

# EEA and Norway Grants digital communication services

## Terms of Reference

for Framework Agreement (s) on **digital communication services**  
for the EEA and Norway Grants

## 1. Introduction

The Financial Mechanism Office (FMO), the secretariat of the EEA and Norway Grants (hereinafter referred to as “FMO”) seeks to establish a Framework Agreement with one – three Contractors for the provision of digital communication services, in accordance with the specifications set out in the tender documents.

### 1.1. Background

The EEA and Norway Grants 2014-2021 (The Grants) represent the financial contribution of Iceland, Liechtenstein and Norway (donor countries) to reduce social and economic disparities in Europe and strengthen bilateral relations with 15 countries in Central and Southern Europe. The Grants are composed of two financial mechanisms; the EEA Grants financed by all three donor countries, and the Norway Grants, financed by Norway alone.

The three donor countries have contributed to the European cohesion efforts ever since the [EEA Agreement](#) entered into force on 1 January 1994. The year 2019 shall mark the 25<sup>th</sup> Anniversary of the European Economic Area Agreement and the birth of the EEA and Norway Grants. This occasion shall require close cooperation with the Contractor.

During the funding period 2009-2014, €1.8 billion was set aside under the Grants. For the period 2014-2021, the funding has been increased to €2.8 billion. During the 2009-2014 funding period, the funds were channelled to over 7 000 projects through 150 thematic programmes.

The programmes for the 2014-2021 are still in the drafting stage, the final number of programmes is therefore not available at this time. The first programmes were launched in 2018, the others follow continuously.

### 1.2. Administrative set-up and involved entities

The EEA and Norway Grants are managed through close cooperation between the donor states and the 15 beneficiary states. The Financial Mechanism Office (FMO), which is administratively a part of the European Free Trade Association (EFTA), acts as the day-to-day secretariat to the EEA and Norway Grants. The FMO is based in Brussels and reports to the foreign ministries of Iceland, Liechtenstein and Norway.

The communication activities of the EEA and Norway Grants are carried out by many different entities and cover a number of audiences and target groups in both the beneficiary states and the donor states. The FMO takes a leading role in steering the communication work. Most of the communication ‘on the ground’ is decentralised and carried out at beneficiary state level.

Each National Focal Point (NFP), Programme Operator (PO), International Partner Organisation (IPO), Donor Programme/Project Partner (DPP/dpp) and Project Promoter (PP)<sup>1</sup> is obliged to communicate the results achieved and inform about the support provided by Iceland, Liechtenstein and Norway through the EEA and Norway Grants. Whilst this decentralised approach to communication makes it easier to reach and target local audiences, it also comes with an inherent risk that multiple messages are being communicated instead of a coherent response adapted to local needs.

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<sup>1</sup> See Annex I for more information on the organisational setup of the EEA and Norway Grants.

Partners from the donor states, involved at both programme level and project level, are also key players when it comes to communication. Many programmes shall be implemented in the current funding period with partners from the donor states, mainly public entities (DPPs). In addition, it is expected that there shall be thousands of partnerships at project level.

## 2. Description of the communication context

### 2.1. General requirements – EEA and Norway Grants 2009–2014 and 2014–2021

The information and communication requirements for NFPs, POs, PPs, IPOs and DPPs are set out [Annex 3](#) (2014-2021) of the Regulations of the EEA and Norway Grants. Each entity is required to develop a strategy / plan for its communication activities, including:

- Information on the web
- Key information on events
- Evaluation of communication results

A separate [Communication and Design Manual](#) provides guidance and advice on how to best carry out information and publicity activities (part one) and presents the visual identity of the EEA Grants and Norway Grants (part two). This last part includes some mandatory requirements but also provides all stakeholders with useful templates, guidance and recommendations. The manual is also used by the FMO.

### 2.2. Communication aims of the Donor States

The key aims of the Donor States in communication are listed in [Annex 3](#) of the Regulations on the implementation of the EEA and Norwegian Financial Mechanisms 2014-21.

