

TERMS OF REFERENCE – PART A

FWC SERVICES FOR THE IMPLEMENTATION OF EXTERNAL AID (SIEA) 2018

LOT 4: Human Development and safety net

1 BACKGROUND INFORMATION

1.1 Partner country

South Africa

1.2 Contracting authority

Delegation of the European Union to South Africa

1.3 Country background

The EU's relationship with South Africa was elevated to the level of a Strategic Partnership in 2007, as one of 11 Strategic Partnerships that the EU has worldwide (and the only one that the EU has with an African country). The South Africa-European Union Strategic Partnership, provides a broad strategic framework for programming, building on the commitments to multilateralism, peace and security. This is complemented by the objectives in the Trade Development and Cooperation Agreement (TDCA) and the EU-SADC Economic Partnership Agreement (EPA), that supersedes the trade pillar of the TDCA, which has allowed for a strong boost to South African exports to the EU since it came into force. Both agreements set the legal basis for EU-South Africa relations and covers political dialogue, development, trade as well as sectoral cooperation. South Africa is the second-largest economy in sub-Saharan Africa and is often perceived as a gateway to the continent. The EU is South Africa's largest trading partner, whereas SA is among the top trade partners of the EU in the African continent.

The last EU-South Africa Summit in 2018 offered an opportunity to energize our political relations and South Africa has signalled an interest to give a new impetus to the bilateral relationship and re-engage in a political dialogue. The EU and South Africa are closely linked through the Just Energy Transition Partnership (JETP), which is expected to mobilize USD 8.5 billion in support of decarbonisation of South African economy, with emphasis on the social impact of moving away from coal. South Africa remains interested in local vaccine production as well as having locally produced vaccines procured for distribution in Africa. On peace and security, we have strengthened cooperation in the Southern African Development Community (SADC) region through EU support for the SADC mission in Cabo Delgado (SAMIM). At the same time, trade irritants affecting both EU and South African exports remain.

South Africa is a country with unique transition challenges. The key socio-economic challenges include high rates of poverty, social inequality (Gini coefficient of 0.63), and persistent unemployment especially among youth and women. Despite relatively high levels of public spending on education, SA suffers from weak educational quality. SA faces significant irregular migration challenges. SA has experienced a protracted economic downturn in recent years mainly due to structural weaknesses and lack of structural reforms and the decline of manufacturing compounded by disrupted electricity supply from the largest provider in South Africa, Eskom. In addition, the legacy of apartheid is very much felt in terms of wealth distribution, territorial development, spatial inequality and challenges with service delivery, especially at municipal level. The country is the economic powerhouse in the region, and the most industrialized economy in the continent. However, the deterioration of public finances, government debt and lack of energy security accentuate South Africa's vulnerabilities. Given population growth, gross domestic product (GDP) per capita growth has been close to nil since 2014, leaving little room to reduce poverty.

1.4 Current situation in the sector

The unique transformation challenges of South Africa provide an opportunity to portray European (European Union and its 22 European Union Member States based in South Africa) partnership that contributes to showing that Europe is a reality on the ground, with a greater coherence vis-à-vis our partners, providing increased visibility for the EU and its Member States (MS). With a substantial partnership envelope, including regional programmes, the EU and many MS engage in a wider partnership agenda. The activities of EU MS are mainly focused on education, health, good governance, including democracy and human rights, environment, climate change, culture and energy transition, economic cooperation, decent jobs and growth, and science and research. Envelopes vary in size from less than EUR 1 million to EUR 100 million annually.

It is to be noted that a “whole of delegation approach” is taken when considering communication and public diplomacy. This includes Cooperation, Trade & Investment, and the Political, Press and Information section.

The following areas of priority is as defined within the MIP 2021-2027 and the strategy of Global Gateway ¹:

- Addressing the nexus of poverty, inequality and unemployment, building state capacities and active citizenship;
- Adapting to climate change (and mitigation where relevant), to transition to an environmentally sustainable, climate resilient, low carbon economy and just society;
- Recovery and growth linked to a digital economy, innovation, skills development, economic inclusion of women and youth, and fight against corruption;
- Regional integration, migration management, peace and security.

