

## **ANNEX II: TERMS OF REFERENCE**

**Development Education and Awareness Raising (DEAR) Support team**

**EuropeAid/140705/DH/SER/Multi**

### **List of Acronyms**

|             |   |
|-------------|---|
| CA          | Contracting Authority   |
| CSOs        | Civil Society Organisations                                   |
| DEAR        | Development Education and Awareness Raising                   |
| DG DEVCO    | Directorate General International Cooperation and Development |
| DST         | DEAR Support Team   |
| EU          | European Union  |
| EU MS(s)    | European Union Member State(s)                                |
| LA(s)       | Local Authority(ies)  |
| MSG         | Multi Stakeholder Group                                       |
| NGO         | Non-Governmental Organisation                                 |
| SDGs        | Sustainable Development Goals                                 |
| The Council | The Council of the European Union                             |
| UN          | United Nations  |

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# 1. BACKGROUND INFORMATION

## 1.1. Partner country

Member States of the European Union and official EU candidate and potential candidate countries (Albania, the Republic of North Macedonia, Montenegro, Serbia and Turkey).

## 1.2. Contracting authority

European Union, represented by the European Commission, DG International Cooperation and Development (DG DEVCO).

## 1.3. Country background

## 1.4. Not applicable Current situation in the sector

Embarking on the path of sustainable development requires a fundamental change in the ways we think and act. In order to act and make change, individuals require knowledge, skills, values and attitudes that are in tune with 21<sup>st</sup> century challenges and opportunities. Development education and awareness raising (DEAR) can play an important part in raising levels of engagement among the public and in addressing the SDGs at national and global level, thus contributing to global citizenship (European Consensus for Development).

Development education and awareness raising significantly contribute to ensuring that “all learners acquire the knowledge and skills needed to promote sustainable development, including human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture’s contribution to sustainable development” (SDG Target 4.7)<sup>1</sup>.

Replies to some of the Eurobarometer surveys give an idea of how the EU citizens see development assistance and their own role in this context. According to the latest Eurobarometer survey that focussed on Development Cooperation and Aid (Eurobarometer 494<sup>2</sup> of October 2019),

- the vast majority of respondents still believe that helping people in developing countries is important
  - More than two thirds in each country think helping people in developing countries is important.
  - Seven in ten agree tackling poverty in developing countries should be one of the main priorities of the EU.
  - Almost six in ten (58%) agree tackling poverty in developing countries should be one of the main priorities of their national government (+4 percentage points since 2018)

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<sup>1</sup> By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture’s contribution to sustainable development; <https://sdgs.un.org/goals/goal4>

<sup>2</sup> [https://www.developmentaid.org/api/frontend/cms/uploadedImages/2019/10/eurobarometer-2019-ebs-494-report\\_en-1.pdf](https://www.developmentaid.org/api/frontend/cms/uploadedImages/2019/10/eurobarometer-2019-ebs-494-report_en-1.pdf)

When it comes to the roles of individual, the Eurobarometer 476<sup>3</sup> of September 2018 found that:

- just over half agree that individuals can play a role in tackling poverty in developing countries, and almost half of all respondents state they are personally involved in doing this.
  - Just over half of all respondents (53%) agree that as individuals they can play a role in tackling poverty in developing countries. This level has remained fairly consistent since 2015.
  - Across the EU, 42% of respondents are personally involved in helping developing countries, with the most common actions giving money to an organisation such as an NGO or charity (22%), and making ethical choices when they shop for groceries, clothes and so on (21%).
  - However, since 2016 there has been a seven-point increase in the proportion who are not personally involved, and in 16 countries the majority of respondents are not personally involved in helping developing countries.

It is clear that attitudes towards development assistance are influenced by a multitude factors, among which the economic and financial crises in EU Member States and migration into the EU. The rise of populism in Europe, with a discourse focused on local versus global, questioning basic values, which development education and awareness raising aims to promote, poses risks to achieving the targets set. Most recently, the COVID-19 pandemics and the country-focused reactions to it have made the context even more complicated.

The development cooperation landscape itself is fundamentally changing. The development framework has undergone a profound redefinition, responding amongst others to the 2030 Agenda and the Sustainable Development Goals, climate change, and other transformative challenges. Most development actors are currently redefining their policies, roles and structures in order to remain relevant and better address emerging global challenges. This has also been the case for the European Commission and DG DEVCO that has increasingly focused on five key priorities: Green, Digital, Growth and Jobs, Migration, as well as Governance, Peace and Security.

In such times, investing in global/development education and awareness raising is even more important to ensure that the progress made is not reversed. It is important that the EU citizens get the tools to understand the link between “local” and “global” and how to contribute to addressing these challenges in the best possible way for them and for the planet as a whole.

Youth is one of the main target groups of the DEAR Programme, and youth empowerment and participation are also increasingly looked at in the context of development cooperation. Youth is also a personal priority of Commissioner for International Partnerships, Jutta Urpilainen. The Council Conclusions on Youth in External Action adopted on 8 June 2020 call for “a coherent and comprehensive approach to youth in external action, one which seeks greater complementarity among all the relevant policies, programmes and instruments, and which ensures that youth is meaningfully involved in shaping EU policies and actions”. The Council also invites the Commission to “devise an action plan and to develop adequate toolkits to ensure that EU's external action contributes to the meaningful global engagement of youth at all levels in all regions.” Finally, the Conclusions recognise the importance of enhancing active global citizenship through

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<sup>3</sup> [https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=2ahUKEwi1v6Do8cvoAhWP16QKHdbrB\\_wQFjACegQIBBAB&url=http%3A%2F%2Fec.europa.eu%2Fcommfrontoffice%2Fpublicopinion%2Findex.cfm%2FResultDoc%2Fdownload%2FDocumentKy%2F83834&usg=AOvVaw0yPBbXKbrQ3oQ4dJMuPRsU](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=2ahUKEwi1v6Do8cvoAhWP16QKHdbrB_wQFjACegQIBBAB&url=http%3A%2F%2Fec.europa.eu%2Fcommfrontoffice%2Fpublicopinion%2Findex.cfm%2FResultDoc%2Fdownload%2FDocumentKy%2F83834&usg=AOvVaw0yPBbXKbrQ3oQ4dJMuPRsU)

strengthened global education, development education and awareness raising (DEAR) as an integral part of a coherent and comprehensive approach to youth in the context of external action.<sup>4</sup>

NB. The term “development education and awareness raising” is not used uniformly across all EU Member States. Although most EU Member States have similar concepts, their terminologies and focus are different. Some of the terms used to describe DEAR-related activities are the following: “development education”, “global education”, “global development education”, “global learning”, “sustainable development education”, “global citizenship education” or “civic education”. For ease of reference, all activities in development education and awareness raising will be referred to in this document under the term “DEAR”.