The communication objectives are focused on ensuring visibility of the three donor countries (Iceland, Liechtenstein and Norway), effectively promoting their contribution through the EEA and Norway Grants, enhancing knowledge of the EEA Agreement and the participation of Iceland, Liechtenstein and Norway in the Internal Market and increasing and facilitating the involvement of promoters and partners in promotional work and activities.

### 2.3. Target audiences

The Contractor is requested to carefully analyse the target audiences for each assignment and adapt the development and outcome of each task to better reach all target groups. The messages conveyed should be catered and adapted for specific audience. The Contractor shall provide strategic advice on how to categorise and define our audience for online and offline communication activities to reach mass audiences and niche audiences with a specific interest. This should include an in-depth analysis of the demographics and psychographics of all audiences. The list below includes an overview of the main target audiences.

- TIER 1: potential project promoters and partners in the 15 beneficiary countries
- TIER 2: EU Institutions and other Brussels-based stakeholders

### 3. Technical specifications

#### 3.1. Description of the scope of the assignments

The FMO seeks a Contractor who can demonstrate the experience and expertise needed to provide high quality services in the fields of content strategy and marketing, social media strategy, campaigns and activities, graphic and web design, audio-visual production, etc.

The Framework Agreement shall cover a variety of services in support of the FMO's digital communication, information dissemination and collaboration needs and priorities. The Contractor must make use of all resources necessary to provide any of the services included in the non-exhaustive list below (see section 3.2.)

The place of performance is mainly Brussels, Belgium.

#### 3.2. Subject of the contract

The FMO places digital at the heart of its communication. To deliver a clear message and reach our target audiences, FMO has shifted from offline to online in the last years, with the development of the [digital annual report](#) being one of the best examples of our steps to transform our organisation into a *paper-less* and '*impact-more*' one.

The Contractor shall be requested to provide expertise and services in the following areas which are further detailed in the sections below:

- Social media strategy and monitoring
- Graphic and web design
- Audio-visual production

##### 3.2.1. Social media strategy and monitoring

The Contractor shall be requested to provide full coverage of the following services, which are not limited to:

- Draft reports on the FMO's current social media presence and activities, as well as potential recommendations for improvements.
- Ensure that our social media outputs keep the pace with the latest developments in online communication and campaigning
- Assist the FMO in the management of its presence on social media platforms, especially when it comes to strategy development, content strategy and analytics.
- Assess the characteristics of target audiences and target topics online (i.e. identify where, with whom, why and how a topic is discussed). This service includes:
  - i. stakeholder mappings and audits including an analysis of the main online actors,
  - ii. dynamics of interaction, current and expected evolution, preferred online channels and a comparison between online and offline channels,
  - iii. Actors and platforms dealing with relevant topics with a general analysis of the current and potential key players, their characteristics and positioning, methodology to identify key actors concerning particular topics of interest to the FMO,
  - iv. Assess the degree of engagement of the public with campaigns and news items on social media.

- Set up, manage and optimise promotional campaigns via advertising platforms, such as the ones provided by Facebook, Twitter, Instagram, LinkedIn, etc., (and offer insight on other potential bidding systems) This includes targeting, accounts and ads creation. The management of ads shall be handled and managed by the FMO.
- Produce content for social media platforms, duly adapted (both technically and editorially) to the format of each platform, when relevant and/or required. Examples of materials to be produced shall be, but are not limited to:
  - i. Tweets, Facebook posts, Instagram posts, LinkedIn posts
  - ii. Video content
  - iii. Blogs
  - iv. Infographics and visuals (pictures, GIFs, animations, etc)
  - v. Curated content
  - vi. Livestreams
  - vii. Interviews
- KPIs set up and analysis, evaluation and reporting.
- Monitor social media activity and provide metrics, analysis and reports using relevant measurement tools available on the market, and offer insight on relevant existing measurement tools and platforms
- Benchmark the social media presence of the FMO against other actors, such as organisations and companies, from the public or private sector.
- Assess communication environments and identify communication opportunities in Brussels, as well as in the beneficiary and donor countries.