Crosscutting priorities, such as gender equality, disability, human rights and promotion of biodiversity, should be mainstreamed as relevant across all priority areas

Global Gateways principles are:

- Democratic values and high standards
- Good governance and transparency
- Equal partnerships
- Green and Clean
- Security focused
- Catalysing private sector investments

And key areas of partnership are:

- Trade and investment
- Digital
- Climate and energy
- Transport
- Health
- Education and research

¹ https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/stronger-europe-world/global-gateway_en

Europe's contribution to SA's transformation agenda in support of the implementation of the 2030 Agenda for Sustainable Development remains pivotal to the partnership. This leads to combine a cooperation with SA, building on the EU-SA Strategic Partnership that should aim at safeguarding global public goods and regional/global integration. Moreover, preparing for forthcoming SA challenges with youth and women crosscuts the intervention logic.

Against this background, the following broader priority areas have been identified for EU-SA partnership:

- Priority Area 1: Sustainable, resilient, transformative and inclusive growth (SDG 7, 8, 9, 11, 12, 13)
- Priority Area 2: Reducing Inequalities (SDG 3, 4, 5, 10, 16)
- Priority Area 3: Enhance EU-South African strategic partnerships (SDG 17)

These areas although distinctive are in many respects interdependent and interrelated.

In consultations with different stakeholders across local, European and International clusters in SA suggested that EU partnership shall be pursued through a 'value added' approach and flexibility, particularly through:

- more strategic use of blending, guarantees and innovative financial instruments, engagement with the private sector;
- innovation, risk-taking, piloting, systems development, capacity building and, above all, skills development;
- strong focus on targeted technical assistance, technology transfer and development;
- exchange of knowledge and expertise, including institutional partnerships and exchanges;
- use of appropriate triangular and (bi)-regional cooperation to create EU added value while ensuring the promotion of the development effectiveness principles;
- building upon the SA scientific, academic and CSOs' capacities;
- strengthening people to people contact;
- strengthening contacts between EU and SA economic operators.
- Fostering value chains also in the light of the benefits provided by the EU-SADC EPA.
- Showcasing the contribution to economic transformation in the country by EU investments

This communication and visibility contract needs to be aligned with other projects and initiatives that are already ongoing and being implemented by the EU Delegation and MS related with promotion of communication and visibility of EU funded programmes, as well as communication and visibility activities carried out by the implementing partners. It should specifically complement their actions and avoid any duplications.

As a whole, this contract will aim at using different communication tools to demonstrate the EU and South Africa's positive and multidimensional partnership. This will need to highlight the dynamic partnership, the values we uphold and most importantly, who we are as the EU in South Africa.

1.5 Related programmes and other donor activities

EU Delegation Press & Information activities. A budget for communication and visibility actions by the EU Delegation is managed by the Political, Press and Information Section under the office of the Head of Delegation.

EU Delegation Trade activities. A budget for Public and economic Diplomacy actions by the EU Delegation is managed by the Cooperation and Trade and Economic Section.

2 OBJECTIVE, PURPOSE & EXPECTED RESULTS

➤ Global objective

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

- To position the EU as a partner of reference and a partner of choice on key international and domestic priorities that matter to people in both the EU and South Africa
- Demonstrate the EU's positive offer through tangible investments that bring concrete results, in particular Global Gateway and through EU investments by the private sector
- Enhance projection EU interests and values
- Strengthen EU brand recognition and trust among selected target audiences
- To increase the knowledge and understanding of the EU in South Africa and to demonstrate the work and impact of the EU support to South Africa. It should further reflect the EU values and policies in the related sectors.

This will entail supporting comprehensive awareness-raising, strategic communications and visibility, public diplomacy initiatives that will enhance the EU & Team Europe visibility (including but not limited to Global Gateways)

This will further be broken down as increase awareness, understanding, and support for the EU and its activities in South Africa, particularly towards South African audiences.

All activities, documents and actions will be done under the EUD supervision and guidance.