## **EU DEAR Programme**

Within the current DG DEVCO unit B1 “Gender Equality, Human Rights and Democratic Governance”, the DEAR sector manages the EU DEAR Programme mostly through Calls for Proposals.

The EU DEAR Programme, funded under the Civil Society/Local Authorities thematic programme, has two specific objectives:

- to contribute to developing European citizens’ understanding of the interdependent world, of roles and responsibilities in relation to development issues in a globalised society;
- to support European citizens' active engagement with global attempts to eradicate poverty and promote justice, human rights and democracy, social responsibility, gender equality and sustainable development strategies in partner countries.

To achieve these objectives, the EU DEAR Programme focuses on two lines of action:

- Development Education/Global Learning, to foster knowledge and competences to engage with development issues, through the use of participatory and experiential education methodologies, either within or outside the formal education system;
- Awareness Raising/Campaigning & Advocacy, where the objective is to support citizen involvement and advocacy for more sustainable policies, political and economic structures and individual practices, in relation to global development.

Over the years, the EU DEAR Programme has developed a vast experience of cooperation with civil society and local authorities across all SDGs, bridging the internal and external cooperation aspects. It has been adding value to national programmes by encouraging coordination and exchange of best practices between the relevant actors across the EU MSs, fostering policy learning, contributing to more complementarity and designing better actions.

Grants are awarded to selected projects submitted by Civil Society Organisations (CSOs<sup>5</sup>) and Local Authorities (LAs<sup>6</sup>) following Calls for Proposals. There are about 40 ongoing projects,

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<sup>4</sup> <http://data.consilium.europa.eu/doc/document/ST-8629-2020-INIT/en/pdf>

<sup>5</sup> CSOs are non-State, non-profit making actors operating on an independent and accountable basis which include: non-governmental organisations, organisations representing indigenous peoples, organisations representing national and/or ethnic minorities, diaspora organisations, migrants' organisations in partner countries, local traders' associations and citizens' groups, cooperatives, employers' associations and trade unions (social partners), organisations representing economic and social interests, organisations fighting corruption and fraud and promoting good governance, civil rights organisations and organisations combating discrimination, local organisations (including networks) involved in decentralised regional cooperation and integration, consumer organisations, women's and youth organisations,

although many of them will end by the end of 2020. Information on DEAR projects is available here [https://dear-programme.eu/map/?map\\_menu=map\\_form](https://dear-programme.eu/map/?map_menu=map_form).

The ongoing negotiations on the Multiannual Financial Framework 2021-2027 might have an impact on the objectives and the form of the DEAR Programme in the future.

### **Actors involved in Development Education and Awareness Raising in Europe**

A wide range of actors is involved in DEAR across the 27 EU Member States, including:

#### Civil Society Organisations and Local Authorities

- Development NGOs and DEAR focused NGOs, their national platforms including DEAR working groups;
- Youth organisations;
- Local Authorities and Associations of Local Authorities;
- European networks and platforms, such as CONCORD, GENE, Platforma (Local and Regional Authorities for Development), European Youth Forum;
- International networks of NGOs;
- Academic and research organisations and networks, such as EADI and ANGEL;
- Other types of CSOs actors as defined under footnote n° 5

#### EU member states public administration

- Ministries of Foreign Affairs (or International Development) and their agencies;
- Ministries of Education, Curriculum/Teacher Training Agencies, schools.

#### EU and International institutions

- European Commission: DG DEVCO, DG Education, Youth, Sport and Culture, DG Environment, DG Climate Action, etc.;
- Council of the European Union, European Parliament, European Economic and Social Committee, Committee of the Regions;
- Other governmental and inter-governmental actors: e.g. North South Centre of the Council of Europe, OECD Development Centre & Development Communication Network.

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

National DEAR strategies and programmes by EU Member States need to be taken into consideration. The past decade has seen a significant increase in the number of European countries with national structures of support, funding and policy-making in development education. Along with the growth of national structures, there has also been an increasing

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environmental, teaching, cultural, research and scientific organisations, universities, churches and religious associations and communities, the media and any non-governmental associations and independent foundations, including independent political foundations, likely to contribute to the implementation of the objectives of the Regulation (EU) no 233/2014 of the European Parliament and of the Council of 11 March 2014.

<sup>6</sup> LAs encompass a large variety of sub-national levels and branches of government, i.e. municipalities, communities, districts, counties, provinces, regions etc.

recognition of the need for national strategies to improve global and development education. The EU DEAR Programme has to take into account these developments.

## **2. OBJECTIVE, PURPOSE & EXPECTED RESULTS**

### **2.1. Overall objective**

The overall objective of the present service contract (with the title "DEAR Support Team", abbreviated "DST") is to assist the European Commission in the management of the Development Education and Awareness Raising (DEAR) Programme, implemented by Civil Society Organisations and Local Authorities and to support the Contracting Authority in the development and implementation of policy on youth in external action.

### **2.2. Specific Objectives**

The specific objectives of this contract are as follows:

- Specific objective 1: to support the Contracting Authority on the one hand, and our beneficiaries and grantees on the other hand, in the implementation of activities in the framework of the DEAR Programme, the monitoring and evaluation of these activities, capitalization of results and exchange of best practices, capacity building of and networking amongst the DEAR implementing partners and stakeholders, and related communication activities.
- Specific objective 2: to develop, maintain, and implement communication tools, activities and materials, including communication on the results achieved by the projects and the programme as a whole, as well as organising communication activities, targeting youth in particular;
- Specific objective 3: to conduct analysis, studies and research in the field of (global) development education and awareness raising as well as, more largely, youth policies and actions, including policy analysis and project analysis and synthesis for all EU DEAR supported/funded projects.