The Contractor shall assist the FMO in the strategy, production, monitoring and measuring of social media, in particular Facebook, Twitter, LinkedIn, Instagram and YouTube. Considering the developments in the digital communication domain, the Contractor shall be familiar with all the platforms currently available or to emerge during the duration of the Framework Agreement and with all the digital trends and evolution of social media (social content, algorithms, audio-visual trends, performance indicators, etc.). The Contractor should also respect quality and technical standards and contribute with creative solutions in line with new trends.

The Contractor shall help supporting the development and maintenance of all social media channels for which the FMO is responsible for. This task includes strategic advice and improvements.

In some instances, the Contractor's services might be limited to providing guidance to the FMO in order to carry out any of the above-mentioned services.

### **3.2.2. Graphic and web design**

A new modern and user-friendly [www.eeagrants.org](http://www.eeagrants.org) website shall be launched in early 2019. The website shall run on Drupal 8 and be hosted and maintained by an external service provider. In the last year (January 2018 to December 2018), the [www.eeagrants.org](http://www.eeagrants.org) received a total of 325 000 users, 1.5 million-page views and 1.75 sessions visited per user.

In order to maximise the impact of the website, the FMO shall task the Contractor to develop thematic microsite campaigns, aligned with the organisation's digital communication strategy and campaigns. The Contractor shall be requested to provide full coverage of the following services, which are not limited to:

- Produce concepts and develop thematic microsite campaigns, preferably based on open source CMS.
- Ensuring that campaigns produced keep pace with the latest graphic and web design developments.
- Strategic advice on the use of colours, typography, type of illustrations, layout styles,
- Creation of mood boards and graphic charts.
- Creation of infographics and visual stories.
- Graphic design, layout and optimisation resulting in ready-to-publish cut images and image files for insertion into web pages in certified and standard formats.
- Creation of illustrations, icons, animations and buttons.
- Creation of interactive content such as interactive maps and charts.
- Creation of infographics and other data visualisation designs to enrich raw content or data.
- Animated videos and audio files.
- Identify and analyse emerging online communication trends, new technologies and web-related trends.
- Give strategic advice on how to improve the effective use of existing and future digital platforms and interfaces in a public service environment.
- Offer insight on SEO optimization of existing web assets and content.

The Contractor should purchase any kind of illustrations, such as stock photos and videos, when required. Such purchases would form a part of the contract and would be reimbursable. All purchases require FMO's approval.

All campaigns delivered by the Contractor shall be hosted under a subdomain under [www.eeagrants.org](http://www.eeagrants.org). The hosting of the campaigns does not fall under this Framework Agreement. Instead, all campaigns produced by the Contractor shall be hosted by the service provider responsible for [www.eeagrants.org](http://www.eeagrants.org). The Contractor however is to cooperate with the [www.eeagrants.org](http://www.eeagrants.org) service provider as required to ensure successful deployment of all campaigns.

In some instances, the Contractor's services might be limited to providing guidance to the FMO in order to carry out any of the above-mentioned services.

### **3.2.3. Audio-visual production**

The Contractor shall be requested to provide full coverage of the following services, which are not limited to:

- Ensure that graphic, video and overall visual design keep pace with the latest trends and technical developments.
- Create and edit short videos for dissemination on digital channels, such as our social media and web channels.
- Film events and produce short video highlights.
- Create animations with sound and with/or without voiceovers for social media and web.
- Produce video clips, including animations, GIFs, tutorials, any other relevant format on specific subjects.
- Plan and film interviews in Brussels or in a beneficiary or donor country, upon request by the FMO.

- Film B-rolls and alternative footage with/and without drone to enrich the visual materials of the videos. The filming may take place in Brussels or in a beneficiary or donor country, upon request by the FMO.
- Provide guidance and advice on the use of B-rolls and footage to better in-house video productions carried out by the FMO.
- Offer staff and technical support to the FMO when needed (scripting, shooting, editing, etc.)

In some instances, the Contractor's services might be limited to providing guidance to the FMO in order to carry out any of the above-mentioned services.

#### *Sound and music*

The Contractor should provide a choice of sounds/ music in line with the brief and the concept of the videos and animations, as well as a choice of different voice overs, if required.

