

## ANNEX II: TERMS OF REFERENCE

“Provision of External Provider for Digital Marketing Services -”

### 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

## 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. Business

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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-year-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 an 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

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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 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 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). Trough 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.

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Regarding the purpose the Contractor shall provide to the Contracting Authority relevant digital marketing services.

Digital marketing provider shall develop comprehensive digital marketing plan tailored for the purpose and goals of the Action business and target audience.

The optimized campaign shall track performance metrics to make data-driven adjustments for better future results. The engagement of the digital marketing service provider shall lead the Action through more creative and effective campaign.

Engaging a digital marketing service provider shall contribute to the Action to maximize the online presence, reach their target audience, and achieve the marketing goals with expert guidance, cost-efficiency, and flexibility.

The execution of the digital marketing plan will play a vital role in conveying the overall success of the Action.

### **2.3. Results to be achieved by the contractor.**

The Service provider shall set a Digital Marketing plan for targeted audience based on the adopted C&V plan of the Action.

The Service provider shall timely and in quality deliver all the outputs defined within this ToR.

The External marketing expert shall indicate all of the key performance indicators (KPIs) and results that shall assess the effectiveness of the digital marketing efforts:

## **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 the post COVID period within the geo-political and economical situation.

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## 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 shall be 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, therefore, the need for digital marketing services is identified.

#### 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 the External marketing expert.

All of the outputs delivered shall be previously approved by the external marketing expert and adopted by DEU. The Contractor shall continuously communicate with the Action Project Manager, MoE and DEU exclusively via External marketing expert.

The contractor must also comply with the latest Communication and Visibility Manual for EU External Action. **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 are expected to be provided by the Contractor:

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- 1) To draft the Digital Media Plan, which includes audience research, segmentation, budget allocation and continuous campaign monitoring and optimization.
- 2) To execute the digital campaign, ensuring that the strategy aligns with the Action's objectives and reaches the target audience effectively.
- 3) To create a comprehensive Visual Identity & Brand Book, detailing logo usage, color palette, typography, imagery & photography guidelines, and application examples.
- 4) To design a cohesive Social Media Design, encompassing post visual designs for various platforms, as well as cover and profile images that resonate with the Action's identity.
- 5) To craft a Digital Campaign Banner Design tailored for platforms like GDN, LinkedIn, and Meta, ensuring that each banner is visually appealing and aligns with Action's messaging.
- 6) To produce Video Production Graphic Elements, which include intro/outro animations, information bars, and overlay texts & subtitles that enhance the video content.
- 7) To conceptualize, storyboard, and produce videos for Web, TV, and Social Media, ensuring that each video is engaging, of high quality, and optimized for its intended platform.
- 8) To manage Social Media for a duration of 3 months, which involves creating a content calendar, crafting content, managing engagement, and analyzing performance metrics to refine the strategy.
- 9) To manage Social Media for a duration of 3 months, which involves creating a content calendar, crafting content, managing engagement, and analyzing performance metrics to refine the strategy.
- 10) To develop a Content Strategy & SEO, focusing on keyword analysis and on-site SEO optimization to enhance the website's visibility and reach.

By fulfilling these responsibilities, the Contractor will ensure that the brand's digital presence is consistent, engaging, and effectively reaches its target audience.

#### **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), and EU Delegation to the Republic of Serbia, the general public, and the media.

### **4.2. Specific work**

Within the scope of this project, it is imperative to establish clear timelines for each activity. This ensures efficient execution and coordination amongst all involved parties. The timelines provided herein are indicative and serve as guidelines for the planning and implementation of each activity. However, a flexible approach is essential to adequately respond to unforeseen circumstances or changes in the project dynamics.

The description of the Activities is given hereinafter in details:

#### **4.2.1. Activity 1: Digital Media Planning and Execution**

The Contractor shall draft a Digital Marketing plan which shall be the framework for the Digital media execution. The digital marketing campaign is set to last approximately three months, with the exact

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timeline to be determined based on the digital plan. This will allow us to account for the holiday season and New Year festivities, ensuring optimal execution timing.

**The implementation of the C&V Plan** – the Contractor shall implement the activities and deliver the services and the outputs fully according to the C&V Plan and the Marketing Plan, until the end of the implementation of the Action.

The C&V Plan and the Marketing Plan will be updated and prepared by the External marketing expert and approved by DEU, Project manager and MoE and then distributed to the marketing digital service provider – The Contractor.