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

#### Specific objective 1

##### Result 1.1 : Capitalisation, Capacity building, networking

The results to be achieved by the Contractor under the specific objective 1 are:

- R.1.1.1 The capitalisation, capacity building and networking activities have been adequately prepared, organised by the DST under the guidance of DG DEVCO staff and successfully implemented from a logistic point of view. See "4.2 Specific work" for details.
- R.1.1.2 Background documents and material for the meetings and workshops have been produced and disseminated among the participants in a timely manner by the DST. These documents should be available in English or French depending on the language of the meeting.
- R.1.1.3 Reports from the activities are produced and disseminated, as well as posted on Capacity4dev (<https://europa.eu/capacity4dev/dear>) and the EU DEAR Programme website (<http://dearprogramme.eu/>).

R.1.1.4 Lists of participants have been drawn-up prior to the meetings and events.

#### Result 1.2: Monitoring and evaluation

R.1.2.1 A reporting framework, including an intervention logic, indicators, measuring the outputs, outcomes and impact of DEAR supported projects has been further developed and implemented.

R.1.2.2 Monitoring and evaluation activities (workshops, field visits, desk research, etc.) have been successfully prepared and implemented. Reports and analyses have been produced, covering aggregated results on selected themes and issues, based, amongst others, on individual project reports. The outcome of these activities have been duly documented, disseminated and made useful for the related studies and communication.

#### Specific objective 2

##### Result 2: Communication

The results to be achieved by the Contractor under the specific objective 2 are:

R.2.1 Existing DEAR component on Capacity4dev site and the EU DEAR Programme website have been adequately maintained, updated and improved.

R.2.2 New project stories on DEAR and youth-related EU policies and actions have been adequately identified, collated and developed into targeted communication materials, such as but not limited to: short video clips, infographic, leaflet, community update. The materials have been effectively disseminated via identified channels.

R.2.3 Communication campaigns have been successfully organised and deployed, in relation to both DEAR and youth more widely.

R.2.4 Other communications tools have been developed and produced, according to the requirements of DG DEVCO.

#### Specific objective 3:

##### Result 3: Research and Analysis

The results to be achieved by the Contractor under the specific objective 3 are:

R.3.1 Studies, analyses, and research on DEAR related topics (policies, national programmes, donor analysis, etc.) as well as, more largely, youth policies and actions have been successfully carried out.

R.3.2 Analytical factsheets/project fiches for each EU DEAR supported project have been compiled or updated, and made available on web platforms such as Capacity4Dev and the DEAR Programme website.

### **3. ASSUMPTIONS & RISKS**

#### **3.1. Assumptions underlying the project**

It is assumed that all stakeholders, and in particular EU co-financed DEAR projects, CSOs and LAs cooperate actively.



### **3.2. Risks**

Due to the competitive nature of Calls for Proposals, not all stakeholders might have a genuine interest to share lessons learned and to make these learnings available for knowledge sharing. However, this risk is considered as low.

Outbreaks of exceptional situation such as COVID-19 pandemic may disorient stakeholders' priorities and reshape the governments' policy focus. The implementation and achievement of objectives may be affected adversely and the activities might need to be adapted accordingly.

## **4. SCOPE OF THE WORK**

### **4.1. General**

#### **4.1.1. Project description**

The purpose of the service contract is to assist the Contracting Authority in the development and implementation of its activities devoted to the Development Education and Awareness Raising (DEAR) implemented by CSOs and LAs in Europe and to support the Contracting Authority in the development and implementation of policy on youth in external action.

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

Member States of the European Union and official EU candidate and potential candidate countries<sup>7</sup>. A limited number of activities may take place outside the formerly mentioned locations.

#### **4.1.3. Target groups**

EU DEAR project implementing partners, DEAR practitioners' at large, DEAR stakeholders, general public, in particular youth.

### **4.2. Specific work**

#### **4.2.1. Capitalisation, Capacity building, networking, monitoring and evaluation**

4.2.1.1 The following types of meetings shall be organised:

- Meeting type 1: Multi-stakeholder group meeting
- Meeting type 2: Inception seminar
- Meeting type 3: Exchange Hub
- Meeting type 4: Learning and Development Hub
- Meeting type 5: DEAR Stakeholders Conference
- Meeting type 6: Events at the European Development Days or similar
- Meeting type 7: Specific youth related events/meetings

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<sup>7</sup> Albania, the Republic of North Macedonia, Montenegro, Serbia and Turkey.

| Meeting                         | <b>Meeting 1</b><br><b>Multi-stakeholder group meeting</b> | <b>Meeting 2</b><br><b>Inception seminar</b> | <b>Meeting 3</b><br><b>Exchange Hubs</b> | <b>Meeting 4</b><br><b>Learning and Development Hubs</b> | <b>Meeting 5</b><br><b>DEAR Stakeholder Conference</b> | <b>Meeting 6</b><br><b>Events at European Development Days or similar</b> | <b>Meeting 7</b><br><b>Specific youth related events/meetings</b> |
|---------------------------------|--|--|--|--|--|---|---|
| Indicative n° of events         | 8 repetitions  | 1 repetition                                 | 4 repetitions                            | 6 repetitions  | 1 repetition   | 2 repetitions   | 8 repetitions   |
| Indicative Venue                | Brussels   | Brussels                                     | Brussels                                 | EU member states   | Brussels   | EU member states  | Brussels  |
| Indicative n° of days per event | 1 day  | 2 days                                       | 1.5 days                                 | 1.5 days   | 2 days   | 2 days  | 1 day   |
| Indicative n° of participants   | +/- 40   | +/- 70                                       | +/- 30                                   | +/- 40   | +/- 200  | +/- 20  | +/-40   |

The planning and organisation of the meetings and events shall be made well in advance to secure the availability of participants and to economise the logistic costs. At the request of the Contracting Authority, the DST will be responsible for the preparation of the meetings and events, and in particular booking of the venue and catering, sending invitations and other necessary information to speakers and participants, organising accommodation and travels of the participants, welcoming participants at the meeting, facilitating discussions in the different sessions, as well reporting.

