



ANNEX II: TERMS OF REFERENCE

Communication services - 03 - PRO636CPA-2025

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1. BACKGROUND INFORMATION

1.1. General information

The Union for the Mediterranean (UfM) is an intergovernmental organisation that brings together 43 countries to strengthen regional cooperation and dialogue through specific projects and initiatives that address inclusive and sustainable development, stability and integration in the Euro-Mediterranean region. As a direct continuation of the Barcelona Process, the launch of the UfM in 2008 was the reflection of its Member States' shared political commitment to enhance the Euro-Mediterranean Partnership.

Since its inception, the UfM has undertaken a diverse range of projects and initiatives to promote inclusive regional sustainable development and integration. The organisation champions women's rights, job creation, fosters cross-country connectivity efforts and addresses environmental and climate emergencies.

The UfM also prioritises grant schemes and programmes to encourage entrepreneurship and job opportunities for young people, recognising their crucial role in shaping the region's future. The organisation is working on a unique instrument to accelerate investments in priority sectors and the creation of a regional civil protection instrument.

Embracing the cultural richness of the Euro-Mediterranean region, the UfM has launched initiatives, such as the Day of the Mediterranean and the Mediterranean Capitals of Culture & Dialogue, to celebrate diversity, promote dialogue, and cultivate mutual understanding.

In today's context, UfM's convening power and inclusive space are more essential than ever for addressing regional crises. Recognizing this urgency, UfM Member States initiated a reform process to ensure the organization is equipped to meet the region's demands, with enhanced resources and capacity to act. This robust reform effort will translate into a new strategy to be endorsed at the UfM's 10th Regional Forum in November 2025. In this context, the UfM is working on ensuring full alignment between its mandate and vision for the years 2026-2030, and the development of the EU Pact for the Mediterranean, capitalizing on existing synergies.

UfM Strategic phases ([see History](#))

1. **Launch: 2008-2011.** Launch and set-up phase under the Co-Presidency of France and Egypt.
2. **Growth: 2012-2015.** Increase and steady development of UfM-labelled projects and activities.
3. **Consolidation: 2016-2020.** Consolidation of Euro-Mediterranean regional cooperation. Adoption of a UfM Roadmap of Action in 2018.
4. **Trust: 2021-2025.** UfM as a 'Trust generator' institution for key stakeholders. UfM leads the conversation and the debate about dialogue and cooperation in the region. The organization expands the geographical scope of its activities.
5. **Amplification: 2026-2030.** UfM undergoes a reform process to amplify the scale and impact of its activities and expand its visibility to the regional and global arenas. Adoption of a new UfM Strategy in 2025.



1.2. Contracting Authority

The contracting authority for the Framework Contract (FWC) will be the Secretariat of the Union for the Mediterranean (UfM/Contracting Authority).

Currently, the UfM Secretariat's Communication team is composed of 4 team members in charge of the coordination of the Unit, media relations, digital communications and public relations/development of campaigns and info tools, respectively.

The working languages of the UfM are English, French and Arabic. Spanish is also widely used since the country hosts the Secretariat and many activities take place in Spain.

1.3. Budget

The maximum contract value of the framework contract will be EUR 1,000,000 (VAT not included). Provisions to cover incidental expenditures and provision for expenditure verification are included within the maximum contract value of the framework contract.

Financial offers are not limited to any maximum budget. Tender exceeding the maximum budget allocated for the contract will not be eliminated. Please note that not all services/items listed will necessarily be requested. The Price schedule lists all possible type of services/items that can be requested and it is meant to be used as a reference price list for the implementation of the contract.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

The objective of the FWC is to provide, via individual assignments defined through Order forms, integrated communication and other related services in relation to the scope of work of the UfM, which can be mobilised at very short notice. The quality of these services must be guaranteed by the retained Framework contractor disposing of the appropriate internal resources as well as of access to external technical skills.

The Order forms shall describe the objectives and required outputs of each individual assignment.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

With regard to the significant diversity of activities to be organised under this contract, the price schedule foresees three types of services:

A - Consultancy and support services (daily rates)

These daily rates are indicated for support services to be provided directly by the contractor. This includes in particular communication planning, advice, coordination and technical support.

B - Production services (unit prices)

For a number of specific goods and services to be provided directly by the contractor (as listed in Annex V – Price Schedule), tenderers must indicate an all-inclusive unit price. This price should cover



the cost of the services and delivery of goods, as well as any market prospection, coordination, and management fees. It should also account for any potential requests for proofs or dummies.

C – Management Fees / Payment to third-party suppliers / Incidental expenditure per production services

The nature, scope and detailed specification of a number of communication activities cannot be described in sufficient detail at this stage. What is more, the contractor cannot be expected to be able to directly provide all types of services and products needed for these. It will therefore be necessary to subcontract a number of services, such as advertisements, audio-visual resources, softwares, innovative communication tools, etc. from third-party suppliers.

Management fees cover the contractor's efforts for market prospection and management of subcontractors. The Contractor might need to search for local third-party suppliers to offer the services and supplies at the best price, and providing the required number of estimates (see 4.5.2). The services provided by third-party suppliers will be paid by the contractor and subsequently reimbursed on the basis of a final invoice to the Contracting Authority.

Reimbursement is permitted up to a maximum of **299,000.00 Eur**.

Subcontracting

Subcontracting is permitted up to a maximum of 50% of the contract.

The Contractor shall give details, as far as possible, of that part of the contract which the Contractor proposes to subcontract and the identity of the subcontractors. During the performance of the request the UfM reserves the right to require tenderers to supply information about the financial, economic, technical and professional capacity of the proposed subcontractor(s).

The financial offer shall be drawn up in conformity with the unit prices quoted in the relevant price list (unit prices quoted in the price list are a maximum).

4. SCOPE OF THE WORK

4.1. General

The overall communication objective of the UfM Secretariat's Communication and Public Affairs Unit is to effectively communicate the achievements of the UfM Secretariat, increasing the visibility, awareness and overall understanding of UfM activities, projects and initiatives among its key target audiences.

Building on the realisations of the previous years, the UfM Secretariat will thrive to ensure that the UfM key audiences are fully informed and engaged in the mission, challenges and achievements of the UfM Secretariat, with the following specific objectives:

- Build a strong reputation and consolidate the positioning of the institution as a unique action-oriented intergovernmental Euro-Mediterranean organisation that promotes regional dialogue and cooperation addressing the three key interrelated priorities in the Mediterranean region: regional stability, human development and integration



- Raise awareness on the progress of UfM Secretariat activities, projects and initiatives and engage with key opinion leaders to amplify positive messages;
- Inform and engage regularly with UfM key audiences, particularly with influential journalists and opinion leaders, to ensure strong political support to the institution;
- Take the opportunity of Ministerial Conferences to highlight the development of sectorial regional agendas;
- Take the opportunity of the launch and implementation of flagship projects and initiatives in order to highlight the delivery of tangible results on the ground.

4.2. Geographical area to be covered

Technical assistance may cover any geographic area within the Union for the Mediterranean. The FWC'r can be supported by a regional network of associated partners specialised in the sectors listed below. These partners will be able to provide local expertise, logistic support during the missions etc. If they are sub-contractors, prior authorisation of the Contracting authority must be obtained.

The FWC'r is expected to assure its availability on a regular basis and/or ad hoc within a reasonable time. The FWC'r is requested to provide a proper fall-back arrangement with local suppliers and proposed mechanisms to identify them at the best market conditions, notable in terms of quality/price ratio will be guaranteed.

The FWC'r shall provide appropriate mechanism in case of deficiency of one or several local suppliers to ensure business continuity.

On a regular basis, the communication focus is put in a reduced selection of countries (around 10 countries) and keeping a balance between UfM Northern and Southern Mediterranean countries. The focus on individual countries is punctual and mostly due to specific projects, initiatives or events implemented there.

4.3. Target audiences

The main key audiences of the UfM Secretariat are the following:

- Government reps, ministers, senior officials, parliamentarians, civil servants, etc.
- International organisations, mainly those related to the UfM working areas and the UfM ecosystem (ARLEM, territorial dimension; AP-UfM, parliamentary dimension; BUSINESSMED and ASCAME, economic dimension; EMUNI and Euromed University of Fes, academic dimension; Anna Lindh Foundation, intercultural dimension)
- UfM-labelled project promoters
- International Financial Institutions and development agencies
- Opinion leaders: Think Tanks, researchers, experts, policy analysts, Universities
- Influential journalists and digital influencers
- Youth, as a transversal component to be integrated into all key audiences



4.4. Specific work

The services that may be required are described below. The description of tasks listed per sector is non-exhaustive and other tasks may be required in the Request for Services provided they remain within the sectors listed below.