Objective – Increased contribution to and improved capacities for EU-SA Partnership in a broad range of interventions throughout Government, CSOs, and the private sector

Activities under this Objective could include specific capacity building, awareness and visibility services to assist in the implementation of EU-South Africa partnership, namely:

- Awareness raising, strategic communication and fight against disinformation
- Communication on Public diplomacy and visibility of EU-South Africa partnership
- Economic and cultural diplomacy
- Specific interventions to promote EU policies, values, culture as well as its multilateral agenda
- South Africa participation in EU programmes and cooperation with EU Agencies, where relevant
- Support to triangular cooperation

Results	Results chain (@): Main expected results (maximum 10)	Indicators (at least one indicator per expected result)	Baselines (values and years)	Targets(values and years)	Source s of data	Assumptions
Output 1 as per MIP 2021-2027	Increased contribution and improved capacities for EU-SA Partnership in a broad range of interventions throughout government , CSOs, and the private sector.	3.1.1 Level of EU visibility and awareness raised through NDICI TCF Support	3.1.1 TBD	3.1.1 (85% visibility on all NDICI TCF supported actions	EAMR	

➤ Specific objective(s)²

The specific deliverables of this contract are as follows:

1. Development of Communication Strategy and Action Plan as described in 4.2.
2. Implementation of developed Communication Strategy and Action plan which includes:
 - Promoting the EU’s objectives, values and policies implemented through the activities, results and impact of the EU Delegation’s activities
 - Produce communication and visibility content and materials to increase the visibility of the EU support to South Africa
 - Organise events and campaigns that can contribute to demonstrate the impact of the EU support to South Africa and the potential opportunities and benefits of working with the EU

² The global and specific objectives shall clarify that all EU funded actions must promote the cross-cutting objectives of the EC: environment and climate change, rights based approach, persons with disability, indigenous peoples and gender equality.

- Requested services, including suggested methodology³

Description of the services

The Contractor will propose appropriate, **innovative** and attractive tools to reach the aforementioned objectives and will implement activities in close cooperation with the Delegation by providing expertise, services and products as well as managing events. Tenderers should include already in their offers (cf. Annex III – Organisation & Methodology, 2. Strategy) preliminary ideas concerning messages, target groups, channels and appropriate means of communication that will be further developed during the inception phase. The Contractor will advise, propose, coordinate and implement the activities (under the guidance of the EUD) in accordance with the requirements of the Contract and specifications made by the Delegation during the implementation period.

The activities include the following:

1) Planning and evaluation of communication activities:

- development of a communication strategy, work plan and a timeline
- continuous analysis of the communication environment and target groups' characteristics
- identification/ refinement of key performance indicators
- continuous review of research relevant to the project to determine attitudes towards the EU and the use of communication channels by the South African population
- implementation of research in order to assess impact of the Delegation's communication activities

2) Implementation of communication activities

- event management
- media monitoring
- media relations
- databases management
- audio-visual productions
- publications, incl. e-publications
- supporting and monitoring of EU project visibility

The Contractor will conduct the above mentioned activities on behalf of and in close collaboration with the Contracting Authority. It will provide advice on how to best ensure quality, cost and time effectiveness and reaching the target audiences using the most effective tools. The Contractor will be expected to assist and provide the services in a proactive and flexible manner, anticipating needs,

³ Contractors should describe how the action will contribute to the all cross cutting issues mentioned above and notably to the gender equality and the empowerment of women. This will include the communication action messages, materials and management structures.

identifying gaps and addressing the communication challenges while adapting to the country context and political developments.

Due to the dynamic political environment and the rapidly changing agenda, it may be required to cancel originally planned activities and/ or introduce new ones. Therefore, a high level of adaptability and flexibility are required of the Contractor in addressing such circumstances and related requests by the Contracting Authority. The Contractor will ensure the availability of necessary staff in order to implement activities and changes at short notice promptly and adequately.