The participants to the meetings will be selected in close coordination with the Contracting Authority. The DST might be requested to propose participants that will be then approved by the Contracting Authority.

The agendas shall be decided by the Contracting Authority based on proposals from the DST. The DST will also assist the Contracting Authority for preparing background documents and materials including power point presentations.

Written reports of the meetings shall include the conclusions of group discussions and shall be drafted in English by the DST, to be approved by the Contracting Authority. Further to the Contracting Authority's approval, the DST shall circulate these reports among the participants, and, if requested, shall post them on capacity4dev and the EU DEAR website.

The Contracting Authority might also request additional communication materials to be prepared to accompany the meetings.

#### *Meeting type 1: Multi-stakeholder group (MSG) meeting*

The objective of these meetings is to provide a space for exchange and learning. Participating stakeholders will be representatives of national governments, civil society, local authorities, academic research institutes, international organisations, and European institutions. The MSG

meetings are organised in order to discuss the latest developments in DEAR related areas and foster joint understanding of issues at stake. Topics discussed can include the development of national DEAR policies and programmes in Europe, the priorities of the EU DEAR Programme, priority sectors for EU calls for proposals, and conditions of future EU calls for proposals etc.

#### *Meeting type 2: Inception seminar*

The objective of this meeting is to build the capacity of newly contracted EU DEAR projects by providing a space for discussion and learning, as well as information on various organisational, financial and DEAR specific topics. The meeting is to be organised in the form of highly participatory seminar including group work, exchange as well as up-front presentations and Q&A sessions.

#### *Meeting type 3: Exchange Hubs*

The objective of these meetings is to identify, analyse, synthesise and document (= capitalise) concrete issues/lessons learned, which were specific to certain kinds of projects grouped in the clusters and to facilitate the networking of actors involved. The form of these meetings is the form of a highly interactive and participatory seminar including work groups, exchange as well as up-front presentations and Q&A sessions.

The use of hubs will facilitate the exchange regarding specific issues and themes suggested by the DST and agreed by the Contracting Authority. The use of clusters is expected to facilitate the capitalisation and promote the capacity building with regard to the specific issues of those types of projects, as well as the networking between similar actors organising similar projects across Europe.

#### *Meeting type 4: Learning and Development Hubs*

The objective of this type of meetings is to organise a workshop in conjunction with one of the DEAR projects, on a theme shared by a group of other projects (such as “climate change” or “advocacy”). The themes will be decided by the Contracting Authority but the Contracting Authority might request the DST to propose them. Where possible, learning and development hubs should be linked to a particular activity, organised by the “hosting” project<sup>8</sup>. The meetings are organised to allow the participants to learn from the concrete example, and to have practical rather than theoretical discussions. The format of these small meetings is a highly interactive and participatory seminar including group work, exchange as well as up-front presentations and Q&A sessions.

#### *Meeting type 5: DEAR Stakeholder Conference*

The objective of the conference is for a wide range of DEAR Stakeholders to exchange, exemplify, discuss and further develop ideas for strategies and activities that communicate the value and success of DEAR in engaging EU citizens, authorities and organisations. The conference is composed of plenary presentations to introduce key issues, exemplifying existing strategies and activities, working group discussions to develop further ideas, and plenary activities to conclude discussions. Unstaffed displays from EU-DEAR supported projects and programmes will give examples of EU-DEAR actions currently in implementation.

The DST shall develop dedicated Terms of Reference for the conference, which have to be submitted for approval to the Contracting Authority.

#### *Meeting type 6: Events to take place during the European Development Days or similar*

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<sup>8</sup> Such activities could be for instance attending a training session or visiting an event such as an exhibition organised in the framework of the implementation of the project. It is important that such an activity be then used with the “learning and development” objectives in mind, i.e. that it can be used to develop some concepts and exchange lessons learnt by the participants.

The European Development Days aim to showcase the work of DG DEVCO and of organisations and networks supported by it. The DST shall develop proposals for a stand and information events to be submitted to the organisers of the EDDs. If successful, DST will prepare and facilitate the EU DEAR Programme presence at the EDDs.

Similar event refers to events such as the European Youth Event (EYE) and other DEAR relevant events identified during the implementation.

The DST shall develop dedicated Terms of Reference for the events, which have to be submitted for approval to the Contracting Authority.

The DST might also be requested to identify other opportunities for promoting the DEAR Programme or the EU youth-related initiatives.

#### *Meeting type 7: Specific youth related events*

The DST will assist the Contracting Authority in organising, leading and following up on meetings with youth.

##### 4.2.1.2 Expertise to be provided by the DST

- Professional and effective facilitation to animate and maximise the exchange and learning during and in-between the meetings.
- Capitalisation of know-how, best practices and lessons learned for knowledge sharing among the DEAR projects and in the wider DEAR community.
- Development and implementation of a monitoring and reporting framework for the EU DEAR Programme. In this context, the DST shall develop an intervention logic for the DEAR Programme, including indicators. The DST shall also collect data from DEAR projects on projects' outputs and outcomes per project, as well as overall impact, and subsequently provide data aggregation and analysis.

In order to ensure the consistency of data provided by all projects, methodological notes for each identified indicator, highlighting the details of their calculation and data collection, shall be developed. The intervention logic must be developed in line with EU result framework.<sup>9</sup>

#### **4.2.2. Communication**

4.2.2.1 The DST shall establish, maintain and keep alive relevant web pages on Capacity4dev and the EU DEAR Programme websites by: publishing information, including the information regarding the DEAR programme, the DST, contact details, planning of workshops and meetings, EU DEAR projects (including individual and aggregated project factsheets and project database), lessons learned, best practices, reports on workshops and meetings, case studies on interesting projects, information on Calls for Proposals, as well as reports from studies and researches, if required.