As a general principle, the services are expected to reflect the most modern tools and methodologies. The production of the audiovisual products, of the Internet sites etc. will be done in compliance with acknowledged standards and techniques.

The following sectors of services may be covered:

SECTOR 1. SUPPORT TO THE DEFINITION OF COMMUNICATION STRATEGIES, CAMPAIGNS AND IMPLEMENTATION OF ACTION PLANS

To ensure that the different key audiences are fully informed and engaged in the mission, challenges and achievements of the UfM Secretariat, the UfM develops communication and information strategies and actions addressed to each target audience's group. Developing a strong messaging strategy and a compelling storytelling is key to elevate the UfM's brand and connect to its audiences.

The Contractor shall support the UfM Secretariat in translating its institutional priorities into coherent, creative and impactful communication strategies and campaigns that reflect the UfM's mission of fostering dialogue, cooperation and shared identity across the Euro-Mediterranean region.

The Contractor may be required to perform, under the supervision of the UfM, the following list of tasks:

- Support in the design, planning and execution of full-fledged communication strategies, campaigns as well as concrete communication and information actions including the identification of appropriate target groups, channels/tools, messages, partners and relay organisations, time schedules, targets for communication impact, monitoring and evaluation as part of an integrated strategy;
- Develop creative and narrative concepts for flagship UfM initiatives and regional campaigns (e.g. the Day of the Mediterranean, the Mediterranean Capitals of Culture and Dialogue, or other UfM flagship actions), ensuring alignment with the UfM's overarching strategic communication objectives. The Contractor may be requested to devise multi-year strategies for flagship UfM initiatives.
- Develop content strategies, identify and define general and specific key messages at both, institutional and sectorial level, and adapt them to different target audiences and communication tools and channels. The principal channels of distribution might be:
 - Television and radio networks in the Euro-Mediterranean region (including pan-Mediterranean, pan-Arabic, pan-European, national and regional media, and specialised channels);
 - Internet and/or Intranet sites;
 - Social networks and similar media, including groups of digital content creators;



- Advertising space in various media (printed and online press, outdoor and indoor advertising space, etc.);
- Distribution and marketing of “off line” audio visual and multimedia material using state-of the art formats and according to the UfM needs;
- Public and sectorial events, such as conferences, trade fairs and exhibitions;
- Dissemination of printed material (publications, leaflets, flyers, etc.);
- Dissemination of audiovisual materials (videos, photos)
- Any other channels, including new distribution channels, deemed appropriate by the Contractor for reaching specified target audiences
- Ensure that all narratives, messages and materials are culturally and linguistically adapted to the diversity of the Euro-Mediterranean audiences, particularly in English, French, Arabic and Spanish.
- Define the strategy and provide support in the organisation of communication events, conferences, seminars, etc. at national and regional level (costs for logistics, travel and subsistence of participants etc. are outside the scope of this contract except for small events that might be organised by third parties (media groups, think tanks, reflection fora, etc.) through a fee;
- Develop and organise regional or national communication campaigns in specific Member States, through the Contractor's network of branches, communication correspondents or partner agencies, and subject to prior approval by the Contracting Authority;
- Provide analytical support to communication planning through audience and perception research, message pre-testing and post-campaign evaluation, including both quantitative and qualitative indicators of impact.
- Approach personalities, organisations and UfM stakeholders (such as Project Promoters, Senior Officials, etc.) to seek their endorsement or involvement within the information campaigns, subject to approval by the Contracting Authority. In liaison with the UfM, coordinate cooperation with regional and national authorities, organisations or enterprises in view of developing joint communication activities;
- Coordinate closely with the other framework contract sectors (Public Affairs, Digital Communication, Information Tools and Publications, and Training and Internal Communication) to ensure coherence of narratives, visuals and messages across all UfM communication actions.
- Monitor and evaluate the activities/campaigns and assess their impact. Provide evaluation reports that include performance metrics (reach, engagement, visibility), qualitative insights (audience perception and relevance), and recommendations for future optimisation.

It might be required to develop and negotiate paid advertising campaigns through various channels such as written press, digital press, TV and Radio, Internet (SEM, Social Networks, and banners in strategic web portals), podcasts, content creators and other new media. The Contracting Authority will reimburse the costs of advertising as part of the Reimbursable Direct Costs. Likewise, it might also be required to design and implement specific audio-visual viral marketing campaigns on the topics covered by the UfM.



Typical deliverables under this Sector may include:

- Strategic communication campaigns and action plans;
- Creative concepts, campaign claims, and messaging toolkits;
- Narrative guidelines and storytelling outlines for flagship initiatives;
- Audience insight reports and evaluation summaries;
- Content plans and editorial calendars;
- Briefs and coordination notes for use by other UfM contractors or partners.

1.1 Media buying

Negotiation with advertising outlets, purchasing of print and web space, airtime, social media space and promotion. Negotiation of partnerships with relevant media outlets or message multipliers (e.g.: digital content creators) for paid editorial items, joint events or any other agreed activity.

All source files corresponding to the products and actions generated during the performance of this contract, particularly as part of the editorial, graphic, electronic and audio-visual tasks, will be transferred to the UfM.

The following tasks may be requested:

- Pre-testing of the services envisaged among specific audiences
- Adapting the message format to encourage coverage by selected media outlets, whether print, web or broadcast
- Drawing up and implementing advertising campaigns, including management of media buying (negotiation with advertising outlets, purchasing of print and web space, air time, outdoor advertising and product placement)
- Designing and implementing web advertising campaigns, including display ads on websites (such as static banners, pop ups, videos, and floating units), keyword search ads and advertising in social media platforms
- Providing access to a network of national media agencies capable of implementing a Euro-Mediterranean-wide media campaigns
- Designing and managing viral marketing campaigns as a tool to reach the selected audiences
- Managing e-mails blasts, direct mail, telemarketing, SMS and MMS campaigns
- Designing and maintaining data bases concerning the selected target audiences for direct marketing purposes

Paid media partnerships will give rise to reimbursement of cost from third parties, which will be reimbursed on the basis of the presentation of the original supporting document (e.g. invoice).

1.2 Translations

This activity covers the provision of proofreading and translation services on demand for short UfM communication texts such as web news, press releases and digital content (campaign



narratives and briefs, for instance), mainly into and among the following languages: English, French, Arabic (standard) and Spanish.

Other Euro-Mediterranean languages may be included on a very punctual basis, and upon demand.

Documents will be sent in word format most of the times. However, there might be some cases where the documents are sent in pdf format or in a non-editable format and therefore some hours might be assigned to format manipulation.

The translation of these documents will usually take place under short-time request and with required immediate response (mainly press releases, web news, speeches or other content as per 400-1500 words/piece of content). **The contractor might be asked to send the translated materials on the same day the assignment is sent, if it takes place from 9am to 1pm, mostly in case of key events or urgent press releases.**

Special attention will be given to the quality of the translations, which must be of the highest, impeccable diplomatic translation. The translators must have a vast experience and knowledge dealing with institutional/political translations and be very familiar with international affairs, international cooperation for development, and in particular with the political, social and economic situation of the region. Translations shall ensure terminological and stylistic coherence with the UfM's institutional communication guidelines and narrative tone. Proofreading and light editorial adaptation services may also be requested to refine clarity, tone and readability of communication materials.

If the Contractor does not have the in-house capacity to provide translations through its communication experts, they can be subcontracted.

SECTOR 2. PUBLIC AFFAIRS

The objective of this sector is to ensure that the decision-makers, opinion leaders and key stakeholders in the region are identified, informed about the work and achievements of the UfM and engaged in its activities, projects and initiatives with the following objectives:

- Enhance the UfM's visibility and influence through targeted public diplomacy actions that build trust and foster regional awareness and engagement. Support the UfM Secretariat's Cabinet and leadership in planning and implementing advocacy and outreach initiatives that reinforce the organisation's political visibility and credibility at national, regional and international levels.
- Position the UfM as hub for regional sectoral expertise and thought leadership.
- Engage key regional and national stakeholders and audiences in UfM activities.
- Consolidate and strengthen the UfM network to multiply positive messages towards the public opinion.



2.1. Mapping of key stakeholders and audiences in the Euro-Mediterranean region

The Contractor may be requested to assist in defining coherent, functional, and sustainable databases covering the key target audiences with whom the UfM engages, or should engage, in the implementation of its work programme at regional and/or national level.