All of the above must as previously stated keep in mind both the Global Gateway (https://ec.europa.eu/info/strategy/priorities-2019-2024/stronger-europe-world/global-gateway_en) and Team Europe (<https://europa.eu/capacity4dev/wbt-team-europe>) Initiatives. Team Europe consists of the European Union, the EU Member States — including their implementing agencies and public development banks —, as well as the European Investment Bank (EIB) and the European Bank for Reconstruction and Development (EBRD). The Team Europe approach applies both internationally and at country level and is an inclusive process open to all EU Member States, their implementing organisations and financing institutions. In a changing geopolitical context, Team Europe is about establishing a leading role on the global stage, protecting our interests and promoting our values.

Any activity must strictly follow the provisions of the requirements for implementing partners for the Communication and Visibility in EU-financed external actions⁴

Geographical area to be covered

Mainly South Africa

Target groups

The overall target group is South African and European public, with additional emphasis on the below:

Wider audiences, comprising ordinary members of the public (particularly in the 18-35 years age bracket) who are not involved in policy, advocacy or international relations, and who may not be aware of EU cooperation.

Specialised audiences, including key political and opinion leaders, the wider diplomatic community, think tanks, business community and private sector, activists and other relevant multipliers.

- Young people (18 – 35)
- Women
- SMEs/Entrepreneurs
- Multipliers at national and regional/local level
 - Civil society including NGOs and think tanks
 - Policy makers
 - Opinion leaders
 - Economic actors and business associations

⁴ https://international-partnerships.ec.europa.eu/knowledge-hub/communicating-and-raising-eu-visibility-guidance-external-actions_en

- Universities and academics
- International organisations

This list is not exhaustive and very general and should be complemented and or corrected with information flowing from Phase 1 of this contract.

To be noted that a public opinion survey (an example of such a survey can be found here: <https://euneighbourseast.eu/news/publications/annual-survey-2022-ukraine/>) will be done in South Africa to determine the image and opinion of the South African public of the EU and its work in South Africa and is envisaged to be completed in Q4 2023 by the European Union communications department in Brussels. This will be provided to the contractor as soon as it is finalized. The specific questions and angle for this survey is not known yet. Taken above mentioned into account, the contractor should suggest an appropriate baseline to measure progress of this contract.

Specific services

Phase 1

a) Development of an Action Plan and communication strategy based on the EU Delegations Strategic communication plan and additional inputs.

As part of its inception report, the contractor will propose in 8 weeks, a 30 months communication strategy and work plan for the implementation of the strategic communication plan for the period of the project. It will need to include:

- An extensive audience mapping enabling accurate development of messaging and target audiences leading to the expansion of communication channels and the development of material. To be noted that the EU as a whole will be highlighted, meaning that creation of the plan and strategy needs to take into account that many different sectors (Trade, Politics, General issues, Cooperation etc.) will need to be serviced.
- Proposed overall narrative for EU communication efforts in South Africa with a coordinated set of key messages and channels, separated by target groups.
- Media and social media strategies for the effective implementation of the strategic communications plan;
- A costed action plan with proposed activities and dates, this will be the project action plan;
- Proposed impact/output indicators for the project, including baseline data and sources of verification.
- Strategic advice to increase the footprint of Team Europe in South Africa
- Anything else that should be added to the communication strategy and action plan to be able to successfully come to the Objectives described.
- An active mitigation strategy for adverse press interventions on EU policies. These possible sensitive areas or themes will be discussed with the contractor.

The action plan will have 2 pillars:

- Pillar 1: 4 Large scale, public awareness campaign-focused approach will be developed. In the 30 months of phase 2, taking into account the Global Gateways strategy, campaigns will be executed taking up to highlight these chosen areas of priority. These campaigns will be chosen and informed on the information of phase 1 and will integrate into the major events taking place in South Africa (i.e. Africa Energy Indaba, Investment summit, Climate summit etc.) taking into account the EU offering and best placement of increasing the EU as an expert

in the field, a partner of choice and increased EU public opinion. This pillar will run in conjunction with Pillar 2 and should be written to compliment Pillar 2 and vice versa.