4.2.2.2 The DST shall create communication materials such as short videos, web based games, apps, etc., that will use short phrases to explain key messages in a memorable and attractive way. The key messages need to be supported with data from the results of completed and ongoing DEAR projects as well as the EU youth-related activities. Videos shall be made available in English with subtitles in French and if requested all official languages of the EU.

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<sup>9</sup> <https://ec.europa.eu/transparency/regdoc/rep/10102/2018/EN/SWD-2018-444-F1-EN-MAIN-PART-1.PDF>

- 4.2.2.3 The DST shall identify relevant social media channels to amplify the communication effort to the target audience on the one hand and keep the DEAR community connected and informed on the other hand.
- 4.2.2.4 The DST shall produce infographics, for instance in the form of a poster, presentation or brochure.
- 4.2.2.5 The DST shall, by itself or through sub-contracted services, organise and implement communication campaigns. The sub-contracted value shall not exceed 15% of the total budget.
- 4.2.2.6 The DST shall produce thematic articles, quarterly updates/newsletters and other appropriate materials such as, among others, leaflets with key messages, images developed for the video and data from the DEAR programme reports.
- 4.2.2.7 The DST shall support the Contracting Authority in organising communication events to promote the DEAR programme and its projects, as well as EU youth-related activities, such as lunchtime conferences at DG DEVCO Info Point<sup>10</sup>.

### **4.2.3. Analysis and Studies**

- 4.2.3.1 The DST shall conduct analyses, studies and research in the field of DEAR and, more largely, youth policies and actions, including policy and projects analysis. To keep abreast of relevant developments in the European Union and outside to analyse those developments and bring them together and to report on those to the Contracting Authority and DEAR projects where relevant.
- 4.2.3.2 The DST shall update the template of the project fiche, and facilitate the data collection from ongoing and new projects.
- 4.2.3.3 The DST shall produce DEAR programme annual reports, including country studies, and Impact & Achievement Reports.
- 4.2.3.4 The DST shall also deliver ad hoc analyses and studies, researches, evaluations and assessments as requested by the Contracting Authority.

### **4.2.4. Logistics**

#### **4.2.4.1. General rules**

Please note that all costs related to travel/accommodation/invitations concerning Contracting Authority staff will be paid directly by the Contracting Authority **and will not be part of this budget.**

All arrangements related to the invitations concerning the Contracting Authority staff will be managed directly by the Contracting Authority **and will not be part of this contract and budget.** However, at the request of the Contracting Authority, the DST may be asked to follow up the invitations to EU participants (including EU institutions staff).

Adequate consideration on the environmental impact shall be taken into account in the logistic organisation.

#### **4.2.4.2. Visas**

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<sup>10</sup> [https://ec.europa.eu/international-partnerships/infopoint\\_en](https://ec.europa.eu/international-partnerships/infopoint_en)

It is assumed that very few visas will be required, but for completeness, this information is maintained: for a few participants, the DST must assist to obtain in due time any visa they may need in order to travel to the venue of the meetings/seminars.

Such help shall consist of providing all the information and documentation (e.g. administrative forms) participants need to obtain the visas. Where a participant encounters problems with obtaining a visa, the DST must inform the Contracting Authority immediately. Costs for obtaining a visa are covered by the budget of this contract.

The DST will not be required to assist EU passport holders (from the Contracting Authority or other EU participants) in obtaining their visa for the seminars.

#### **4.2.4.3. Booking, purchasing, changing, cancellation, delivery of travel tickets where required:**

Air Tickets (where appropriate) have to be made available as pre-paid air tickets, reimbursed in Economy Class (includes airport tax and, where appropriate, any charges for making tickets available for collection at the airport of departure). If another class travel is requested, the price difference between the lowest economy class fare and the requested class will be paid by the participant him/herself.

The DST informs the participants of their reservation and sends official confirmation by e-mail. The DST assists the participants in case of changes of flight times. Major changes have to be notified to the Contracting Authority and approved beforehand.

Bookings for any but the usual routes, and tickets for any class other than economy, must be expressly authorised beforehand by the Contracting Authority of each assignment.

Changes and cancellations: all travel tickets shall be booked and issued early enough to avoid expensive tickets as a result of late booking. No requests for changes from the participants will be accepted two weeks in advance of the date of the events, unless duly justified. The DST must provide participants with the necessary assistance whenever changes have to be made to tickets. Also, the Contracting Authority must be notified immediately of any major changes to flight times and its approval of such changes must first be obtained. Should there be no reaction from the European Commission before the event the request is considered approved. The contractor must take necessary steps to ensure that any requests for cancellation are settled in the best interests of the Contracting Authority. Any additional outlay owing to negligence attributable to the contractor will be borne by the Contractor.

Any changes requested by the Contracting Authority should be notified to the contractor as rapidly as possible. Should those changes result in extra costs, those costs will be notified to the Contracting Authority and if accepted, charged to the contract.

Delivering tickets: the contractor will contact participants as necessary to make arrangements for sending tickets in electronic form or making them available for collection at the airport/station of departure. The DST will request the participant to confirm the receipt of his/her electronic ticket.

#### **4.2.4.4. Accommodation (where appropriate)**

Rooms: accommodation (breakfast included in the room rate) must be provided on the basis of a list of participants and countries, length of the events, flights schedule and according to the particular needs of each participant relating to religion, uses or habits.

If a participant is not willing to use the facility of reservation, he/she shall notify the contractor before costs incurred cannot be recovered. Where a participant him/herself decides to extend his/her stay the extra nights will be at his/her own expense.

The maximum amount foreseen for accommodation (per night per person) is expected to be around EUR 150. However, as for the travel tickets, room and venue reservation shall be made well in advance to ensure the most economically advantageous price.

The venue of the events and the accommodation of guests should preferably be within walking distance of each other.

In case of no show of a participant, the cost paid to the hotel shall be considered eligible for refund at the explicit condition that the contractor has demonstrated that all required actions have been taken by the contractor in a timely manner to avoid this cost, i.e. with an exchange of e-mails.