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

Once the C&V Plan is approved, it will be implemented by Contractor in partnership with RAS/MoE during Action’s lifetime.

The Contractor shall draft the Digital marketing plan that shall be derived from the Action C&V Plan.

Please note that the C&V Plan should remain flexible and should be updated when needed, therefore if any circumstances occur that affect the C&V Plan, should be immediately communicated with the External Marketing expert.

The digital marketing 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.

The contractor shall report to the External marketing experts regarding the achievements and the outputs of their single competition. The Contractor shall inform the External marketing expert on every problem encountered on a regular basis.

#### **4.2.2. Activity 2: Visual Identity & Brand Book Creation**

- **Logo Usage:**

- Design and provide different versions of the logo, including full-color, monochrome, horizontal, vertical, and other relevant variations.
- Define clear space around the logo, ensuring it remains free from other elements.
- Establish minimum size guidelines to ensure the logo's legibility across various contexts.
- Provide examples of improper logo usage to guide stakeholders on what to avoid.

- **Color Palette:**

- Identify and define primary and secondary brand colors.
- Provide specific color codes for each shade, including Pantone, CMYK, RGB, and HEX values.
- Offer guidelines on the effective use of each color, detailing when and how they should be applied.

- **Typography:**

- Specify primary and secondary fonts suitable for different communication types, such as headlines, body text, captions, etc.
- Set guidelines for font sizes, weights, line spacing, and letter spacing to ensure

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consistency and readability.

- **Imagery & Photography:**

- Define the style and tone of images that align with the brand's essence.
- Establish guidelines for image treatment, including the use of filters, overlays, and other modifications.

- **Application Examples:**

- Showcase how the brand elements integrate in various contexts. Examples should include, but are not limited to, business cards, PowerPoint templates, social media posts, and other relevant applications.

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

Output	Indicative timeline
A comprehensive Visual Identity & Brand Book in digital format	Initial week following contract initiation
All source files for the designed elements.	Initial week following contract initiation
A presentation summarizing the brand guidelines for internal stakeholder alignment	Initial week following contract initiation

#### 4.2.3. Activity 3: Social Media Management

**Content Calendar Creation:**

- Engage in brainstorming sessions to identify content themes and topics that resonate with the Action's target audience.
- Develop a comprehensive posting schedule detailing the frequency and optimal timings for each post.

- **Content Creation:**

- Craft engaging post captions and narratives that align with the brand's voice and messaging.

- **Engagement Management:**

- Actively monitor social media channels to respond promptly to comments, direct messages, and mentions, ensuring a consistent brand voice and fostering community engagement.

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- **Performance Analysis:**

- Regularly collect analytics data to gauge the performance of each post, including metrics like reach, engagement rates, follower growth, and more.
- Analyze the collected data to derive actionable insights and adjust the content strategy as needed for optimal results.

- **Post Visual Design:**

- Design diverse visual content tailored to the Action's needs, including but not limited to infographics, quotes, and promotional events.
- Adapt each design to fit the specific requirements of various platforms.

- **Cover & Profile Images:**

- Design and periodically update cover and profile images to stay consistent with ongoing campaigns, promotions, or significant events.
- Ensure each image is adjusted to meet the specific dimension requirements of each social media platform.

**Following deliverables are expected under Activity 3:**

Output	Indicative timeline
A detailed content calendar for the specified period	First monthly calendar up to December 1st, subsequent two by the 5th day prior to the start of the next month
36 visually appealing and platform-adapted social media posts (including event photos, stock images where appropriate, and other relevant visuals).	Visuals for posts scheduled for the first monthly calendar due by December 1st; for the following months, visuals to be ready 5 days before the month begins.
Regular performance reports with actionable insights and recommendations.	A week following the month's end
Updated cover and profile images as required	During the entire implementation period

**4.2.4. Activity 4: Video Production for Social Media, Web, and TV**

- **Conceptualization and Storyboarding:**

- Engage in brainstorming sessions to ideate the promotional video's theme, core message, and visual elements.

