



# CEFTA

Central European Free Trade Agreement

SECRETARIAT

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## 1. BACKGROUND INFORMATION

### 1.1. Beneficiary

CEFTA Economies

### 1.2. Contracting authority

The Secretariat of the Central European Free Trade Agreement 2006 on behalf of the CEFTA Parties (“the CEFTA Secretariat”).

### 1.3. Background

Implementation of CEFTA 2006 is supported by a permanent Secretariat located in Brussels established in accordance with the Article 40.2 of CEFTA 2006. The overall function of the Secretariat is to provide technical and administrative support to the Joint Committee and any body established by it, as defined by its mandate set out in the JC Decision 1/2018. The functions of the Secretariat can be summarized as follows:

- Support the supervision of the implementation of the CEFTA 2006 by deploying implementation monitoring mechanisms and recommending to the Joint Committee how to enhance the effectiveness of implementation;
- Facilitate the administration of the implementation of the Agreement by: preparing the initial drafts of all documents discussed and adopted by the CEFTA Bodies; supporting the Chair in Office of CEFTA in the organisation and follow-up of all meetings of the Joint Committee and of other CEFTA Bodies; preparing and presenting technical opinions to the corresponding agenda items of the meetings of CEFTA Bodies or the ones organised by CEFTA Parties, other International Organisations; negotiating, co-ordinating, and reporting on donor funded assistance for CEFTA trade related activities; acting as contracting authority by implementing procurement rules in tendering procedures; maintaining the official archive of the Agreement in liaison with the Depositary/Acting Depositary; supporting the implementation of the trade related components of the SEE 2020 strategy and the Consolidated Multi-Annual Action Plan for the creation of a CEFTA Economic Area, and all other CEFTA-wide actions in the context of any other economic initiatives or in trade related international organisations related to CEFTA; liaising with the European Commission and other relevant partners and donors to secure and manage technical and financial assistance on behalf of the CEFTA Parties in the implementation of any strategy or plan which involves CEFTA Bodies and informing regularly the Joint Committee thereof.

- ***CEFTA Bodies***

***Joint Committee*** (CEFTA 2006, Article 40) is the only decision-making body established in accordance with Article 40 of CEFTA 2006 which supervises and administers the implementation of the Agreement. It is composed of the administrations in charge of trade from each Party and it is entrusted to supervise and administer implementation of the agreement. The JC meets at least once a year and can adopt decisions and recommendations. The JC is chaired by one of the parties and this function revolves on an annual basis in alphabetical order.

**Committee of Trade Facilitation** (JC Decisions 7/2014 and 1/2015) is tasked to develop and broaden cooperation among CEFTA Parties and to address the issues which are related to facilitation of the trade in CEFTA with a view to reduce trade costs, while balancing trade facilitation with increasing requirements for safety and security measures in international supply chain.

**Committee of Contact Points** (JC Decision No. 1/2015) is tasked to support the smooth functioning of the Agreement and the fulfilment of the decisions, conclusions and recommendations of the Joint Committee both within the Contracting Party concerned and with all CEFTA stakeholders.

- ***Subcommittees***

- The Sub-committee on Non-Tariff Measures is tasked to identify non-tariff measures that can potentially have an economic effect on international trade in goods, changing quantities traded, or process or both, review those identified measures and propose measures for their elimination;
- The Sub-committee on Agriculture is tasked to contribute the promotion and facilitate trade in agricultural products within CEFTA and to discuss and coordinate to the maximum extent the policies on agriculture and protection of plant health, animal health and food safety and other relevant areas in accordance with articles 11 and 12 of CEFTA 2006;
- The Sub-committee on Customs and Rules of Origin is tasked to simplify and facilitate customs procedures and to coordinate implementation of common rules of origin in CEFTA (in accordance with article 14.4 of CEFTA 2006); and
- The Sub-Committee on Trade in Services is tasked to strengthen and deepen the intra-CEFTA cooperation in the field of trade in services by facilitating the implementation of the commitments stipulated in Articles 26–29 of the CEFTA 2006.
- Subcommittee on Intellectual Property Rights is tasked to develop and broaden cooperation among the CEFTA Parties in relation to Intellectual Property Rights for the purpose of the elimination of trade-related barriers.