This (pillar 1) would include, but not limited to:

- Digital campaigning
 - Audio-visual assets (TV and radio spots, social media clips, etc.)
 - Out of home advertising (billboards, etc.)
 - Real world or digital activations (targeted participation in festivals, exhibitions, cultural events, etc.)
 - Paid partnerships (with influencers, media partnerships, etc.)
 - Paid media strategy (including social media advertising).
 - Audience research (segmentation, persona development, etc)
 - Perception/opinion surveys (data collection and analysis)
 - Regular monitoring & reporting (to ensure optimisation of campaign content performance)
- Pillar 2: Day-to-day/Week-to-week Media and social media strategies/content creation, content planning and placement of those in national media. Placement of content on EU platforms will be done by the EU Delegation. Pillar 2 should be in support of pillar 1 activities and in house priorities.

A suggested monitoring tool and qualitative indicators needs to form part of Phase 1 to be able to monitor and record results of Phase 2. The project will conduct one poll (making out part of this contract) at the end of the project on public attitudes towards the EU and awareness of EU funded interventions and their impact. The questions will be developed and should take into account any other polls of this nature that has been done by the EU. Polls will evaluate project results during the process of implementation

The draft action plan (and communication strategy) will be presented to the Delegation communication team for approval within 8 weeks of start date of contract and selection of expert.

The strategy and work plan will be revised every 12 months

Phase 2

Delegation Communication Strategy implementation

Within Phase 2 of the project the strategy and action plan developed in Phase 1 will be implemented. This will consist of 2 pillars:

- Pillar 1: A large scale, public awareness campaign-focused pillar which will be the following:
 - In the 30 months of phase 2, 4 major campaigns will be executed taking up roughly 7 months each. These campaigns will be chosen and informed on the information of phase 1 and will integrate into the major events taking place in South Africa (i.e. Africa Energy Indaba, Investment summit, Climate summit etc.) taking into account the EU offering and best placement of increasing the EU as an expert in the field, a partner of choice and increased EU public opinion. This pillar will run in conjunction with Pillar 2 and should be complimentary to Pillar 2 and vice versa.
- Pillar 2: Day-to-day/Week-to-week Media and social media strategies/content creation in support of pillar 1
 - Content planning and placement of those in national media. Placement of content on EU platforms will be done in house. Pillar 2 should support pillar 1 activates and in house priorities like: EU outreach activities such as Europe Days, Human Rights Day and the EU Prize for Journalism etc.

Large Scale, Public Awareness Campaigns:

The project will conduct 4 large scale public campaigns, each campaign should talk to the objectives listed in this document, and all 4 has a Global Gateway (Team Europe) crosscutting element. It is estimated that one campaign be held every 7 months, although campaigns can be combined or connected or held over the entirety of the contract.

Each campaign will consist of the following elements:

- **Actions**
- **Social Media**
- **Traditional Media**

Actions

Each campaign will have at least 2 public actions included and the contractor will be responsible for at least the following with regards to the event:

- Have pre-defined goals and/in success indicators which are assessed in monitoring report of campaign assessing impact and reach on traditional and social media.
- Campaigns should be developed in line with the OASIS methodology⁵, and be based on a concept note approved by the EUD project manager in advance.
- Venue and venue items should the venue not provide them; including but not limited to sound, stage, catering, hybrid capabilities, furniture etc.
- Organization (together with the EUD) of speakers, panel members and event choreography; including but not limited to flights, accommodation, transportation, per diems.
- All branding for the event to be provided by the contractor. This branding will be designed (with the EUD), produced and delivered by the contractor. Deliverables can take the form of digital, but also physical items.
- Video and Photo coverage of these campaigns will be provided by the contractor for use in social and traditional media.

Social Media

Each campaign should include the development of a comprehensive media strategy for social media.

Each campaign will have paid and organic content building up, at and after the event as decided in conjunction with the EUD.

- All branding/content for the event to be provided by the contract. This branding will be designed (with the EU Delegation), produced and delivered by the contractor. Deliverables will take the form of digital items.
- Each campaign will have a comprehensive report afterwards detailing the impact of the social media campaign, including but not limited to reach, ROI, interaction etc.
- Only the EUD social media channels will be used. No outside or newly created channels (not belonging to the EUD) can be authorized. Should communication strategy advice to add more channels to the EUD's existing list this will be discussed between the contractor and the EUD.
- All content developed and scheduled will be posted by the EU Delegation staff responsible for Social Media. No access to official EU Delegation accounts will be given to personnel not directly employed at the EU Delegation. Should no such person be available then such a contact point/person will be allocated to the contractor by the Programme Manager.