The Contractor may be requested to map key contacts, categorize them on several priority levels and suggest different actions to engage with them. This mapping exercise may include the identification of influencers, policy networks, think-tank clusters and institutional communication focal points relevant to the UfM's thematic priorities (e.g. climate, gender, youth, sustainable development).

The Contractor may also be requested to review and consolidate existing institutional databases used by the UfM, defining and implementing clear categories to establish a robust and coherent institutional contact database aligned with the UfM Secretariat's work programme and the objectives of UfM stakeholder engagement campaigns. This work may further include the identification of new stakeholder groups to be engaged in UfM activities.

The Contractor may also provide analytical summaries on stakeholder dynamics and perception trends across key Member States to support the UfM's strategic planning and public-affairs positioning.

2.2. Public Affairs Strategy for stakeholder engagement

The Contractor will support the UfM's strategic efforts in the field of public diplomacy, with the aim of enhancing the organisation's visibility, credibility, and engagement across the Euro-Mediterranean region. This includes advising on and implementing targeted public affairs actions, supporting high-level outreach initiatives, and contributing to the development and dissemination of compelling narratives that foster mutual understanding and reinforce the UfM's role as a key regional actor.

The Contractor may be asked to define a strategy and build a roadmap of possible outreach actions, in line with the UfM calendar of activities, the calendar of key third-party activities in the region and possible synergies with other partners that will increase the awareness, dissemination and visibility of the UfM Secretariat activities.

Tasks may include:

- Defining and implementing a strategy to inform and engage with specific UfM audiences and/or stakeholders: UfM project promoters, UfM high officials, parliamentarians, academia, private sector, civil society and other organisations working on regional cooperation.
- Providing strategic advice on positioning and reputation-management opportunities, ensuring consistency of messages with the UfM's overall communication narrative and thematic priorities.
- Identifying and engaging with "UfM Ambassadors": high-profile individuals such as CEOs, members of governments, parliamentarians, representatives of think tanks, universities, media, and other relevant stakeholders. This pool of Euro-Mediterranean cooperation



supporters would consist of personalities who are firmly convinced of the need for regional cooperation and of the key role played by the UfM. The UfM Ambassadors could meet and debate regularly on UfM-related topics. These debates may also involve leading journalists, experts, academics, politicians, and business leaders, thereby contributing to positioning the UfM as a key reference for opinion leaders in the region.

- Arranging interviews and/or op-eds signed by them where they mention UfM news/activities
- Associating them to UfM events and vice versa
- Engaging with them through UfM's social media channels
- Identifying relevant events taking place in the region that align with the UfM's key priorities and engage its main target audiences, where UfM participation would contribute to raising awareness of its activities and strengthening its visibility
- Recommending institutions and personalities that could be relevant to invite to UfM organised initiatives and who fit into the global communication strategy
- Conceptualizing and coordinating public events such as high-level seminars on trending issues or awards ceremonies. The agency may be requested to provide assistance in defining the list of invitees, the event's format & programme, the documents to be distributed and the communication actions to ensure follow-up and engagement with the participants. While logistical arrangements will be handled by the UfM's events framework contract, the agency may occasionally be asked to cover the fee of a third party engaged to organise a public affairs or media event.
- Identifying, monitor and inform the UfM about geopolitical developments in target Member States that are of interest and/or relevant to the current and future activities of the UfM Secretariat.
- Identifying opportunities for UfM speaker placements within think tanks, academic and research institutions, debate fora, and new media platforms such as relevant podcasts. This may include preparing briefing notes, talking points and key-message documents for UfM representatives to support consistent institutional visibility in public-affairs engagements. The Contractor will subsequently arrange the participation of UfM speakers in national or regional webinars, physical roundtables, or similar events. In parallel, the Contractor is expected to develop a solid understanding of UfM studies and publications in order to identify suitable think tanks and academic institutions and effectively position the UfM Secretariat as a regional authority on Mediterranean affairs.

The roadmap's results should be specific and measurable in the short, medium and long term in terms of engagement, visibility and advocacy of the UfM.

SECTOR 3. SUPPORT TO DIGITAL COMMUNICATION

A strong digital strategy is essential for effectively engaging UfM's priority audiences. Digital and social media platforms play a vital role in reaching target groups and driving qualified traffic to the UfM Secretariat's website, as well as other dedicated websites such as the Day of the Mediterranean and the Mediterranean Capitals of Culture and Dialogue.

Digital communication under this framework contract shall support the UfM's strategic objectives by amplifying institutional narratives, human-centred campaigns, and flagship



initiatives, ensuring that digital platforms contribute to positioning the UfM as a trusted, visible and engaging regional actor.

The UfM uses its website, social networks—including Facebook, Twitter, LinkedIn, Instagram and BlueSky—which collectively attract over 500,000 followers, as well as other platforms including Flickr, YouTube, and Wikipedia to share information and connect with specific audiences.

Currently, the UfM social media platforms and website are managed by the UfM staff. The work will therefore require a high degree of coordination and cooperation. The provider shall designate a digital focal point (senior social media expert) to coordinate with the UfM project manager.

The main UfM website is developed under another tender, but this contract may also include, under instructions from the UfM, the development of potential new websites / minisites / intranets and their maintenance.

The Contractor will receive the authorisations required to access the various technical environments and has to be ready to cooperate closely with UfM services (Communication unit mainly, other units occasionally) and current UfM web provider.

The following list of services are foreseen:

3.1. Digital strategy, coordination and implementation

The Contractor may be required to audit and advise on the UfM's digital reputation and positioning, as well as to support the design of digital strategies, campaigns, and action plans aligned with the UfM's priorities, activities, and messages. The Contractor shall consider the objective of raising the UfM's profile in the digital sphere and strengthening engagement with its target audiences, key influencers, and opinion leaders.

Tasks may include:

- Developing or refining the UfM's digital editorial strategy and tone of voice, ensuring consistency with the institutional narrative and brand guidelines;
- Advising on emerging digital trends, audience behaviour and engagement best practices relevant to Euro-Mediterranean contexts;
- Ensuring accessibility, inclusiveness and multilingual adaptation across all digital outputs.

3.2. Social Media

PRODUCTION AND ADAPTATION OF DIGITAL CONTENT

In general terms, the Contractor will assist in the management of the UfM's presence on social media platforms, including strategy development and implementation (content proposal, publication and paid promotion). The Contractor will be requested to provide support in the production of texts (proposal of editorial calendars, drafting, editing, adopting, proofreading) in various formats (messages, posts, tweets, snippets, news pieces, etc.) required by the needs and trends of the digital communication, in coordination with the UfM team. Content proposals shall reflect the UfM's institutional narrative and incorporate human-interest stories, quotes and data



visualisations to enhance accessibility and impact. Content proposals may be required in at least two UfM languages—primarily English and French—and in some cases also in Arabic or, occasionally, in other UfM languages.

The Contractor's editorial staff may be required to publish directly online. It can also include creation of illustrations, logos, drawings, photographs, videos, GIF's or animated content for digital communication purposes.

DIGITAL MARKETING, PROMOTION AND EVALUATION

This service may cover various promotional and marketing activities including assistance in the development of digital marketing/promotion audiences, strategies and their implementation. In coordination with the UfM team, the Contractor will be required to establish and implement calendars and budgets for advertising campaigns, in at least 3 languages (English, French and Arabic and occasionally other UfM languages) and in one, various or all UfM Member States. Digital goals will be set with the UfM team, including target audiences and campaigns to increase the followers' number, reach, engagement, etc.

This service may include creation, adaptation and acquisition of ads in the different social media platforms and potentially in Google (Ad-words). Such paid campaigns will give rise to the reimbursement of the costs from third parties (Google, Facebook, X, LinkedIn, etc.), which will be reimbursed based on the presentation of the original supporting document (e.g. invoice) and will be previously agreed and validated by the UfM project manager.

Occasionally, the Contractor may be asked to define and develop other digital marketing actions requested by the UfM (e.g. contests, events, surveys, promotions, chats, live streaming, etc.).

In addition, the Contractor may be required to provide tailored training sessions and digital toolkits for the UfM Communications Unit and relevant staff, to strengthen in-house capacity in digital storytelling, analytics, automation and social-media management.