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- Develop a comprehensive storyboard to visualize the flow, sequence, and key scenes of the promotional video.
- **Post-production & Editing:**
  - Cut and trim video footage to achieve the desired length and pacing.
  - Incorporate voiceovers, background music, and sound effects to enhance the video's auditory experience.
  - Integrate graphics, animations, and other visual elements as required to elevate the video's appeal.
  - Undertake color correction and grading to ensure visual consistency and mood.
- **Formatting & Optimization:**
  - Adjust video attributes such as resolution, aspect ratio, and format to ensure seamless playback across diverse platforms, including TV, YouTube, and various social media channels.
- **Reels Production:**
  - Brainstorm and conceptualize themes and narratives for each of the 5 reels.
  - Source or film the necessary content tailored for each reel.
  - Edit the reels, incorporate music, and optimize them for the best performance on social media platforms.
- **Video Production Graphic Elements:**
  - Crafting animated introductions and conclusions that reflect Action's identity.
  - Designing and animating bars appearing during the video to convey extra information, like speaker names, titles, quotes, etc.
  - Designing and implementing textual overlays and subtitles for additional info or translations.

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

Output	Indicative timeline
A fully produced promotional video tailored for TV, web, and social media*	First week of December
5 reels optimized for social media platforms	First set in the first week of December, remaining four by the end of December.
All associated graphic elements, including intros/outros, information bars, and overlay texts.	First week of December
Source files and final edited versions for all video content.	During the entire implementation period

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#### 4.2.5. Activity 5: Digital Media Planning and Execution

- **Audience Research & Segmentation:**
  - Delve into identifying the target audience's demographics, interests, and behaviors.
  - Segment the audience based on their platform preferences and interaction patterns.
- **Platform Strategy Development:**
  - Ascertain the most effective platforms that align with the campaign's objectives and goals.
  - Establish a content mix, decide on ad types, and schedule postings for each chosen platform.
- **Budget Allocation:**
  - Strategically distribute the budget across different platforms, considering ad types and the duration of each campaign segment.
- **Banners for Digital Campaign:**
  - GDN (Google Display Network) Banners (minimum 15 banners): Design banners in multiple dimensions tailored for GDN, including formats like leaderboard, square, large rectangle, and more.
  - LinkedIn Banners: Design visuals with a professional tone, keeping in mind the LinkedIn target audience.
  - Meta Banners: Design banners tailored for the Facebook and Instagram target audience, ensuring they align with the Action's messaging and aesthetics.
- **Campaign Launch & Budget Implementation:**
  - Initiate the campaign rollout across all selected digital platforms, ensuring alignment with the timing, messaging, and creative strategies detailed in the media plan.
  - Activate the allocated budget for each platform as prescribed in the digital media plan, managing expenditures to maintain financial control and campaign efficiency.

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

Output	Indicative timeline
Comprehensive audience research and segmentation in Digital Media Plan	First week of December
A set of compelling ad copies ready for deployment	First week of December
A minimum of 15 GDN banners in various dimensions.	First week of December

LinkedIn and Meta banners tailored for their respective platforms.	First week of December
Regular campaign performance reports with actionable insights and recommendations	During the entire implementation period

**The indicative time for the digital media plan finalization and campaign launch is the mid of December 2023, with the campaign set to run for a duration of three months, the specifics of which will be detailed in the marketing plan.**

#### **4.2.6. Activity 6: Email Marketing**

**- Recipient List Segmentation:**

- Analyze and divide the email list into distinct segments based on criteria like user behavior, demographics, or purchase history to ensure targeted communication.

**- Newsletter Campaigns:**

- Execute regular newsletter campaigns that disseminate curated content, updates, special offers, or other pertinent information. The aim is to engage, inform, and nurture the relationship with subscribers.

**- Measurement & Optimization:**

- Continuously monitor key performance metrics such as open rate, click-through rate, etc.
- Based on the insights drawn from these metrics, optimize the campaign for improved engagement and effectiveness.

**- Newsletter Templates:**

- Craft a consistent and captivating template for the periodic newsletters. Ensure that the design is not only visually appealing but also mobile-responsive to cater to a wide range of devices.

**Following deliverables are expected under Activity 6:**

Output	Indicative timeline
A segmented email recipient list ready for targeted campaigns	First week of December

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Regularly scheduled newsletter campaigns tailored to each segment	By the end of December
A mobile-responsive newsletter template that aligns with Action’s branding and messaging	At least one newsletter should be dispatched in December, with subsequent newsletters sent as needed throughout the campaign's duration.

