the events and the success stories. To create high-quality visual content that can be used for promotional purposes. To ensure the coverage reflects the theme and spirit of each event. To provide a memorable visual record of the events and success stories for future reference.

Scope of Work:

Pre-event: Coordination meeting with the event organizing team to discuss event specifics and requirements - Understanding the event schedule, key moments, and preferred shots. Arranging necessary equipment and resources.

Event Coverage: Capturing high-resolution photos and videos of the event, including keynote speakers, performances, attendees, and any noteworthy activities. Ensuring coverage of both indoor and outdoor aspects of the events. Candid shots of participants and guests. Interviews and testimonials.

Post-event: Editing and post-production work for all photos and videos. Delivery of the edited content in digital format. Prompt delivery of the final content.

Deliverables:

The Contractor is expected to deliver the following: The collection of high-resolution event photos, professionally edited and color-corrected videos, all raw photo and video files.

All deliverables must be submitted in digital format.

All photo and video shooting conducted during this contract, including any resulting deliverables, shall remain the exclusive property of the Contracting authority. No rights or ownership interest in the photos, videos, or any related materials shall be transferred to any third party, including the service provider, without explicit, written consent from the contracting authority. This includes, but is not limited to, all raw footage, edited content, digital files, and any intellectual property rights associated with the project.

Furthermore, the service provider shall not use, reproduce, distribute, or disclose the photos, videos, or related materials for any purpose other than what is outlined in the project contract,

without the prior written consent of the contracting authority.

Any breach of these terms regarding ownership and use of materials may result in legal action to protect the contracting authority's rights and interests. The Contractor is responsible for providing at least the following: high skilled team of photographers and videographers, cameraman and cameraman assistant, the journalist and graphic designer, professional VO providing their own equipment and resources, including cameras, lighting, audio equipment, and editing software - (camera with equipment, microphones, lights, tripods, video editing and postproduction, online video editing graphic solution, organization, translation, and tapes, and etc.).

The Contractor shall also cover the writing of video scenarios instructed by the Marketing expert.

Following deliverables are expected under Activity 3:

3	Output	Quantity		Indicative timeline
3.1.	Photo and video coverage of the Event	1	Event	Correlated with the timeline of the Activity 1 – Event organization – no later than end of May 2024.
3.2.	A series of interviews and testimonials featuring key stakeholders, sub-grant beneficiaries, and individuals impacted by the Action. These videos should be engaging and no longer than 5 minutes each. The videos shall be available to use within the events.	6	Video story	Through all the implementation period, 2 video stories shall be ready for the Closing event.
3.3	An overall promo video of the Action – no longer than 10 minutes	1	video	No later than end of May 2024

* Please note that this delivery shall be treated as complete only if they are delivered timely and in desired quality.

4.2.5. Activity 4: Media campaign

Description of Activity

This activity aims to guide the execution of a comprehensive and informative media campaign regarding the overall achievement of the Action, emphasizing the PEP achievement, success, and EU contribution, within the CfP 2022 and CfP 2023.

The Contractor shall at least cover following activities:

Sub-Activity 4.1 Focused media buying and coordination.

- Identify and negotiate with media vendors to secure the best rates and placement for

advertisements.

- Develop a comprehensive campaign calendar outlining the timing and frequency of media placements.
- Engage with media for the broadcasting of the TV spot.
- Establish partnerships with TV networks for optimal spot placement and negotiate favorable terms.
- Negotiate terms, broadcast schedules, and monitor broadcasts.
- Work with media outlets to optimize broadcast schedules for maximum visibility and impact.

Sub-Activity 4.2. Public Relations

- Distributing PR articles highlighting PEP achievements and relevant news.
- Coordination with relevant media portals for the publication of PR articles.
- Define key performance indicators (KPIs) for PR articles, including views, shares, and engagement metrics.
- Tracking and reporting on article performances and engagements.
- Provide regular reports on the performance of PR articles, highlighting successes and areas for improvement.

Expected Outputs and Deliverables under Activity 4:

4	Activity	Output	Quantity	Indicative timeline
4.1	Media coordination and media buying	TV advertising campaign (on two national or widely broadcast cable TV channel and 10 local TV channels)	12	Mid-April –mid July 2024, or Mid – April to Mid – June 2024 and mid – August to mid-September 2024
4.2	Public Relations	PR articles published on relevant internet portal	10	Mid-April –mid July 2024, or Mid – April to Mid – June 2024 and mid – August to mid-September 2024

Please note that part of the deliverables of sub-activities 4.1 and 4.2 and correlated to the Closing event. It is foreseen to broadcast the information regarding the results of PEP 2023 around the time of the closing event – on TV news and PR portals, meaning that at least two PR articles should be published.