#### *Formats*

The Contractor shall be required to deliver content in other formats, including, but not limited to, illustrations, videos, GIFs, drawings, icons, buttons, infographics or photographs for online purposes.

#### *Training and guidance*

The Contractor shall provide, upon request, training, coaching and presentations on, among other things, graphic design and infographics, online monitoring, measurement and reporting, digital analytics, social media, digital marketing including consultancy, creating and management of organic and paid campaigns and any other services listed under the sections 3.2.1., 3.2.2, 3.2.3. This includes trainer, slide presentations and handouts.

#### *Language requirements*

All services listed under section 3. *Technical Requirements* shall be carried out in English as a working language. However, translation services including voice over and subtitling in Norwegian, Icelandic and German might be requested for certain services, such as video productions.

## **4. Implementation of the Agreement**

### **4.1. Duration of the Framework Agreement**

The duration of the Framework Agreement shall be two years from the date of signature by the last contracting party. The framework contract shall be renewed automatically for a period of one year up to 3 times under the same conditions, unless written notification to the contrary is sent, in accordance with the provisions set out in the Framework Agreement. The purpose would be to ensure predictability both for the FMO and for the Contractor, in terms of expected work to be awarded during the period and with regard to price and quality.

The FMO cannot guarantee the Contractor any assignments under the signed Framework Agreement, it imposes no obligation on the FMO to purchase. The FMO may request similar services from other companies.

In a case where the Contractor would aim to sub-contract part of the tasks, this must be clearly agreed in writing with the FMO. The FMO must be allowed to enter into a direct dialogue with the sub-contractor if deemed necessary.

#### **4.2. Volume of the services**

It is expected that the FMO shall purchase any of the services listed in this tender. The two-year Framework Agreement is not expected to exceed €500 000.

#### **4.3. Selection criteria for detailed contract under Framework Agreements**

Each service shall be contracted via a detailed contract, which shall come under the Framework Agreement established between one company (the “Contractor”) and the FMO.

The FMO shall select one Framework Contractor to carry out a specific task, based on the following criteria (in no particular order):

- 1) Qualifications and skills of the consultant(s) proposed will be assessed based on the list of consultants and CVs proposed by the Contractor, including the relevant language skills.
- 2) Expertise and previous experience. The Contractor must have expertise and previous experience in the task required. The Contractor shall provide the references, upon request.
- 3) Price. The FMO shall conclude detailed contracts based on an overall assessment of the most advantageous offer (price in relation to quality and scope of service).

#### **4.4. Procedures applicable to the execution of detailed contracts**

The scope of each Detailed Contract shall be defined by the FMO with a Specification of Tasks. This Specification of Tasks shall be sent to a Contractor. The Contractor shall have 5 working days to accept the request and submit an offer. A Detailed Contract shall then be concluded between the FMO and The Contractor based on the offer submitted by The Contractor and accepted by the FMO.

The FMO and The Contractor shall agree on the following:

1. Content of the Detailed Contract
  - The name and contact details of the main FMO contact person (Communication Officer, the “FMO Contact Person”).
  - The name and contact details of the consultant who shall be responsible for the Services as outlined in the Detailed Contract (the “Responsible Consultant”). It is expected that the Responsible Consultant shall have close coordination and communication with the FMO Contact Person.
  - The scope of the services required in the Specification of Tasks. For more comprehensive services, the FMO may develop a checklist.
  - The number of working days required to carry out the services.
  - The timeframe for the execution of the services with a finishing date, by which the final project must be submitted to the FMO.
  - The maximum budget for carrying out the services.

Work can commence upon the signing of the Detailed Contract.

#### **4.5. Invoice and reimbursement claim**

The Contractor shall submit the invoice after approval by the FMO of the services delivered/ in accordance with the provisions of the agreement.

Unless agreed in writing after the Detailed Contract has been entered into, the invoice shall not exceed the maximum budget agreed to in the Detailed Contract for the services.

If relevant, copies of receipts for all travel related to the services shall be submitted as part of the invoice and must be in accordance with EFTA regulations on travel, Daily Subsistence Allowances, etc., which shall be provided as Annexes to the Detailed Contract.