**4.2.7. Activity 7: Content Strategy & SEO (Search Engine Optimization) for Campaign-related Texts**

- **Keyword Analysis:**
  - Conduct comprehensive research to identify keywords that resonate with the target audience's search behavior. This will help in understanding the terms and phrases they use when seeking similar content or services related to the Action.
- **On-site SEO Optimization for Campaign-related Texts:**
  - Optimize the SEO elements of texts related to the Action, such as PR articles or other stakeholder website content. This includes refining elements like titles, meta descriptions, and the structural content of the texts to make them more search engine friendly.

**Following deliverables are expected under Activity 7:**

Output	Indicative timeline
A detailed keyword analysis report highlighting potential keywords and their relevance to the Action's content	During the entire implementation period
SEO-optimized texts related to the Action, ensuring they have enhanced titles, meta descriptions, and structural content for improved search engine visibility on stakeholder websites.	During the entire implementation period

Content Strategy & SEO (Search Engine Optimization) for Campaign-related Texts: SEO optimization will be conducted as needed, within two days of receiving a draft version of a text related to the campaign.

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## Resources Required for the Activities Listed in Section 4:

- Video editor.
- Digital marketing specialist.
- Graphic designer for digital.
- Social media manager.
- Account manager (provided by the marketing agency).
- Subscription to a stock media website (e.g., Shutterstock, Adobe Stock) for photos, videos, and video templates.

**The Contractor is required to maintain a transparent approach, providing all raw files, data, and other resources upon completion. No deviations from the set budget are possible without prior approval. Any delays or changes in execution must be communicated immediately.**

### 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 External 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. The RAS Procurement unit and RAS Financial unit shall support the implementation of Action as well. Staff from the 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.

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

**Project Steering Committee (PSC)** has been 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 November 2023 and the period of implementation of the contract will be until June 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

### **6.2. 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.

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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 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
<p>Reports on social media performance, audience engagement and digital campaign optimization</p>	<p>The summary of the key highlights and insights, by providing context and explaining the purpose and goals of the social media efforts and the conducted campaign during the reporting period. The reports shall include but are not limited to the following data and analysis:</p> <ul style="list-style-type: none"> <li>-the most important metrics that gauge the social media performance, such as: Follower growth, Reach and Impressions, Engagement Rate, Click-through Rate (CTR), Conversion Rate, social media traffic to the websites such as the number of visitors from social media platforms.</li> <li>- Audience Insights, describing the social media audience demographics, including age, gender, location, and interests.</li> <li>- the analysis and the performance of individual posts and campaigns, including the top-performing posts, identifying the posts with the highest engagement or conversion rates.</li> <li>- The reports should address the content type: which types of content (e.g., images, videos, articles) performed best.</li> <li>- the posting schedule analysis should be conducted to determine the optimal times and days for posting based on engagement data.</li> </ul>	<p>1 for each month of the campaign and 1 for the entire campaign                      Monthly report 7 days after the end of the month,                      overall report 15 days after the end of the media campaign.</p>

	Based on the analysis, the reports should provide actionable recommendations for improving social media performance, audience engagement and the overall campaign. These could include content strategies, posting schedules, or platform-specific tactics.	
Periodical digital campaign optimization reports	The KPIs mentioned within the Reports on social media performance, audience engagement and digital campaign optimization periodically	On demand, 5 working days from the Contracting Authority request.
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, Communication and Visibility Plan and Marketing plan 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. If the payment is due the Interim report should be accompanied with the invoice and documentary evidence of the outputs delivered in the reporting period.	No later than 10 days after the end of each 6-month implementation period.

Digital Media campaign report	<ul style="list-style-type: none"> <li>- Metrics on the campaign's performance, including reach, engagement, conversions</li> <li>- Breakdown of performance metrics by platform (e.g., TV, Websites, social media),</li> <li>- Comprehensive review of the campaign's overall performance, lessons learned, and recommendations for future campaigns.</li> </ul>	<p>1 for each month of the campaign and 1 for the entire campaign</p> <p>Monthly report 7 days after the end of the month, overall report 15 days after the end of the media campaign</p>
Final report	<p>Description and summarizing all achievements (technical and financial) including problems encountered and recommendations overall.</p> <p>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.</p>	<p>Draft Final report - No later than 1 month before the end of the implementation period.</p> <p>Final report - Within 14 days upon receiving RAS comments on the draft of Final report.</p>

**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. 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 weekly status meetings will serve as an integral component of the assessment process to ensure alignment with objectives and timely adjustments as necessary.

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