- ***Working groups***

- Working Group on Technical Measures is tasked to provide working level forum to address exclusively non-tariff measures stemming technical measures in particular sanitary and phytosanitary measures, and technical barriers to trade, and discuss at the expert level the methods and tools to eliminate the discriminatory measures constituting non-tariff barriers to trade. The group is also to initiate exploratory talks to conclude recognition agreements in the relevant areas of technical measures conditional upon the full alignment with the relevant EU *acquis*, and implementation of the aligned regulation in line with the EU, WTO Agreements and other international agreements.
- Working Group on Risk Management is tasked to develop and broaden cooperation among CEFTA Parties particularly with a view to propose the possibilities of taking joint actions related to the management of public administrations and agencies involved in clearance of goods at the CEFTA level, as far as possible, aiming at facilitating trade in CEFTA while improving the overall quality and deterrence of customs, security, and safety controls and inspections.
- Working Group on Electronic Exchange of Information is tasked to develop and broaden cooperation among CEFTA Parties, particularly to address the issues related to the functioning and sustainability of the existing or new IT capacities and tools to be created between the CEFTA Parties in the framework of CEFTA and CEFTA Management Information System, and propose solutions for the CEFTA with an aim to facilitate the trade while improving the overall quality and deterrence of customs, security and safety controls and inspections.
- Veterinary Working Group contributes to the promotion and facilitation of trade in agri-food products within CEFTA, also discussing and coordinating the related policies on agriculture and the

protection of animal health and food safety and other relevant areas in accordance with Articles 11 and 12 of the CEFTA 2006.

- Working Group on Trade in Services Statistics, FATS and FDI Statistics is tasked to improve the quality of international trade in services statistics across the CEFTA and harmonise statistics with those of the European Union. Working Group on Trade in Services Statistics, FATS and FDI Statistics holds at least one meeting a year and in average two meetings per year.
- Working Group on Parcel Delivery is in charge of activities aimed at facilitating parcel delivery within CEFTA, in particular through implementation of JC Decision 3/2024.
- Joint Working Group on the Recognition of Professional Qualifications deals with mobility of professionals by facilitating and supervising the implementation and application of cooperation in the area of the recognition of professional qualifications.
- Joint CEFTA-RCC Working Group on Investment Policy and Promotion is established in the context of the SEE 2020 Strategy and the regulatory basis for cooperation on investment from the CEFTA 2006 (Articles 30-33), with the main purpose deepen CEFTA trade and investment links, and support policies that are non-discriminatory, transparent and predictable and that enhance the flow of goods, investment, services and people within CEFTA.

#### **1.4. Current situation in the sector**

Since its first implementation phase in 2010, the Systematic Exchange of Electronic Data (SEED) has enhanced management at the BCP/CCPs in the Western Balkans, fostering the cooperation and the sharing of information among Customs Administrations. SEED has along the years significantly contributed to overcome the inefficiencies in the Western Balkans' management systems at BCP/CCPs that resulted in complicated and time-consuming procedures for legitimate trade flows.

The SEED system has been supported by IPA funds since 2010 and successfully implemented and maintained until present. It now provides for systematic electronic exchange of pre-arrival information at all BCP/CCPs in CEFTA, data matching and alarm functions for all types of procedures: export / transit / import, simplified procedures, TIR/ATA carnets, as well as empty trucks.

Under the SEED+ Action Grant, Customs SEED+ supported customs data exchange, including establishing additional data exchange links and upgrading customs SEED modules, but also expansion of green lanes/corridors initiative and improving CEFTA customs risk management. The SEED platform was instrumental in the implementation of the Green Corridors initiative amid COVID-19 pandemic. It was used to preserve trade and accelerate the process of clearance of essential goods. This was feasible by sending pre-arrival information on consignments of essential goods in advance to all agencies involved in the clearance of goods (customs, phytosanitary, veterinary and food inspections). This was among the most successful cooperation initiatives in CEFTA. Recently this initiative has been extended to all BCP/CCPs within CEFTA including rail and to all goods. Consequently, now veterinary and phytosanitary services receive pre-arrival notifications on all trucks carrying goods requiring these types of controls. A web site presenting statistics on green corridors utilization and wait time is available to the public at <https://greencorridors.cefta.int/greencorridorsanon/statistic>

Built on the success achieved in CEFTA, green lanes have been expanding to the EU Member States. Until now, Memoranda of Understanding (MoU) on the electronic data exchange were signed with Greece, Italy, Croatia and Hungary. It is important to mention that signed MoU stipulate phase one, CEFTA export facilitation, presuming sending data from CEFTA to the EU. After this period, a framework for customs cooperation with EU MS should be devised to allow for data exchange from EU MS to CEFTA.