ENGAGING DIGITAL CONTENT CREATORS

The Contractor may be requested to support the UfM in the development and implementation of a strategy to engage digital content creators and build a sustainable online community of engaged influencers. This includes conducting research and analysis to identify relevant and credible individuals or entities aligned with the UfM's values, objectives, and thematic priorities. Based on this, the Contractor shall develop and manage a trusted pool of digital content creators who can contribute to amplifying UfM initiatives, campaigns, and messages across various platforms.

Advice and research on most suitable and effective ways of delivering messages through established or new online channels are also included. In this sense, the Contractor will support the UfM team in using and managing programming automation and monitoring tools for social media. Typical deliverables may include:



- Research and mapping of relevant creators across UfM Member States based on thematic and demographic relevance;
- Design of engagement frameworks (briefing, contracting, and ethical guidelines) ensuring alignment with UfM values;
- Coordination of co-created content for flagship campaigns and storytelling initiatives;
- Reporting on performance and impact of creator collaborations.

MONITORING OF PERFORMANCE AND REPORTING

The Contractor is expected to evaluate periodically the UfM digital activity and actions implemented in the UfM channels. Among others, the Contractor will be required to suggest and fulfill KPIs templates and periodically draft reports to evaluate the UfM digital activity's performance, identifying good practices vs areas for improvement and suggesting future actions that can lead the UfM to fine tune its strategies in social media.

The Contractor will use relevant measurement tools available on the market, both for a price (e.g. Engagor, Keyhole, Agora) and for free (e.g. Google alerts, Hootsuite, Facebook and Twitter Insights, YouTube Insights).

The Contractor might be required to research on the best tool(s) for monitoring and content programming purposes (Hootsuite, Buffer, Tweeddeck, etc.), propose the best tool(s) to the UfM and, if the case, purchase subscription, which will be reimbursed on the basis of the presentation of the original supporting document (e.g. invoice) and will be previously agreed and validated by the UfM project manager. The Contractor might also be requested to provide training to the UfM communication team on how to maximise the best use of these platforms.

The assessment reports might include:

- Key results from the month: showcase the following figures and results of the month, based on pre-set goals in the request:

Posts Overview

Number of social media posts published by the UfM (per platform) and total impressions

Followers

- **Overview - Number of new followers** per Social Media platform and % of increase or decrease compared to previous months and/or same period of previous year
- **Top Followers** - New interesting followers (qualitative - UfM ecosystem, key audiences or influencers) linked screenshots
- **Geographical Balance** - geographical distribution of the new followers per SM platform vs our general database
- **Followers campaign**

Engagements

- **Total engagement rate and per SM account** - (% of increase or decrease compared to



previous months). If there are videos or live webinars, include video views/audience

- **Best performing posts** Showcase 1-5 key best performing posts
- **Top mentions** Showcase top post /mention from partner
- **Engagement with UfM key audiences (qualitative remarks in bullet points)**

Website Traffic

- Social Media
- SEM

- Conclusions and recommendations - in bullet points

3.3. Websites, e-mailing and applications

WEBSITES, WIKIPEDIA, NEWSLETTERS

Currently, the UfM develops its websites, emailing and other updates of platforms with other contracts and tenders. Nonetheless, the contractor might be asked occasionally to support in the development of these platforms.

For reference, the UfM uses Wordpress as CMS and is hosted on an Amazon AWS server. Although the main ufmsecretariat.org website is managed under another tender, the Contractor might be asked to develop and link other digital platforms with the main site.

The institutional newsletter is also covered by a different tender; however, the Contractor may occasionally be required to design or adapt layouts, segment contact lists, and dispatch thematic newsletters in at least three languages (English, French, Arabic, or other UfM languages) to specific audiences. For reference, the UfM currently uses Mailchimp to manage its contact lists and send emailings.

In addition, the Contractor may be required occasionally to support the operation of online interactive services and events, such as wikis, blogs, Moodle platforms, discussion forums, chats, surveys, and mobile applications, as well as any other existing or new digital tools and services the UfM may decide to adopt in the future, including AI-based tools.

The Contractor might be expected to work with other agencies (UfM partners) as well as with different UfM divisions.

CONTACTS MANAGEMENT

The Contractor may be requested to conduct research and benchmarking of database software solutions, with a view to proposing and implementing a system suited to the operational needs of the UfM Communications Division. The system shall enable the management of the UfM network of journalists and communication contacts, as well as the tracking of interactions and engagement with target audiences.



SECTOR 4. INFORMATION TOOLS AND PUBLICATIONS

This sector covers the production of communication and AV tools, publications and branding materials. At present, the UfM produces various publications per year, including a monthly newsletter, an annual report, institutional and sectoral brochures, reports and leaflets, among others. These are published in various formats and languages, depending on the target audiences.

The UfM branding material is produced according to the stock needs and ad-hoc events.

For details, tenderers are asked to consult the publications pages of the UfM web site <https://ufmsecretariat.org/info-center/publications/>.

The Contractor may provide assistance throughout the whole production process of publications and branding material: editorial work (drafting, copy-editing, correcting/proofreading), graphic design and layout, development of visual identities, selection, production or purchase of photos and illustrations and appropriate material as well as presentation of product samples and printing.

This sector also includes, as specified in Order forms and under instructions from the UfM, the development of communication messages, texts and tools such as campaign toolkits, texts for the web, power-point presentations, brochures, leaflets, publications, panels and other promotional material. With regard to Internet-related activities, all the content needs to be produced in line with latest standards on writing for the web, using the latest SEO techniques, be fully accessible and up to the latest web standards. Journalistic working methods will often be required, such as researching for a human-touch perspective, success stories.

The Contractor may be asked to adapt such texts (content) and tools to the different national specificities of the UfM Member States. This can imply producing a template which will then be complemented and/or adapted by the Contractor's national correspondents. Localisation shall include linguistic, cultural and policy-context adaptation (EN/FR/AR/ES at a minimum where required), ensuring consistency with UfM terminology and style guides.

Finished products must be delivered in one or more electronic formats (Word format, Excel, In Design, PDF or any other format required compatible with software used by the UfM). The UfM currently uses Microsoft Office (Word, Excel, Power Point, Outlook) and Adobe Creative Suite (InDesign, Photoshop, Illustrator, AcrobatPro, etc.). The Contractor will need to adapt to any possible subsequent changes. All source files corresponding to the publications, products and actions generated during the performance of this contract, particularly as part of the editorial, graphic, electronic and audio-visual tasks, will be transferred to the UfM.

All content (including PDFs and any other publications in electronic format) has to be web accessible.



Sustainability in print production. Where printing is required, the Contractor shall:

- propose sustainable paper stocks (e.g. FSC/PEFC-certified or recycled),
- use vegetable-based inks where feasible,
- optimise formats to minimise waste and logistics emissions, and
- provide evidence of environmental compliance from printers.

Important note on prices: The unit prices will be fixed and will include all costs and all expenses. Prices of deliverables are therefore prices that include all tasks (including the establishment of estimates and reports) necessary to carry them out. Prices include all costs (project management, coordination, quality control, training of Contractor's staff, support resources, hardware and software etc.) and expenses (company management, secretariat, social security, wages, travel costs etc.) directly or indirectly incurred by the Contractor in providing the services.

The drafts, which are necessary to follow the progress of work, will be subject to comments and corrections from the UfM. The Contractor will take these comments and corrections into account in order to finalise the work. The number of proofs to be submitted by the Contractor cannot be limited in the offer. This process should be integrated in the prices indicated on the price list.

If other needs for different publications, branding material and tools arise, they will be paid as Reimbursable.

Tenderers must fill in all the boxes provided in the price schedule. An incomplete price schedule will disqualify the tender

Services under this sector will cover in particular:

4.1 Gathering, analysing and compiling information

This task includes the search for information or material required for the drafting of texts or the production of communication tools, either from sources identified by the UfM or from other sources identified by the Contractor, and the analysis of this information. Furthermore, the Contractor may be asked to identify individual beneficiaries of UfM supported projects and initiatives to develop success stories, as described below.

When already existing material and information has proved insufficient, the Contractor might be asked to conduct first-hand market research and analysis, through desk research, interviews, surveys, focus groups and any other tool deemed useful to reach each specific objective. Extra costs derived from this activity (travel, transport, accommodation, etc.) shall be paid as part of the reimbursable expenses.

Fact-checking and sensitivity review shall be performed on all policy-relevant content. The Contractor shall respect interviewee consent, safeguarding and data-protection requirements (including model releases for images/AV and specific provisions for minors and vulnerable groups).