⁵ <https://gcs.civilservice.gov.uk/guidance/marketing/delivering-government-campaigns/guide-to-campaign-planning-oasis/#OASIS-framework>

Traditional Media

Each campaign should include the development of a comprehensive press strategy – this strategy will be created by the contractor, but executed by the EU Delegation Press Officer. Should no such person be available then such a contact point/person will be allocated to the contractor by the Programme Manager.

All branding/content for the traditional media aspects to be provided by the contractor. This branding will be designed (with the EU Delegation), produced and delivered by the contractor. Deliverables will take the form of physical and digital items. Branding under this action will entail items necessary for a “Press Pack”. A comprehensive pack for press to be able to report on the campaign even if they are not physically there, including but not limited to Press release, photos and videos, etc.

Each campaign will have a comprehensive report afterwards detailing the impact of the traditional media campaign, including but not limited to reach, ROI, interaction etc. This report can be combined with the social media report.

TEI (Global Gateways) – always under EUD guidance

- Advise and assist the EUD on #TeamEurope on strategic issues and specific needs in relation to the project;
- Regularly engage with #TeamEurope primarily through the EU Trade, Economic, Agriculture, Climate and Environment Counsellors, but also other ad hoc meetings;
- Perform, when required by the EU Delegation, the role of a coordinator/translator between the members of #TeamEurope’s needs and expectations to enable better communication on #TeamEurope projects within the deliverables of this contract;
- Coordinate activities with other EU projects and initiatives thereby ensuring complementarity (e.g. Public Diplomacy, Dialogue Facility, Inspiring Thinkers, DCI EPA support, regional programmes, etc.);

➤ Required outputs

The required outputs of this contract are as follows:

- Based on a sound analysis and research of the country context and EU-SA Partnership, the contractor should develop (for the inception report) a Communication Strategy (template to be provided) of the existing situation and develop an action plan for the communication and visibility contract. This will include but is not limited to: (a) key messages to be pre-identified, based on the above-mentioned information and EU values and policies, (b) target groups; (c) appropriate channels and means of communication and (d) a timeline.
 - Implementation of developed Communication Strategy and Action plan for a period of 30 months
- Language of the Specific Contract
English
 - Management team member presence required for briefing and/or debriefing
 - Normal place of posting of the specific assignment is Pretoria, Gauteng

3 LOGISTICS AND TIMING

Please refer to Part B of the Terms of Reference.

4 REQUIREMENTS

Please refer to Part B of the Terms of Reference.

5 REPORTS

For all other matters relating to reports/deliverables, please refer to Part B of the Terms of Reference.

6 MONITORING AND EVALUATION

➤ Definition of indicators

- Development of Communication Strategy and Action Plan as described in section 2
- Implementation of developed Communication Strategy and Action plan in the 30 months period

7 PRACTICAL INFORMATION

Please address any request for clarification and other communication to the following address(es):
DELEGATION-SOUTH-AFRICA-OPSYS-FWC-OFFERS@ec.europa.eu

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TERMS OF REFERENCE – PART B

BACKGROUND INFORMATION

1. Benefitting Zone

South Africa

2. Contracting authority

The European Union, represented by the European Commission, B-1049 Brussels, Belgium.

3. Contract language

English

LOCATION AND DURATION

4. Location

- Normal place of posting of the specific assignment: Gauteng
- Mission(s) outside the normal place of posting and duration(s): Mainly South Africa, TBD

5. Start date and period of implementation

The indicative start date is 01/07/2023 and the period of implementation of the contract will be 32 Month(s) from this date (indicative end date: 15/02/2026).