#### **4.2.4.5. Payment of per-diems to participants**

With regard to per diems the following rules apply:

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

The per diem is a flat-rate maximum sum covering daily subsistence costs. These include accommodation, meals, tips and local travel, including travel to and from the airport. Taxi fares are therefore covered by the per diem. Per diem are payable on the basis of the number of hours spent on the mission by the participants for missions carried out outside the participant's normal place of posting. The per diem is payable if the duration of the mission is 12 hours or more. The per diem may be paid in half or in full, with 12 hours = 50% of the per diem rate and 24 hours = 100% of the per diem rate. Any subsistence allowances to be paid for missions undertaken as part of this contract must not exceed the per diem rates published on the website - [https://ec.europa.eu/international-partnerships/system/files/per-diem-rates-20200201\\_en.pdf](https://ec.europa.eu/international-partnerships/system/files/per-diem-rates-20200201_en.pdf)

- at the start of each such mission.

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

For participants, where a per diem is paid by the Contractor besides providing accommodation and/or meals/snacks, the Contractor shall not pay the full per diem but reduce the per diem by a corresponding reasonable amount for accommodation and/or meals/snacks provided.

#### **4.2.4.6. Preparation of badges, conference kits and documentation material**

The DST shall produce, print and distribute environmentally friendly conference kits during the events, where requested. The kits includes where appropriate rigid paper folder, notebook, pen and leaflets; they should bear the Contracting Authority's logo, the conference title, the place and date of the conference. They must include all the documentation requested by the Contracting Authority and be in accordance with the EU's visibility guidelines for external actions, [https://ec.europa.eu/international-partnerships/system/files/communication-and-visibility-manual\\_en.pdf](https://ec.europa.eu/international-partnerships/system/files/communication-and-visibility-manual_en.pdf).

The Contractor shall provide when necessary (design, print, assemble the kits and distribute them) the abovementioned rigid paper folder containing also:

- Each participant, one copy of background documents with limited pages, black & white
- Each participant, one copy of list of participants and agendas, black & white
- Name plate if required

The exact number of copies and pages for each event, as well as the name plates required, shall be communicated to the Contractor prior to each event taking place.

The Contractor shall also prepare badges and nameplates for the participants according to the graphic chart of the Contracting Authority.

#### **4.2.4.7. Meals, snacks and coffee**

Coffee breaks should be organised in the timing of one every half day (one in the morning, one in the afternoon) for every day in which events will take place. Coffee, tea, refreshments, fruit and pastries will be offered.

Light lunch meals in the form of free buffet shall be offered in the same venue or nearby; for events taking place over two days, a buffet dinner shall be offered on the first full day of the event.

#### **4.2.4.8. Services**

The contractor shall arrange to provide simultaneous interpretation services when requested.

#### **4.2.4.9. Contractor's special obligations**

The contractor undertakes that his proposal will be in the Contracting Authority's best interests, particularly its best financial interests as regards transport costs, cost of accommodation, taking into account the number of people travelling to the conference venue. He shall automatically quote the lowest prices available on the market according to the class of travel authorised by the Contracting Authority and the standards specified.

#### **4.2.5. Infrastructure**

The contractor must have at his disposal the office facilities and equipment infrastructure needed to perform the tasks described in part 4 of these Terms of Reference (Scope of the work). Its undertaking must have the necessary structure and international connections.

The contractor must have access to a robust and performant video conferencing system (hardware, software and subscription to necessary services) allowing for the organisation of different types of meetings, including with a large number of participants, including breakout rooms, etc.

### **4.3. Project management**

#### **4.3.1. Responsible body**

DG DEVCO Unit B1

Management structure

The Team Leader of the DST shall report directly to the task manager in DG DEVCO.

#### **4.3.2. Management structure**

The Team Leader of the DST shall report directly to the task manager in DG DEVCO.

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

None.



## 5. LOGISTICS AND TIMING

### 5.1. Location

Most of the meetings will be held in **Brussels** unless requested by the Contracting Authority to be held elsewhere.

Learning and Development Hubs will be held in the **EU Member States** unless requested by the Contracting Authority to be held elsewhere.

The experts, especially the non-key experts, may be requested by the Contracting Authority to perform some short-term missions outside of the EU, in the EU candidate or potential candidate countries as well as in other EU partner countries.

Alternatives such as virtual meetings and events shall be considered when face-to-face meetings are not possible.

For the rest of the assignment, where no meetings or other events take place, the **experts' normal place of posting** will be **home based** and will liaise by phone or email with the project manager at DG DEVCO on a regular basis. The place of posting of key experts shall be in the EU and will have to be clearly stipulated for each of them in the offer (Key Experts). The place of posting of non-key experts will have to be specified in the specific Terms of Reference.

In normal times, DST experts are required to meet regularly in Brussels with the Contracting Authority for work updates. The estimated average is one meeting per month, at least for the Team Leader. To this end, the experts shall have the necessary flexibility in arranging such meetings and travels if not based in Brussels.

In case the key experts' place of posting is not in Brussels, arrangements (travels and per diems) should be foreseen for meetings and events in Brussels. The team leader should be located in Brussels or a place with several daily good travel connections to Brussels and should be able to reach Brussels within 12 hours' notice.

### 5.2. Start date & period of implementation

The intended start date is 1 December 2020 and the period of implementation of the contract will be 48 months from this date. Please see Articles 19.1 and 19.2 of the special conditions for the actual start date and period of implementation.

## 6. REQUIREMENTS

### 6.1. 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.

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

The contractor must obtain written undertakings from all staff assigned to the execution of this specific contract that they will treat as confidential any information they acquire in the course of carrying out their duties, even after they have completed all work on the contract.

Working language(s): the working languages with the Contracting Authority staff will be English.

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

Key experts have a crucial role in implementing the contract. These terms of reference contain the required key experts' profiles. The tenderer shall submit CVs and statements of exclusivity and availability for the following key experts:

##### **Key expert 1: Team leader (senior expert - full time - 880 working days)**

This is a full-time contract requiring an estimated 22 working days per month, over 10 months, during 4 years for 880 working days.