4.2. Editorial production

This activity covers, under instructions from the UfM, the drafting, copy-editing, rewriting, correcting (proofreading) of communication messages and texts, including entire publications, on the topics covered by the UfM areas of action. These texts will be used across various communication channels and media. When applicable, publications developed with the Contractor shall include: (i) a plain-language summary/abstract, (ii) suggested SEO keywords and social copy.

The Contractor shall propose a team which combines the appropriate mix of writers, online copy writers, editors or correctors/proof-readers with a high level of expertise in international relations and cooperation for development, a high level of journalistic skills, and mother tongue or equivalent in the UfM official languages, in line with the profiles listed below.

The Contractor will ensure observance of the Visual Identity Guidelines established by the UfM, as well as any specific rules that may be produced by the UfM and its partners, when applicable.

Furthermore, the Contractor shall ensure the UfM compulsory partners' visibility at all times (EU, Sida, GIZ, AECID, etc.) as well as coordinate and review applicable Legal notices and disclaimers.

Products need to be delivered against tight deadlines agreed with the UfM, meeting high journalistic and linguistic standards, while accurately conveying facts and policy messages in a way that is attractive and understandable to the audience for which the product is intended. Systematic quality checks, in line with the specific details set out for each task must ensure that there are no errors or mistakes in the products delivered to the UfM.

DRAFTING

- The UfM will, as appropriate, indicate the editorial approach, style, the target audience and context, the length of the texts and the language. In particular, the Contractor must be capable of presenting administrative and technical texts for a wider public in a clear and concise manner
- If available, the UfM will provide reference materials/sources and when possible, also the name of a contact person, specialised in the relevant policy domain
- Originals will be written up (to a large part) in English and, where required, in French and/or Arabic
- Proofreading/correcting for spelling, style, consistency etc. is considered an integral part of the drafting task
- When applicable, the UfM might need a brief summary to be drafted for some of its publications. The summary would appear on the publication itself, and may be used to provide potential readers with a short overview, for instance on web sites or in email alerts. In the case of publications in several languages, the UfM may ask for a brief summary to be translated into the various languages. At the same time, for each summary ordered, the contractor will be asked to propose key words which may be used for search-engine optimisation



COPY-EDITING/REWRITING

Without making any substantial changes to the length or meaning, the Contractor will also be responsible for copy-editing (rewriting) certain texts supplied by the UfM to:

- Improve the structure, make the texts clearer and more readable by reformulating certain passages or expressions, by eliminating repetitions and clarifying ambiguous phrases;
- make them more attractive and easier to understand for the target audience/s;
- ensure that the spelling, punctuation, grammar and style are in common with standard practice;
- if available, the UfM will also provide reference materials for a better understanding of the context and when possible the name of the author who may be consulted to better understand the details of the text provided;
- proofreading/correcting for spelling, style, consistency etc. is considered an integral part of the copy-editing/rewriting task;

CORRECTING (PROOFREADING) TEXTS AT MANUSCRIPT STAGE

Correcting texts/proofreading at manuscript stage (i.e. before layout) includes:

- Checking spelling, grammar, punctuation, consistency;
- Detecting unclear meanings and requesting clarification if necessary
- Checking the consistent use of style rules;
- Checking the use of quotations and references;
- Ensuring a consistent presentation of tables and graphs;
- Cross-checking the contents list with the text;
- Checking URLs;
- Checking web accessibility

Proofreading/correcting of texts as outlined above is to be systematically included in the tasks "drafting" and "copyediting/rewriting".

CORRECTION OF PROOFS (PROOFREADING)

Correction of proofs is carried out after the text has been laid out. The task includes:

- Ensuring that any remaining spelling, punctuation or grammatical issues are corrected;
- Checking the text for any conversion issues (wrong characters, missing bold/italics etc.)
- Checking the typographical presentation (titles, pagination, headers, footers, footnotes, consistency with a model version);
- Comparing against the manuscript to ensure that nothing has been omitted;
- Checking word splits
- Incorporating author's corrections;
- Checking pagination on contents pages
- Checking URLs
- Checking web accessibility.

The Contractor shall maintain a shared style guide and glossary (EN/FR/AR/ES) for consistency across UfM publications, to be updated in agreement with the UfM.



4.3. Graphic design and layout

Activities under sector will entail:

- develop a new visual identity relating to an event or series of ad hoc events, relating to a new initiative and/or project, to a sectoral publication or line of publications, or to a new online and off-line campaign. Presenting up to five different concepts for all type of products (publications, branding material, backdrops, banners, etc.);
- designing and applying layout to UfM publications, branding material and/or all sort of information products;
- studying and developing the concept chosen by the UfM (verifying that the concept adopted is suited to various kinds of media, including web sites);
- making available to the UfM high-definition versions of various elements and source files of the visual identity adopted;
- drafting, in English or in French or in Arabic, a detailed graphics guide for all potential users of the new visual identity and translating it into the other language;
- all dummies and colour proofs required for successful presentation and appreciation of the quality of the proposed concepts;
- the Contractor may be required to supply ready-to-use files in order to create in-house: 4 pages covers (format A4, A5 – with and without spine), inside pages (format A4, A5), leaflets: A4 with 2 folds and A4 with one fold, postcards, posters (A1), document folders – with or without spine, PPT presentations.

The Contractor might also be asked to update and/or improve the already existing UfM Visual Identity Guidelines.

SELECTION AND PRODUCTION OF PHOTOS AND ILLUSTRATIONS

The Contractor shall place particular importance on the choice of photos and illustrations.

The Contractor shall submit a carefully chosen selection of photos for each project requiring photos.

The Contractor will first search in the UfM own free-of-charge/free of copyright sources, details of which will be provided to the Contractor.

If necessary, the Contractor will purchase photos. The UfM will reimburse the actual costs of the copyright of these photos as part of the reimbursable expenses.

For certain projects requiring specific photos, the UfM may ask the Contractor to call on the assistance of one or more professional photographers in order to produce a photo compilation on a specific topic or an event. The travel and accommodation expenses associated with such missions will be reimbursed by the UfM.

The UfM may also ask the Contractor to produce photos on topics in advance in order to have available a stock of photos on these topics. All photos selected by the UfM will be delivered both, in high resolution for printing purposes and in online formats and might be accompanied by a caption in English. The Contractor shall clear all rights (including model/property releases), provide rights



summaries with permitted uses, and ensure that imagery reflects diversity, inclusion and cultural sensitivity across the Euro-Mediterranean region.

4.4. Printing and production of promotional material

This activity covers the majority of the printing of UfM publications as well as the production of all sorts of promotional and branding material (such as posters, panels, banners, compliment cards, calendars, power banks etc.).

A price list gathering the most frequent publications and materials used at the UfM is included. If other needs for different publications, branding material and tools arise, they will be paid as Reimbursable. Promotional items should prioritise sustainable materials and suppliers. The Contractor shall provide product specifications and compliance information (e.g. recyclability, absence of restricted substances) upon request.

Unit prices for the promotional materials (cups, tote bags, thermos, umbrellas, etc.) must include the delivery of blank samples to the UfM in order to check the quality of the materials.

4.5. UfM cooperation's success stories

Stories transmit knowledge and meaning. Storytelling can be a powerful tool for the UfM's target audiences to understand the reality of the region and what the UfM's role and work means.

The work will involve identifying beneficiaries and stakeholders, interviewing them and producing a compelling story of their experience. The story could also include testimonials of those working with the beneficiaries (eg. giving counselling or training), or others from their environment who know them well.

The interviews will take place by phone or in person through trips to the ground and may take place in any Member State. The interviewer must have excellent command of the language spoken by the beneficiary. The trip will provide the opportunity to take high quality photos and audio-visual material.

The Contractor is responsible for ensuring all the required authorisations, including that the person(s) interviewed agree to the use of their case study and the dissemination of their interview(s) and images.

4.6. Audio-visual material

The UfM uses multimedia content in its overall communication efforts. The Contractor may be called upon to define and produce multimedia and audiovisual materials on various subjects, languages and for different target audiences, including in particular:

- Production and distribution of professional quality photos related to UfM events, projects or initiatives. Shooting might take place at the UfM premises in Barcelona or in any UfM Member State;
- Writing scripts. Production, edition and distribution of professional quality videos and audio-visual footage related to UfM events, projects or initiatives. Shooting might take place at the UfM premises in Barcelona or in any UfM Member State;



- Production of podcasts, covering all related services including scriptwriting, moderation, pre-production and planning, recording, dissemination, and performance monitoring.
- Recording, encoding, editing and cutting, converting and compressing AV material for distribution (targeted to professional broadcasters and/or Internet users);
- Production and distribution of infographics, short animations, online graphics and animated videos to explain projects, yearly reviews, conferences, etc;

Audio visual material intended for broadcast by mainstream television and radio networks needs to be produced to the highest production standards, conceptually, editorially and technically.