REQUIREMENTS

6. Expertise

The minimum requirements covered by the team of experts as a whole are detailed below:

- Qualifications and skills required for the team: For Category II - At least a Master's Degree in Social Science, Culture, Communication or any other relevant degree as per lot 4 SIEA 2018. In the absence of a Master's Degree academic level, a Bachelor degree academic level with an additional 3 years of experience on top of the 6 years minimum will be considered. Included in all lots for SIEA 2018 is expertise in Awareness-raising (incl. information and communication). For Category III - At least a Master's Degree in Social Science, Culture, Communication or any other relevant degree as per lot 4 SIEA 2018. In the absence of a Master's Degree academic level, a Bachelor degree academic level with an additional 3 years of experience on top of the 3 years minimum will be considered. Included in all lots for SIEA 2018 is expertise in Awareness-raising (incl. information and communication).
- General professional experience of the team: Strategic Planning: The team should have experience in planning strategically and develop a communication strategy, work plan, timeline, and key performance indicators. They should have experience in analysis of the communication environment and target groups' characteristics, and be able to identify/refine key performance indicators. Audio-Visual Productions: The team should have expertise in creating and editing

videos, pictures, and other audio-visual content to support the communication strategy. Media Monitoring and Relations: The team should have experience in media monitoring and building relationships with media outlets. They should be able to identify media opportunities and work with journalists to promote the Delegation's communication activities. Publication: The team should have experience in creating publications, including e-publications, in support of the communication strategy. Event Management: The team should have experience in organizing events, both physical and virtual, in support of the strategic communication goals. They should be able to manage all aspects of event planning, including venue selection, logistics, catering, and publicity. Research: The team should have experience in conducting research to assess the impact of the Delegation's communication activities which will enable determination of attitudes towards the EU and the use of communication channels. Knowledge of South Africa: The team should have an excellent understanding of South Africa and its culture.

- Specific professional experience of the team:
- Language skills of the team: English

Additional expertise requirements for the team composition:

Position	Expert category	Minimum requirements	Minimum number of working days	Additional information
Expert	Cat. II (>6 years of experience)	<p>At least a Master's Degree in Social Science, Culture, Communication or any other relevant degree as per lot 4 SIEA 2018.</p> <p>In the absence of a Master's Degree academic level, a Bachelor degree academic level with an additional 3 years of experience on top of the 6 years minimum will be considered.</p> <p>Included in all lots for SIEA 2018 is expertise in Awareness-raising (incl. information and communication).</p>	325	

Position	Expert category	Minimum requirements	Minimum number of working days	Additional information
Expert	Cat. III (>3 years of experience)	At least a Master's Degree in Social Science, Culture, Communication or any other relevant degree as per lot 4 SIEA 2018. In the absence of a Master's Degree academic level, a Bachelor degree academic level with an additional 3 years of experience on top of the 3 years minimum will be considered. Included in all lots for SIEA 2018 is expertise in Awareness-raising (incl. information and communication).	310	

7. Incidental expenditure

No incidental expenditure provided for in this contract.

8. Lump sums

No lump sums provided for in this contract.

9. Expenditure verification

No expenditure verification report is required.

10. Other items defined by Contracting Authority

1 - Execution and implementation of Communication Strategy, Action plan and campaigns

Minimum quantity (if applicable): 4

2 - Communication Strategy & Action Plan Development

Minimum quantity (if applicable): 1

REPORTS AND DELIVERABLES

11. Reports and deliverables requirements

Title	Content	Language	Submission timing or deadline
Inception Report	Development of a communication strategy, work plan and a timeline	English	Within 8 Week(s) After the project start
Presentation & Discussion	Presentation of the communication strategy and work plan to the EU Delegation (Comments will be received within one week after the presentation and discussion)	English	Within 9 Week(s) After the project start
Revision of strategy and work plan	Revision of strategy and work plan - Yearly; 12 months after the approval of the presentation and discussion and after that every 12 months	English	Every 12 Month(s)
Progress report	6 monthly narrative and financial reporting's – template to be discussed	English	Every 6 Month(s)
Draft final report	Draft Final report – template to be discussed	English	Within 1 Month(s) Before the project end
Final report	Final report – template to be discussed	English	Within 1 Month(s) After the project end