The team leader will be responsible in particular for the following:

- General supervision and coordination of all activities of the programme
- Planning, organisation, implementation and monitoring of activities
- Drafting and submitting activity reports to be presented to the Contracting Authority
- Leading analysis, studies and researches in the field of DEAR and youth empowerment and participation
- Implementing and further developing a reporting framework for DEAR
- Leading monitoring and evaluation of DEAR projects through organisation of workshops, surveys, field visits by the team members or by short-term experts.

##### Qualifications and skills

- Fluency in English (C2 level) and very good command of French (B2 level) (for oral and written communication as well as comprehension) of the Common European Framework of Reference for Languages are required. The expert is required to have excellent drafting skills to produce clear, concise and coherent reports in English, as well as some reports in French.
- A university degree in social sciences and/or postgraduate specific advanced diploma in fields relevant for the tasks required by the contract.
- Excellent interpersonal, networking, drafting and communication skills including facilitating skills in participatory learning and development events.

##### General professional experience

- A minimum of ten years of professional experience in programme management, of which at least 3 years as a team leader (i.e. experience in project management and team coordination); and
- A minimum of ten years of professional experience in projects related to establishing and managing relationships with multiple stakeholders will be considered as an asset.

##### Specific professional experience

- Minimum 10 years' experience in the field of Development Education and Awareness Raising in Europe, preferably involving experience of using both education approaches as well as campaigning-advocacy approaches;
- Experience in monitoring projects and/or conducting evaluations within agreed methodologies and evaluation techniques;

- Proven experience of facilitating participatory learning and development events (capacity building workshops, meetings, conferences), preferably in the field of Development Education and Awareness Raising ;
- Experience working on youth engagement and participation or with youth organisations will be considered as an asset.

**Key expert 2: Capitalisation, Capacity building, and networking (senior expert – 50% time – 440 working days)**

This is a 50% time contract requiring an estimated 10 months per year, during 4 years for 440 working days.

The Key Expert 2 will be responsible in particular for the following:

- Capitalisation,
- Capacity building
- Networking
- Maintaining a web-based DEAR forum (Capacity4Dev platform or similar)
- Contributing to the monitoring and evaluation

Qualifications and skills

- Fluency in English (C2 level) and very good command of French (B2 level) (for oral and written communication as well as comprehension) of the Common European Framework of Reference for Languages are required. The expert is required to draft clear, concise and coherent reports in English.
- A university degree in social sciences or communication and/or postgraduate specific advanced diploma in fields relevant for the tasks required by the contract.
- Good public speaking skills, excellent interpersonal, communication and facilitating skills in participatory learning and development events.

General professional experience

Minimum 10 years' experience in coordinating and facilitating seminars with CSOs and/or LAs, facilitation of workshops and meetings (participatory approaches, such as Open Space, World Café...).

Specific professional experience

- Minimum 8 years' experience in the field of knowledge capitalisation, networking, capacity building and technical assistance, preferably in the field of Development Education and Awareness Raising;
- Excellent communication skills;
- Proven experience of facilitating participatory learning and development events (capacity building workshops, meetings, conferences), preferably in the field of Development Education and Awareness Raising;
- Experience with social media;
- Experience in monitoring projects and/or conducting evaluations within agreed methodologies and evaluation techniques will be considered an asset;
- Experience working on youth engagement and participation or with youth organisations will be considered as an asset.

### **Key expert 3: Communication Expert (senior expert - 50% time – 440 working days)**

**This is a 50% time contract requiring an estimated 10 months per year, during 4 years for 440 working days.)**

The Key Expert 3 will be responsible in particular for the following:

- Develop plans and programmes that communicate the activities, results and importance of the EU DEAR Programme and its projects, as well as youth-related EU activities, to stakeholders via the relevant internet platforms and in print;
- With a specialist company, create short videos and infographics for posting on relevant platforms, as well as posters, brochures, presentations etc.;
- Coordinate social media related tasks and initiatives.
- Oversee the work of non-key expert(s) for communication (if any);
- Develop and implement with a specialist company specific campaigning activities;
- Update and maintain the DEAR space on capacity4dev and EU DEAR Programme website;
- Produce thematic articles and stories for publication on selected platforms/channels;
- Draft and implement DEAR Community Updates with articles and news related to the DEAR Programme and its projects;
- Update and distribute the DEAR leaflet;
- Support visibility of events and activities related to DEAR Programme and youth in external action;
- Collaborating with KE2 in order to promote and disseminate the results of the capitalisation, capacity building and networking efforts.

#### Qualifications and skills

- Fluency in English (C2 level) and very good command of French (B2 level) (for oral and written communication as well as comprehension) of the Common European Framework of Reference for Languages are required. The expert is required to draft clear, concise and coherent reports in English.
- A university diploma in social sciences or communication or related subject and/or postgraduate specific advanced diploma in fields relevant for the tasks required by the contract.
- Professional writing skills, excellent interpersonal and communication skills.

#### General professional experience

At least 10 years' experience in media communications, including creating and using promotional and information tools, publications, and dealing with media.

#### Specific professional experience

- At least 8 years' experience with press/media journalism, including article and report writing
- Proven experience in developing audio-visual and promotional media materials.
- At least 3 years' experience with social media (including developing digital content in various forms, i.e. videos, podcasts, etc.).
- At least 2 years' experience communicating on topics related to international development and cooperation, Agenda 2030 and SDGs, and/or addressing youth will be considered an asset.
- Understanding of and experience in education and/or campaigning-advocacy will be an asset.

### **6.1.2. Non-key experts**

The contractor will provide 550 man-days of short-term expertise from non-key experts (senior and junior expertise).

The non-key expert facility will be responsible for the following tasks such as:

- Undertake specific studies/analytical work for the DST and/or the Contracting Authority
- Short-term support in order to support the DST during workshops/meetings to e.g. host sessions, summarise/harvest interventions of participants.
- Support on specific youth-related tasks.
- Support for the organisation and management of youth exchange platforms and events.

### **Qualifications and skills**

- English and/or French, at level C2 (for oral and written communication as well as comprehension) of the Common European Framework of Reference for Languages are required. The experts are required to draft clear, concise and coherent reports in English.
- Good public speaking skills, excellent interpersonal, facilitation and communication skills
- A degree and professional experience relevant for the specific task.
- The experts will be selected/identified during the project's lifetime. Each request (ToR, CV of suggested expert, number of man-days allocated, incidental expenditure foreseen for assignment) shall be validated by the Contracting Authority prior to starting the assignment.