AV products intended for digital communication and primarily for online distribution have to be produced to meet the latest technical standards and requirements and also follow current communication trends.

Each audio-visual production will be the subject of a validation process with the UfM, including scripts. The UfM will request the raw footage and/editables.

Production of photos and videos may involve travel and shooting on location in UfM member states. In that case, the Contractor will be responsible for the travel arrangements according to the terms of the Contract.

This task includes:

- advice and research reports on subjects for audio visual material that promotes the UfM's messages
- develop storyboards, mood boards, scripts and production of video clips, radio spots, reports, and other audio-visual (multimedia) content such as animations;
- develop and adapt for better dissemination strategies of multimedia content on-line: the Contractor may be required to integrate products into various platforms or applications;
- the UfM can request production of multimedia material (e.g. voice overs, subtitles) in any of the official UfM languages;
- in case of interviews, the UfM may request an editor/journalist to draft and ask questions on site and deliver transcripts of answers to English, French or Arabic;
- develop original visual concepts and overall 'look and feel';
- create illustrations, drawings, icons, infographics and graphics for digital marketing which conform to UfM visual identity guidelines;
- produce thematic photos and photo reports;
- purchase illustrations, images (e.g. stock photos and images) and video footage when required (including rights management);
- translate design proposals into mock-ups or prototypes;
- music composition and sound engineering;
- purchase music and sound rights (e.g. for sound tracks) when required (including rights management).

All AV deliverables must include multilingual subtitles/captions (as required), speaker name keys



and on-screen text compliant with accessibility standards. Editables and open project files (where licensing allows) shall be delivered alongside final masters.

SECTOR 5. TRAINING

5.1 – Training to UfM staff and/or stakeholders

The Contractor might be required to design and deliver training activities to a group of UfM staff/stakeholders or individual coaching sessions related to the sectors under the scope of work of this framework contract, including spokespersonship, public speaking, crisis communication, how the media works, media landscape in the UfM region, latest trends on digital communication and AI, best use of social media, etc.

This sector also includes the planning, organization and delivery of internal communication strategies and actions as well as team building activities.

The service could include the following non-exhaustive list of tasks:

- Needs analysis, definition of learning objectives and course/session design
- Production of training material such as presentations, documentation, case studies, exercises and assignments, etc.
- Delivery of training

The presentations, trainings and coaching sessions will be mainly delivered in the UfM premises by agreed experts in the field and will be usually carried out in English or French.

If the Contractor does not have the in-house capacity to provide experts for specific requested trainings, these may be outsourced to third parties.

Upon demand, the Contractor might be asked to draft an internal email report to be sent to all UfM staff analysing key successes on a particular event or campaign. This email will highlight key figures of media, social media and/or publications.

Ownership and deliverables. All training materials (presentations, exercises, recordings where agreed, handouts, templates) and source files shall be transferred to the UfM for internal reuse and adaptation.

IMPORTANT NOTE:

In order to evaluate the volume of work across the different types of communication services, as a matter of example, this has been the contractual structure of the past years:

- Request on social media support throughout the year (proposal of actions, editorial calendar, management of paid content in all social media platforms, reporting)
- Request on translations of short communication documents into mainly EN/FR/AR/ES (press releases, op-eds, press speeches, texts for the website, mainly)
- Request on copy-editing or proofreading and printing of the UfM Annual Report
- Punctual requests on the production of publications, branding materials and info tools
- Punctual requests on the shooting and production of video/photo materials and stories



- Punctual requests on specific communication campaigns – ie. Day of the Mediterranean and COMMs plans for specific initiatives or important events
- Requests for implant support (experts stationed in UfM offices), mainly on Graphic Design and support on Media/Social Media
- A request to develop a strategy and pool of digital content creators is foreseen.

4.5. Project management

4.5.1. Responsible body

The Communication & Public Affairs Unit of the Union for the Mediterranean

4.5.2. Management structure

The framework contract resulting from this call for tenders will be implemented by means of Order forms between the Contracting Authority and the Contractor.

The services needed by the contracting authority will be the subject of a written Request for Services, sent by the UfM to the Contractor. The Contractor will be asked to provide a detailed technical proposal and a financial offer on the basis of the technical/financial tender of the concerned framework contract.

The technical proposal will include a methodology for implementing the project, a coordinating plan and a lead coordinator. It will also describe a detailed plan to carry out the tasks, setting out the various stages, time schedule, human resources (profiles and allocation), KPIs and the departments in charge of tasks under the Contractor's supervision. Coordination meetings will also be included.

The financial offer shall be drawn up in conformity with the unit prices quoted in the contractual price list (**unit prices quoted in the price list are a maximum and can be negotiated on an ad hoc basis**). It must clearly indicate which elements of the concerned price list are used and must respect the subdivision among cost categories by reference to the Technical Specifications. All the costs contained in the financial offer must be indicated in Euro.

Within approximately 5 working days of a request for services being sent by the contracting authority to the Contractor, the Contractor shall send back the corresponding technical and financial offer. This period can be extended by the contracting authority for complex requests for services. The contracting authority can require clarifications or modifications of the details of the contractor's offer, in order to better correspond with its needs.

For outsourced items (service type C), depending on the location, type, specific features and estimated value of the service, the contractor will obtain estimates from various third-party suppliers, for each of the goods and services in question:

- **third-party supply value <=€15 000: between one and three estimates, as specified in the request for services**
- **third-party supply value between €15 000 and €20 000: three estimates**



In cases where the absence of competition or where for technical or artistic reasons, or for reasons connected with the protection of exclusive rights, the contractor can document that is unable to provide the required number of estimates from third-party suppliers for a particular good or service that have no reasonable alternative or substitute, the reasons must be indicated to the contracting authority for decision. No specific thresholds will apply. This would be the case, for instance, of paid arrangements in specific social media platforms (i.e Facebook, X, Instagram LinkedIn, etc.) or for targeted messaging through particular media outlets aimed at reaching specific audiences, in accordance with the contracting authority's needs and requirements.

These estimates must represent the most advantageous solution in economic and qualitative terms for the Contracting Authority. These offers from third-party suppliers must be annexed to the contractor's offer. All the costs from third-party suppliers must be real market prices for the goods and services concerned. Reductions or any discounts from third-party suppliers must benefit only the Contracting Authority and by no means the contractor. The contractor cannot benefit from any additional commercial margin, other than its fees as set out in Annex 1 "Price schedule".

The amount of the final offer is the sum of costs from the proposed third party supplier and the management fee from the contractor. These costs must be specified and detailed in the financial offer, to be reimbursed at the invoicing and final payment stage.

This offer, and particular all suggested third-party supplies included, are subject to revision according to feedback and instructions from the Contracting Authority, who will have to approve in advance any order of third-party services.

Once the specific offer is accepted, the order form/email confirmation will be sent to the Contractor by the contracting authority. This order form/email confirmation represents acceptance of the specific offer and constitutes a contract.

Costs categories

The maximum prices applicable to the framework contract are those indicated by the tenderer in its financial offer. All stated prices are considered a maximum which cannot be surpassed when responding with a financial offer to the Specific Request.

The financial proposal must be all inclusive including general expenses directly linked to the performance of the contract (management and coordination costs, social security contributions, office expenses, etc.).

Prices must also include all costs connected with the execution of the tasks (rental, shipment expenses, etc.). **Travel costs will be broken down and included separately as part of contractor's offers, based on the requested needs.**



Kick-off and management meetings

The Contractor will be requested for a first kick off meeting after the award of the framework contract. **One or two coordination meetings per year might also be requested. These meeting will take place at no cost for the Contracting Authority.**

For Specific requests requiring coordination meetings, the technical offer shall take into account possible travel needs and these must be quoted in the financial offer. If the costs are excessive, the UfM may ask for justification or reject the offer.

5. LOGISTICS AND TIMING

5.1. Location

Technical assistance may cover any geographic area, within the Union for the Mediterranean.

5.2. Start date & period of implementation

The intended start date is in April 2026. The Framework contract is expected to have a duration of 3 years.

6. REQUIREMENTS

6.1. Personnel

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.