Based on this, the Declaration *"Taking forward the Green Lanes"* was endorsed at the TCT-CEFTA Connectivity Summit in Budva in May 2023, and *"Comprehensive Roadmap for enhancing Green Lanes, improved customs cooperation and modernization of BCP/CCPs"* has been endorsed by the WB leaders in 2024.

The previous SEED+ Action also supported the establishment of CEFTA TRACES NT, which is built on EU TRACES NT and in line with the EU acquis and EU Member States' practices. It is a multilingual online platform available 24/7 that streamlines the certification process and facilitates the exchange of data, information, and documents between all involved trading partners. CEFTA TRACES NT ensures the traceability (monitoring movements of consignments), information exchange (enabling traders to easily share information on the movements of their consignments with the involved administrations and between involved administrations, which in turn significantly speeds up the related administrative procedures) and risk management (reacting rapidly to health threats by tracing the movements of consignments and facilitating the process of rejected consignments). Moreover, the platform facilitates the exchange of electronic certificates (digitally signed, valid documents), eliminating the need for traditional paper-based documentation and this simplifies and speeds up the administrative procedures. This, however, depends on the recognition of electronic signatures within CEFTA. CEFTA TRACES NT currently supports the exchange of phytosanitary certificates (including exchange with IPPC e-phyto hub), bilaterally agreed veterinary health certificates, and creation of CHED like documents (PP, P, A and D) and entry and exit permits for medicines containing controlled substances.

In addition, CEFTA Parties are working on enhancing transparency of all types of trade measures. CEFTA Transparency Pack and Statistical Portal, available at <https://transparency.cefta.int/>, are the two key tools to this end. CEFTA Transparency Pack is currently composed of the following modules/databases: Trade Portal, Sanitary and Phytosanitary Database, Technical Barriers to Trade Database, Market Access Barriers Database, Binding Tariff Information Database, Services Regulatory Database, Database on unsafe/non-compliant products detected on the CEFTA market, and Database on CEFTA Authorized Economic Operators. Statistical Portal is composed of four modules: trade in goods, trade in services, foreign direct investment, and foreign affiliates trade statistics. During the implementation of the projects CEFTA Transparency Pack and Statistical Portal under CEFTA 2021-01 and SEED+ 2021-02 (May 2021 – September 2022), the Transparency Pack was re-built on modern technological platform, non-structured data were re-modeled to support search and export, new modules were included to the SRD database, user experience was improved, data from the old system were migrated and new data supplied by Parties have been updated and entered and in some instances, automatic data update from local to central systems was secured. The data migration from the old system was performed for the Statistical Portal. All data that existed in the old system were successfully migrated to the new system. In addition, new data received by CEFTA Parties were uploaded to the system and are available for end users. In addition to existing categories in the Portal, three sections on raw data export, macroeconomic indicators, generation of reports (new section) were reviewed and improved.

These are, in a nutshell, the main activities of SEED, and their visibility should be further enhanced through this project.

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

### *The World Bank Group's "Trade Facilitation Support Program (TFSP)"*

The Program provides implementation support for economies seeking assistance in aligning their trade practices more closely with the World Trade Organization Trade Facilitation Agreement (WTO TFA), which entered into force in February 2017. The work program includes:

- Collection of trade related fees and charges
- Support of joint crossings controls North Macedonia/Serbia and North Macedonia/Albania
- Repeat of the Time Release Studies implemented in previous years
- Support to selected local implementation of Authorized Operator Programs
- Capacity Building with selected local SPS agencies related to the development of risk-based crossings controls
- Likely some automation support (advanced tariff rulings, software for phytosanitary agencies)

### *The World Bank Group's "NSW Project"*

The World Bank Group is planning a project on NSW. The NSW will encompass the processing of trade transactions from the start of regulatory requirements up to the clearance of goods into/out of the

economy and will: streamline and automate relevant front office processes at key government agencies; include a facility for electronic payment; provide access to information sources relating to trade regulations and procedures and provide increased information sources for the Government to improve its administration of international trade. In 2020, the project will start with preparation of blueprints for introduction of NSW in Albania, Serbia and North Macedonia. The blueprint will be concise, action oriented and will serve for rapid transition to implementation.

*“RegioTrade – Advancing Regional Economic Integration in the Western Balkans through Trade”* project implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. The RegioTrade projects builds on the achievements of the predecessor project ‘Open Regional Fund for South East Europe - Foreign Trade’ and aims to strengthen economic integration in the Western Balkans in line with the requirements of the EU Single Market during the implementation period 2025-2027.

Overall, this project should continue to work on the results already achieved and work closely with all on-going projects to avoid overlaps and ensure complementarity in all its activities.