Indicative timeline overview of beforementioned activities

Activity 4 – Media buying, coordination and PR – starting mid-April 2024 –mid July 2024, optionally the last month mid-August to mid-September 2024

Reporting

April 2024		May 2024		June 2024	September 2024	
No later than mid-April 2024	5 days from the Commencement Day	No later than end of April	No later than mid of May	No later than end of May	No later than mid-June	No later than mid-September
Commencement of the Contract implementation	Inception report	Activity 1 - Preparation of Closing Event Safe the date to stakeholders Preparation for Activity 3 – Sub Activity 3.2 –Delivery of the Outputs related to re-design of promotional and visibility materials. 2.1.1 Re-Design of roll-ups (Action in Serbian and English; PEP in Serbian) 2.1.2 Re-Desing of promotional visibility materials 2.1.3 Re-Desing of media wall 2.1.4 Re-Desing of visibility materials for the sub-grantees – PEP 2023	Activity 1 – Preparation Activity 2 – sub-activities 2.2.7-2.2.11 Activity 3 – Sub Activity 3.2 - Two video stories.	Activity 1 – Organization of the Action closing event Correlated Activities Activity 2 Outputs related to purchase, printing, and delivery of promotional visibility material – Sub Activities 2.2.1 – 2.2.6 Activity 3 – sub activity 3.1 - Photo and video coverage of the Event Activity 3 – sub activity 3.2 – Two success stories to be presented on the Closing event Activity 3 – Sub Activity 3.2 - Two video stories.	Activity 3 – Sub Activity 3.2 - Two video stories. Sub-activity 3.3 - An overall promo video of the Action – no longer than 10 minutes	Draft Final report - No later than 1 month before the end of the implementation period.

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, the Marketing expert and MoE that will be in charge of daily communication with the Contractor.

The Contractor will be responsible for the delivery of the results defined by this ToR. The Contractor will be responsible for 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 tatted 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 a 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 for PEP CfP in 2022 and 2023. Commercial banks and leasing companies participate 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-grant beneficiaries.

Accredited regional development agencies provide technical assistance to RAS in the implementation of monitoring of earmarked funds used.

Project Steering Committee (PSC) is 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 the Contractor with 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 the middle of April 2024 and the period of implementation of the contract will be until the middle of October 2024. 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 organizations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and should 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

N/A

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 are considered to be included in the tenderer's financial offer (such as video production team: video editor and graphic designer, graphic designer for print, social media manager., public relations executive, campaign coordinator, moderators, catering personal, etc.).

6.2. Office accommodation

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

6.3. Facilities to be provided by the contractor.

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.

6.6 Software

For the purpose of the Contract implementation and the Activities defined within this ToR the Project management on-line tool shall be used. The specification of the tool and the selection shall be made by the marketing expert and shall be provided by the Contracting Authority.

7. REPORTS

7.1. Reporting requirements

The contractor will submit all the reports in English in one original and electronically via e-mail.

All the outputs and the reports shall be submitted in one external memory at the end of the Contract implementation.

The contractor shall provide the following reports:

Name of report	Content	Time of submission
Inception report	<p>Comprehensive overview of the project's objectives, scope, methodology, resources, and initial plans, providing the stakeholders with information about what the project entails and how it will be executed. It should contain but it is not limited to:</p> <p>Introduction: Provides background information on the project, its purpose, and objectives.</p> <p>Project Scope: Clearly defines the boundaries of the project, including what will be included and excluded.</p> <p>Objectives and Deliverables: States the specific goals and outcomes the project aims to achieve, along with the deliverables that will be produced.</p> <p>Methodology: Describes the approach and methods that will be used to carry out the project, including any tools, techniques, or frameworks.</p> <p>Timeline and Schedule: Outlines the project timeline, including key milestones, deadlines, and dependencies.</p>	5 days upon the Commencement Day

Plan for the event organization	Detailed plan for the Event organization	No later than 15 days prior to the event organization.
Regular progress reports on Communication and Visibility Plan and Marketing plan implementation	Short briefs regarding the single Activities implemented.	Periodically, throughout the Action, upon completion of the single Activities defined within the ToR, CVP and Marketing plan implementation
Event Overview Report	<ul style="list-style-type: none"> - Total number of attendees, demographic data (if available). - Overview of all media outlets that reported on the event, including articles, blogs, social media. - Based on feedback and analysis, suggestions for improving future events. 	No later than 10 days post-event
Printing materials Overview Report	Status of printing activities, including quantity, type of materials, and any challenges faced.	No later than 3 days post-printing
Media campaign report	<ul style="list-style-type: none"> - Metrics on the campaign's performance, including reach, engagement, conversions, - Breakdown of performance metrics by platform (e.g., TV, platforms), - Comprehensive review of the campaign's overall performance, lessons learned, and recommendations for future campaigns. 	1 for the entire campaign - 15 days after the end of the media campaign

Final report	Description and summarizing all achievements (technical and financial) including problems encountered and recommendations overall. implementation period considering ToR and technical and financial offers. The final report will cover all the implementation period of the contract. The final report should be accompanied by 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.
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7.2. The Contractor is obliged to prepare a narrative report on the implementation of the contracted 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. The reports shall be submitted in days upon the Contracting authority request. The reports shall be submitted electronically via e-mail.

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 (organization 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 the 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 supported 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.

Monitoring and evaluation of the marketing activities will be conducted based on, but not limited to, the reports enumerated in Section 7. Additionally, regular biweekly status meetings will serve as an integral component of the assessment process to ensure alignment with objectives and timely adjustments as necessary.