The selection procedures used by the contractor to select the experts must be transparent, must guarantee the absence of professional conflicting interests and the absence of any discrimination based on former or current nationality, gender, place of residence, or any other ground. The findings of the selection panel must be recorded.

The Contractor will set up a team capable of carrying out both ongoing tasks and ad hoc requests. The team as a whole must have all the experience and know-how necessary to carry out the tasks described in this tender according to the highest quality standards (e.g. absence of errors in texts, layouts, excellent sense of editorial and graphic style, excellent public relations skills, perfect understanding of the UfM's expectations). There is no restriction as to the staff and experts' nationalities.

All overheads, including the cost of the contract management, of the quality control, of the backstopping mechanism, of the logistic and administrative support etc. are considered as integrated in the experts' fee rates.

The Contractor will ensure that the team is composed in accordance with the terms of his tender for the whole duration of the contract. He/she will provide the training necessary to keep the team's



work at a high standard. The UfM reserves the right to request the replacement of any member of staff who has insufficient experience and/or qualifications, stating its reasons for doing so.

The Contractors structure shall ensure the sufficient flexibility to adapt to changing workload and tight deadlines. The Contractor shall be prepared to cooperate with different contact points within the UfM, while ensuring coherence for the overall work under this Contract.

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

6.2. Stability of services

For the duration of the framework contract, the contractor will ensure that a stable service is maintained as required for the proper implementation of the order forms.

To that aim the contractor will, where necessary, replace staff gradually and organize the transfer of information required for the tasks to be provided, the cost of which will be borne by him/her. In no event will the contractor invoke a change of staff as a reason for not meeting one of his obligations, in particular with regard to deadlines and quality.

For all tasks with a low degree of substitutability, for example lead project manager, project coordination, strategy, the contractor will ensure that staff is changed only in the event of force majeure.

6.3. Team management and organisation

Key experts have a crucial role in implementing the contract. The tenderers shall submit Expert's profile and Statements of Exclusivity and Availability **for the key experts identified below**.

These terms of reference contain a description for the key experts and for some other experts considered relevant in the implementation of the contract.

The contractor will set up a team of adequate size to perform the tasks described below for each sector. The team as a whole must possess the professional skills allowing it to provide the services with high quality standards.

6.4. Team members and key position profiles

The team is to be composed of personnel that, as a team, have the following expertise:

- Experience in communication, raising public awareness campaigns, public affairs and media in relation to the fields of multilateral cooperation for development, international relations and in an institutional context;
- Working knowledge of the working areas covered by the UfM; Experience to carry out the framework contract's tasks and notably communication and media campaigns at Euro-Mediterranean level;
- The team members shall, where relevant, have an excellent knowledge of English and be able to draft documents in this language.



Tenderers must provide the Expert's profile of the following KEY EXPERTS, as profiles linked contractually to the Framework Contract.

Key Expert 1: Lead Project Manager

This position acts as the framework contract manager. She/he will deal directly with the contracting authority and be responsible for managing and coordinating the delivery of all services requested.

The Lead Project Manager will report to the contracting authority for the concerned framework contract and will have the following main areas of responsibility:

- Overall management of the framework contract;
- Coordination of the work necessary to implement the tasks, to ensure quality control and to evaluate the level of performance for the services/products delivered under the concerned framework contract;
- Operational contacts with the representatives of the contracting authority;
- Providing direction to the project's team in order to achieve the stated goals;
- Management of the administrative and financial aspects related to the implementation of the order forms, including changes in the team composition;
- Ensuring the conformity of the implementation with the provisions of the order forms: respect of deadlines, presentation of results, etc.

The contractor and, in particular, the Lead Project Manager will work in close contact with the contracting authority and will be available for meetings with the representatives of the contracting authority in Barcelona if needed.

Qualifications, skills and languages

- Bachelor's degree or equivalent relevant experience in the field of communications, advertising, journalism or other relevant discipline.
- Excellent command of English (C1 equivalent)

Professional experience

- At least 8 years' work experience in management of communication or/and awareness projects, including strategy, overseeing project delivery, quality control of delivered services and client orientation
- International experience implementing communication strategies, also for public institutions
- Proven experience in management of teams

Key Expert 2: Digital and Social Media Strategist (SECTOR 3. SUPPORT TO DIGITAL COMMUNICATION)

The position is the main responsible for the coordination and successful execution of social media and digital strategies, campaigns and tools in specific countries or in the UfM's overall region. This senior position will provide the direction to each project team to achieve the stated digital objectives of the campaigns and the overall long-term goals.



Qualifications, skills and languages

- Bachelor's degree or equivalent relevant experience in the field of digital communications, multimedia, communications or other relevant discipline
- Excellent command of social media monitoring, publishing and promotional tools. Excellent knowledge of the overall digital environment. Excellent writing skills
- Excellent command of English, French or Spanish (C2 level equivalent) and good command of a second language (English or French, B2 level equivalent)

Professional experience

- At least 8 years of professional experience in devising and implementing social media and digital strategies. Experience for public institutions will be evaluated positively

6.5. Non-key experts

Some profiles of **NON-KEY EXPERTS**—whose roles are not contractually linked to the framework contract but are considered essential for its successful implementation—are described below. While submitting Expert's profile for non-key experts is not mandatory at the tender stage, tenderers must demonstrate, as part of the work methodology and team composition (see evaluation grid), that they have access to experts matching the required profiles. **Their names should not be included in Annex IV of the contract, which is reserved exclusively for KEY EXPERTS.**

The Contractor must select or/and hire other experts as required according to the profiles identified in these Terms of Reference. It must clearly indicate the experts' profile so that the applicable daily fee rate in the budget breakdown of the financial offer 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 selected experts must be subject to approval by the Contracting Authority before the start of their implementation of tasks.

Hereunder, a general description of the profiles and other relevant position profiles is provided. Descriptions for non-key experts are given only to orientate tenderers about the role generally expected from these positions, and do not necessarily constitute exact descriptions of the requirements and tasks that will actually be requested. A list of profiles/services is provided in the financial offer template and the order forms will complement the following requirements.

- **SECTOR 1. SUPPORT TO THE DEFINITION OF COMMUNICATION STRATEGIES, CAMPAIGNS AND IMPLEMENTATION OF ACTION PLANS**
 - **Communication Strategist – Senior profile**

This role could be key for the definition, coordination and successful execution of communication strategies put in place through this contract. This senior position could provide the direction to each project's team to achieve the stated goals of the campaigns and the overall long-term communication strategy. The position could also be key as main interlocutor for the client on strategic matters.



Qualifications, skills and languages

- Bachelor's degree or equivalent relevant experience in the field of communications, advertising, journalism or other relevant discipline.
- Excellent command of English C1 level (oral and written).

Professional experience

- At least 8 years' work experience in management of communication or/and awareness campaigns or projects, including strategy definition and implementation, preferably for public institutions.
- **Communication Specialist:** At least 5 years of experience in the field of communications. This position executes communication strategies and campaigns in specific countries or across the region
- **Junior Communication Expert:** At least 2 years of experience in the field of communications. This position executes communication strategies and campaigns in specific countries or across the region
- **Legal consultant:** will provide expert and professional legal advice on specific topics (legal terms of campaigns, contests, data protection, etc).

IMPORTANT: Specific communication expert profiles (usually of junior or specialist category) or technical support staff may be requested to be stationed at the UfM from 2 weeks to 1 year with the objective of providing support to both, the UfM and the Contractor's teams on specific projects. These stationed profiles will be continuously assisted by the Agency's experts.

• **SECTOR 2. PUBLIC AFFAIRS**

- **Public Affairs Senior Expert:** At least 8 years of experience in the countries/regions described in the financial offer template, perfect knowledge of the public affairs landscape and strong network of influential contacts in the related country/region. The position is the main responsible for the coordination and successful execution of public affairs strategies and activities in the specific UfM country/region

IMPORTANT: Specific expert profiles (usually of junior or specialist category) or technical support staff may be requested to be stationed at the UfM from 2 weeks to 1 year with the objective of providing support to both, the UfM and the Contractor's teams on specific projects. These stationed profiles will be continuously assisted by the Agency's experts.