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

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

The selection procedures used by the contractor to select these other experts must be transparent, and must be based on pre-defined criteria, including professional qualifications, language skills and work experience. The findings of the selection panel must be recorded. The selected experts must be subject to approval by the contracting authority before the start of their implementation of tasks.

### **6.1.3. Support staff & backstopping**

The contractor will provide support facilities to their team of experts (backstopping) during the implementation of the contract, including the logistic support for the organisation of meetings and events.

Backstopping and support staff costs must be included in the fee rates.

## **6.2. Office accommodation**

N.A.

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

The contractor must ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable

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

#### 6.4. Equipment

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

#### 6.5. Incidental expenditure

The provision for incidental expenditure covers ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs that should be covered by the contractor as part of its fee rates, as defined above. Its use is governed by the provisions in the general conditions and the notes in Annex V to the contract. It covers:

- Travel costs and subsistence allowances for missions (for key experts, for non-key experts outside the normal place of posting, undertaken as part of this contract. If applicable, indicate whether the provision includes costs for environmental measures, for example CO<sub>2</sub> offsetting.
- Room rent (for conference/seminar rooms and rented conference equipment) as well as expenses for catering during meetings.
- Expenses for production of short videos, web-services (creation of a web-based platform as well as updates and maintenance), publications.
- Speakers and event facilitators fee coverage.
- Participants' travel and per diem
- Interpretation services.
- Production of communication activities and materials including translation.
- Production of material for workshops.
- Video conferencing system including hardware, software and subscription to necessary services.
- Visas.
- Sub-contracts for specific communication activities, not exceeding 15% of the total budget.

The provision for incidental expenditure for this contract is **EUR 1,000,000**. This amount must be included unchanged in the budget breakdown.

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

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

Prior authorisation by the contracting authority for the use of the incidental expenditure is not needed, except for sub-contracts, for which the contractor must refer to Article 4 of the general conditions.

#### 6.6. **Lump sums**

No lump sums are foreseen in this contract.

#### 6.7. **Expenditure verification**

The provision for expenditure verification covers the fees of the auditor in charge of verifying the expenditure of this contract in order for the contracting authority to check that the invoices submitted are due. The provision for expenditure verification for this contract is **EUR 25,000**. This amount must be included unchanged in the budget breakdown.

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

### 7. **REPORTS**

#### 7.1. **Reporting requirements**

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

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

To summarise, in addition to any documents, reports and output specified under the duties and responsibilities of each key expert above, the contractor shall provide the following reports:

| <b>Name of report</b>   | <b>Content</b>   | <b>Time of submission</b>  |
|-------------------------|--|--|
| Inception report        | Analysis of existing situation and work plan for the project<br><br>Formal approval of this report by the Contracting Authority is required prior to commencing the implementation of the remaining project. | No later than 1 month after the start of implementation                    |
| 6-month progress report | Short description of progress (technical and financial) including problems encountered; planned work for the next 6 months   | No later than 1 month after the end of each 6-month implementation period. |

|                    |  |   |
|--------------------|--|---|
|                    | accompanied by an invoice and the expenditure verification report.   |   |
| Draft final report | Short description of achievements including problems encountered and recommendations.  | No later than 1 month before the end of the implementation period.  |
| Final report       | Short description of achievements including problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report. | Within 1 month of receiving comments on the draft final report from the project manager identified in the contract. |

## 7.2. Submission & approval of reports

An electronic version and two hard copies (including one original) of the reports referred to above must be submitted to the project manager identified in the contract. The reports must be written in English. The project manager is responsible for approving the reports.

# 8. MONITORING AND EVALUATION

## 8.1. Definition of indicators

### A. Meetings and Workshops

- Dedicated inception seminar: level of satisfaction of participants as documented in the aggregated evaluations;
- Regarding workshops/seminars/meetings/fairs: evaluations done for each meeting, satisfaction of participants, relevance of content & learning, quality of logistic arrangements;
- Regarding multi-stakeholder group meetings and discussions: completeness, timeliness, usability and relevance of information provided prior and subsequent to these meetings, overall level of satisfaction of the participants with the organisation of the events;
- Dedicated capacity development workshops, on-project site visits: level of satisfaction of participants as documented in the aggregated evaluations,

### B. Communication activities

- Web-based platform for networking and exchange of best practices: completeness, relevance and how widely is the information used (e.g. number of visitors, how often have documents been downloaded), attractiveness of presentation, usability, number of sites creating links to this site;
- Promotional leaflets/brochures – quality of content and graphic layout, comprehensibility;
- Promotional videos – quality, relevance, comprehensibility: number of times it was viewed online, reactions from the viewers, number of times it was broadcasted for live audience (festivals and other events);



- DEAR Community Updates: relevance, timeliness, distribution (how wide, how complete), attractiveness of presentation, evaluation of usefulness, number of times it was downloaded;
- Communication campaigns and events: relevance, quality of methodology, professionalism of the implementation process and reactions from target groups;
- Social media: number and nature of followers (DEAR practitioners, citizens, etc.), scope of replication of messages by the followers.

### **C. Studies, Research, Analysis**

- Analysis of the ongoing DEAR projects, leading to provision of short analytical factsheets for all supported EU DEAR projects: quality and complexity of the factsheets and methodology used, as assessed by the Contracting Authority;
- Policy studies, researches, evaluations and assessments: relevance, information is complete & correct, number of times it was downloaded, number of times it was cited in another document;
- Database of DEAR Stakeholders, National Platforms dealing with DEAR and academia and research centres is complete and up-to-date;
- DEAR programme reports: relevance, quality, completeness;
- Reporting framework for DEAR projects: relevance of results, usability, quality of output data (on project and aggregate level), quality of analysis, relevance of analysis;
- Study and proposal regarding impact indicators: relevance, usability, completeness.

### **8.2. Special requirements**

N.A.

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