### **5. Description of the public procurement procedure**

The bidders shall submit their complete tenders, including all documents described in the Tender Instructions by the deadline indicated in the Tender Instructions.

The FMO seeks to establish a close relationship with the Contractor in order to work in close cooperation with the team proposed for each assignment. Therefore, it is expected that the Contractor is available on extremely short notice to be present at the headquarters of the FMO (Brussels) or to accommodate the FMO's visit to the Contractor's office to ease meetings and workflows.

#### **5.1. Subcontracting**

Subcontracting is allowed but the Contractor shall retain full liability towards the FMO for implementation of the contract signed under the Framework Agreement. The Contractor must give an indication of the proportion of the contract that they intend to subcontract and are required to identify all sub-contractors.

During contract execution, the change of any sub-contractor identified in the tender shall be subject to prior written approval of the FMO.

### **6. Methodology**

The FMO shall provide the Contractor content (background information, results and achievements, statistics, etc.) and, if needed, ideas, assistance and guidance during all phases of the development of the services agreed, such as video production or social media campaigns. Review and approval tool must be user friendly to ease the communication and rounds of feedback with the Financial Mechanism Office for each assignment.

The Contractor shall indicate how they envision the cooperation with the FMO, suggesting the most efficient platforms and planning system for both to easily work closely together.

#### **6.1. Digital platforms for publishing and collaboration definition and planning**

The Contractor is required to use an efficient and easy-to-use digital platform for publishing and collaboration definition and planning with the FMO. Any digital platforms for project management and collaboration should be included in the bid.

## 6.2. Purchase of licenses

The purchase of any licenses would be part of the contract and would be reimbursable. If purchases have to be made to access some features on social media platforms (e.g. 'pro' accounts or subscriptions), they should be suggested to the FMO for approval. The FMO may also suggest the acquisition of licenses to the Contractor.

The Contractor shall also have to purchase any kind of external tool, account or software subscription considered necessary to improve social media activities of the FMO. If the purchase of online tools is deemed necessary, The Contractor should provide the FMO with a proposal of the tool and price subject to approval by the FMO prior to purchase.

The Contractor shall be responsible for the purchase of any licenses, which would be part of the contract and would be reimbursable. All purchases require authorisation by the FMO.

## 6.3. Meetings between the FMO and The Contractor

Meetings between the FMO and the Contractor are foreseen in order to progress with the various projects under this Framework Agreement. The nature and the number of participants in meetings shall be defined on a case by case basis and agreed upon in specific contracts.

Meetings may take place at the FMO's Headquarters in Brussels, Belgium or at the premises of the Contractor, if located in Brussels, Belgium. The Contractor shall be able to act within the EEA and to meet in Brussels with short notice.

## 7. Team

The Contractor must set up a team capable of carrying out the assignment subject to the order form or specific contract. The team must combine all the know-how and experience necessary to carry out the tasks listed under the Technical Requirements of the Terms of Reference.

The Contractor must clearly designate a project manager for all order forms or specific contracts. The project manager must propose answers and solutions to the FMO regarding the subject of the contract and organisational or administrative matters and must implement them once the FMO has approved them. The project manager should demonstrate experience of similar services in the past and have a sound understanding of the functioning of the EEA and Norway Grants and related fields, as well as appropriate skills and competences to manage such contract.

The contractor shall include an overview of the project team assigned for the provision of the services listed under each of the three sections (see Terms of Reference) below:

- 3.2.1. Social media strategy and monitoring
- 3.2.2. Graphic and web design
- 3.2.3. Audio-visual production

The overview shall include a fully detailed CV of the staff responsibilities and roles, including those of their main sub-contractors, covering education and training, organisational, technical

and work experience, accreditations and certificates, language ability and shall reflect their capacity to meet the requirements stated in the Terms of Reference.

#### *Language requirements*

All the members of the team who are in contact with the FMO must be able to provide services in a competent level of English. The Project Manager assigned for the services provided under the three sections above shall proof a C1 level of English according to the Common European Framework of Reference for Languages (CEFR).