• **SECTOR 3. SUPPORT TO DIGITAL COMMUNICATION**

- **Social Media Expert (specialist):** At least 5 years of experience in in devising and implementing social media strategies, preferably for public institutions (this will be evaluated positively). Excellent command of social media monitoring, publishing and promotional tools. Excellent knowledge of the overall digital environment. Excellent writing skills. English or French C1 level + second language (English, French or Spanish) C1 level. Arabic would be an asset
- **Social Media Expert (Junior):** At least 2 years of experience in in devising and implementing social media strategies. Excellent command of social media monitoring, publishing and promotional tools. English, French or Spanish C1 level +



second language (English or French) C1 level. Arabic (reading comprehension) would be an asset

- **SECTOR 4. INFORMATION TOOLS AND PUBLICATIONS**

- **Branding Senior Coordinator:** The position is the main responsible and focal point for the coordination and successful execution of the projects carried through under this task. This position will provide the direction to each project the team to achieve the stated goals of each project.

Qualifications, skills and languages:

- Bachelor's degree or equivalent relevant experience in the field of digital communications, multimedia, communications or other relevant discipline.
- Minimum languages required: good command of English.

Professional experience:

- At least 8 years of experience in design works and graphic projects management, performing and managing global projects that include the creation of corporate visual identities, graphic design, selection of suppliers and coordination of printing works and production of all types of branding material and communication tools.
- **Senior Copywriter:** At least 8 years of professional experience in developing content, written materials and editorial projects, preferably for public institutions. High level of journalistic skills and experience in creating unique contents for both specific and broader target audiences with an excellent criterion to decide over the tone and style of the copywriting, content editing and key visual choices. The copywriter must be capable of conveying facts and policy messages in a way that is attractive and understandable to the audience for which the products are intended. Native speaker.
- **Specialist Copywriter:** At least 5 years of professional experience in developing content, written materials and editorial projects, preferably for public institutions. High level of journalistic skills, with English as native language. The copywriter must be capable of conveying facts and policy messages in a way that is attractive and understandable to the audience for which the products are intended. Native speaker.
- **Senior Graphic Designer:** At least 8 years of professional experience in the creation of graphic materials (fact sheets, infographics, templates, etc.), publications (reports, brochures, leaflets, newsletters, etc.) and multimedia content for digital products. This position will work in close cooperation with the editorial team and the UfM. Experience in photo and video shooting and editing as well as experience in coordinating pools of cameras and photographers will be evaluated positively.
- **Junior Graphic Designer:** At least 3 years of professional experience in the creation of graphic materials (fact sheets, infographics, templates, etc.), publications (reports, brochures, leaflets, newsletters, etc.) and multimedia content for digital products. Experience in photo and video shooting and editing will be evaluated positively.

IMPORTANT: Specific copywriting and graphic design profiles (usually of junior or specialist category) may be requested to be stationed at the UfM from 2 weeks to 1



year in order to work in close cooperation with the UfM team. These stationed profiles will be continuously assisted by the Agency's experts.

- **SECTOR 5. TRAINING**
(N/A)

For other expert profiles indicated in the price list and not described above the standard work experience considered must be:

- Senior profiles. At least 8 years of experience
- Specialist profiles. At least 5 years of experience
- Junior profiles. At least 2 years of experience

6.6. Support staff & backstopping

The Contractor will provide support facilities to their team of experts (back-stopping) during the implementation of the contract.

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

6.7. 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 timely.

Secretarial and other office-related costs, which may include office rental, communications (fax, telecommunications, mail, courier etc.), equipment for the experts as required (individual laptop computers, calculators etc.) and report production, both in the Framework Contractor's Headquarters and/or in the expert's home office and for experts in the field are included in the fee rates of the experts. No costs of this nature may be charged in addition. The fees must also include standard technical equipment and software licences allowing performing the services described above as well as the procurement activities cost (inclusive the administration of the shipping, of the custom clearance etc.).

Purchase or rental of specific equipment, software or/and licences may be occasionally required in Requests for Services.

No office, secretarial, communication or transport facilities are due to be provided by the UfM.

6.8. Incidental expenditure

The provision for incidental expenditure, including the provision for expenditure verification, covers ancillary and punctual eligible expenditure incurred by Staff 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.



The provision for incidental expenditure, including the provision for expenditure verification, will not be taken into account in the comparison of the financial offers.

All incidental expenditure incurred in the course of the contract as required by the Terms of Reference is to be invoiced at actual cost (per-diems are fixed flat rates and are considered actual costs). The reimbursement of actual costs shall include costs related to the payment of an incidental expenditure, such as bank charges.

The following incidental expenditure should be provided for:

- Travel costs and subsistence allowances for missions, 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 CO₂ offsetting.
- Expenditure verification.

Travel costs

The provision for incidental expenditure for this travel costs is EUR 100,000.00. This amount must be included unchanged in the Budget breakdown of the financial offer.

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 contractor's authorised experts, outside the expert'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 contractor's authorised experts for missions carried out outside the expert'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 -

http://ec.europa.eu/europeaid/funding/about-calls-tender/procedures-and-practical-guide-prag/diems_en - 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.

Prior authorisation by the Contracting Authority for the use of the incidental expenditure is needed.

Expenditure verification

The provision for expenditure verification covers the fees of the auditor/practitioner 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 72,000.00**. This amount must be included unchanged in the Budget breakdown of the financial offer.



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

7. REPORTS

7.1. Performance report by order forms

The contractor must provide reports in English on the services rendered and results achieved in the scope of the order forms, and must send it to the UfM by electronic mail at the end of each assignment, except otherwise specified in the order forms.

The reports will describe the work carried out under the specific assignment, as well as the results and impact achieved. Reporting might also cover the production of audio visual reports concerning video products or coverage garnered in web, print and/or broadcast media if needed and will also contain a summary of the main results.

The Contractor must ensure that all the reports under this framework contract are clear, concise and operational. Each report must focus and clearly report on what is new, the status of any findings/conclusions/recommendations, and any problems encountered and how they will be surmounted.

The UfM may publish the results of the reports. For this purpose, the Contractor must ensure that the reports are not subject to any restrictions derived from intellectual property rights of third parties. Should the Contractor intend to use data that cannot be published, this must be explicitly mentioned.

These reports must be submitted to the UfM as foreseen in the order forms. Costs incurred for the production of the reports must be included in the unit prices/global price.

Quality and control measures

The Contractor will be able to closely monitor and report to the UfM on the services, tools and communication materials produced and the results of their dissemination/promotion.

This will include:

- Qualitative and quantitative monitoring of the communication services rendered and the dissemination of communication and information products/publications
- Gathering target audiences' comments and feedback on the services and materials developed
- Measuring the impact of the specific services and products on the various platforms and target audiences with a view to perform a subsequent independent evaluation of the actions

All reports and documents relevant to the Contractor's services shall become the property of the Contracting Authority.



7.2. Invoicing

All the necessary reports and/or deliverables should be submitted along with the corresponding invoice to the Project Manager identified in the Order form. The Project Manager is responsible for approving the reports.

Upon provision of the services requested, the contractor shall submit to the contracting authority an invoice indicating the reference number of the contract and of the order form to which it refers, accompanied by the relevant supporting documents relating to the services carried out. The invoice shall be sent to the contracting authority at the address generalinvoices@ufmsecretariat.org within the time limit specified in the relevant order forms.

Invoices shall be imperatively sent to the contracting authority no later than 2 calendar months after execution of the corresponding services/the end date of the corresponding expense. Invoices received by the contracting authority beyond that deadline may be subject to penalties following the provisions of article 19 of the general conditions or rejected as expired thus non-due.

All invoices must also be accompanied by an up-to-date financial report and an invoice for the actual costs of the expenditure verification

The contracting authority may terminate the contract or order forms if the contractor is in breach of the reporting obligations in accordance with the tender specifications and/or with the relevant order forms; termination of three or more order forms in these circumstances also constitutes grounds for termination of the contract.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

The Contractor shall monitor closely and report to the UfM on the services, tools and materials provided/produced and the results of their implementation/dissemination/promotion.

This will include:

- The proposal of qualitative and quantitative KPIs and the monitoring of the actual take-up and dissemination of such material
- Gathering target audiences' comments and feedback on the materials produced
- Measuring the impact of the specific products on the various platforms and target audiences with a view to perform a subsequent independent evaluation of the actions undertaken. These measures may be based, among other things, on polls and/or comments and reactions gathered from the target audiences
- Media monitoring, including press clipping services (including broadcast coverage), online monitoring and social media monitoring
- Performing web analytics including the measurement, collection, analysis and reporting of internet data for purposes of understanding and optimizing web usage
- Measurement of social media channels performance including benchmarking and selection and reporting on KPIs
- Producing statistical reports on the coverage generated and reports on behavioural



changes on the selected target audiences. These impact analyses should highlight strengths and weaknesses and recommend improvements

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