### **7.1. Management of The Contractor's team**

The Contractor must inform the FMO of any changes in the composition of the team during the performance of the specific contract. The Contractor must ensure that the composition of the team corresponds to the terms of his bid throughout the duration of the contract. The Contractor must provide the training programmes necessary to ensure constant high quality of the services from the team. The FMO reserves the right to request the replacement of any member of the team whose experience and/or competence it deems to be inadequate, stating its reasons.

The Contractor shall have the sufficient flexibility to adapt to a changing workload, tight deadlines and evolving priorities. The Contractor shall also ensure its ability to act within the [EEA](#).

## **8. Contact person**

Raquel Torres Prol – Communication Officer – [rto@efta.int](mailto:rto@efta.int) .

## Annex I – Organisational setup of the EEA and Norway Grants

The EEA and Norway Grants represent the financial contribution of Iceland, Liechtenstein and Norway towards reducing economic and social disparities in Europe and strengthening bilateral relations. The Grants are composed of two financial mechanisms; the EEA Grants financed by all three donor countries, and the Norway Grants, financed by Norway alone.

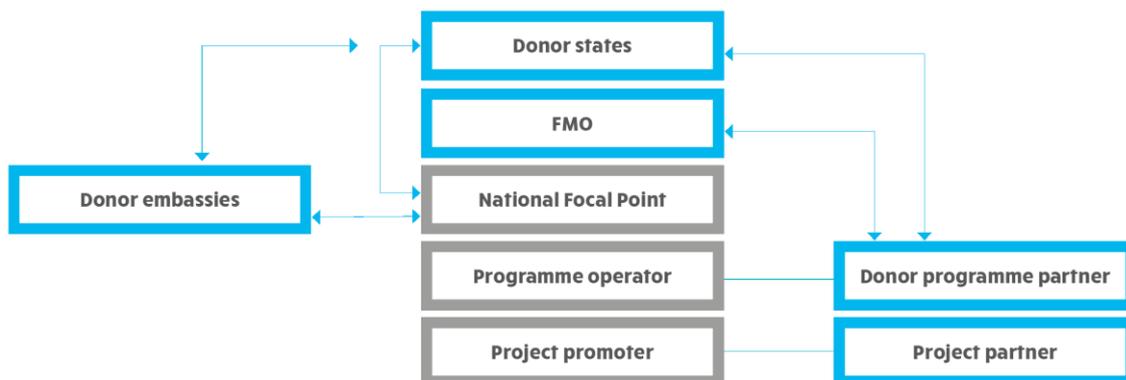
The Grants are set up through funding periods of 5-7 years where funding is allocated to projects via thematic programmes (energy, environment, research, health, culture, etc.) in each of the beneficiary countries. Not all areas are supported in every country.

**Financial Mechanism Office (FMO):** The FMO is the Brussels based secretariat of the Grants and reports to the foreign ministries of Iceland, Liechtenstein and Norway. The FMO serves as a contact point between the three donor countries and the beneficiary countries.

**National Focal Point (NFP):** Each beneficiary country has an NFP which holds the overall responsibility for the implementation of the Grants in the respective country. Most of the NFPs are located within relevant ministries or public agencies that also have responsibility for managing EU funds. The NFP represents the beneficiary country in its relations with the donors.

**Programme Operator (PO):** The POs are responsible for awarding funding to projects according to agreed criteria, monitoring project implementation and achieving results. The POs award funding by publishing calls for proposals online, which is followed by a selection process.

**Project promoter (PP):** An organisation which has received funding and is implementing a project.



## Annex II – Financial offer

Experts	
List of experts	Hourly rates
Social media strategy and monitoring	
Graphic and web-design	
Audio-Visual production	

Activities (1)	Unit	Unit cost	Total
<b>Digital Communication Strategy</b>			
1. Experts			
<b>Total Digital Communication Strategy</b>			
<b>Video production</b>			
1. Experts			
2. Travel			
3. Accomodation			
4. Other costs			
<b>Total Video Production</b>			
<b>Social Media Campaign</b>			
<b>Total Social Media Campaign</b>			

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