## **2. OBJECTIVE & EXPECTED OUTPUTS**

### **2.1. Overall objective**

The overall objective of the project of which this contract will be a part is to further increase visibility of SEED+ Action.

### **2.2. Specific objective(s)**

The specific objective[s](Outcome[s]) of this contract [is] [are] as follows:

< Specific objective (Outcome) 1 >

< Specific objective (Outcome) 2 >

< repeat as needed.>

< The outcomes are the short to mid-term expected effects of the action fulfilling the specific objective(s). It is a good practice to limit the number of specific objectives (often one is enough). However for larger/complex actions, other specific objective(s)/ outcome(s) can be specified (i.e. one per project component).>

The purpose of this contract is to widen the outreach and raise awareness on SEED+ activities by effectively communicating its goals, activities, and achievements through strategic promotional campaigns.

### **2.3. Expected outputs to be achieved by the Contractor**

The expected outputs of this contract are as follows:

< Outputs should be linked to corresponding outcomes through clear numbering. However in some cases please note that a given output can contribute to the achievement of more than one outcome(s). >.

< Output 1 to Outcome 1 >

< Output 2 to Outcome 1 >

< Output # to Outcome 1 >

< Output 1 to Outcome 2 >

< Output 2 to Outcome 2 >

< Output # to Outcome 2 >

The project aims to enhance the visibility of the SEED+ Action Grant by effectively communicating its goals, activities, and achievements through strategic promotional campaigns. The key results of this initiative include:

#### **Result 1: Increased Engagement and Awareness**

Social media posts, interviews, news articles, and digital content will be designed to highlight ongoing efforts, showcase key achievements, and share impactful results of SEED+. This will ensure continuous engagement with stakeholders, partners, and the wider public.

To effectively increase public awareness and reach through regular posts on the CEFTA website and associated social media channels, the contractor should create tailored multimedia content that is both informative and visually engaging. The posts should cover all SEED+ activities and highlight their impact on CEFTA economic cooperation and trade promotion.

Around 28 events and two major conferences will be held, mostly in CEFTA, but some in Brussels or other EU MS, to bring together key stakeholders, partners, and decision-makers to discuss SEED+ objectives, achievements, and future developments. The selected contractor will attend and support these events by ensuring broad visibility across CEFTA and the EU, covering key discussions, sharing highlights and photos and promoting outcomes through strategic communication channels. These efforts will reinforce the importance of SEED+ in facilitating trade and cooperation while maximizing engagement with relevant audiences.

#### **Result 2: Development and Distribution of Promotional Materials**

To strengthen brand recognition and promote SEED+, high-quality promotional materials will be conceptualized, designed, produced and distributed, including:

- 800 brochures providing an overview of SEED+ initiatives and accomplishments,
- 800 branded notebooks to increase daily visibility,
- 100 premium notebooks for high-level events,
- 800 pens featuring the SEED+ logo,
- 800 branded folders for official events and conferences,
- 200 bags with SEED+ logo (textile),
- 200 business cards for project manager and assistant,
- Two promotional animated videos explaining SEED+ and its impact,
- One testimonial video featuring key stakeholders sharing their experiences with SEED+.

Through these targeted activities, the project will enhance the visibility and impact of SEED+, ensuring that its contributions to trade facilitation and economic integration are widely recognized and effectively communicated.

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

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

N/A

#### **3.2. Risks**

Delays in meeting deadlines for delivering the results.

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

#### **4.1. General**

#### **4.1.1 Description of the assignment**

Project objectives and expected results will be achieved through technical assistance to the CEFTA Secretariat for the realization of the SEED+ project activities.

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

CEFTA Economies

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

Target groups are CEFTA Secretariat, CEFTA Structures and Beneficiary Administrations.

### **4.2. Specific work**

#### **Result 1: Increased Engagement and Awareness**

Activity 1: Social media upgraded, and posts are designed to showcase ongoing efforts, promote key projects, and highlight results related to economic cooperation and trade promotion in CEFTA.

The contractor will be responsible for creating social media content related to the SEED+ activities based on the meetings organized throughout the year. The contracting authority will provide to the contractor with the agenda and objectives of each meeting, ensuring the content aligns with the meeting's focus. The expectation is that up to 15 SEED+ events will take place annually in CEFTA. The contractor will attend each meeting and prepare content for social media, including but not limited to posts, photos taken with professional equipment, graphics, and announcements that reflect the key outcomes or discussions. This content must be submitted to the contracting authority for review and final confirmation before being published on the relevant social media platforms.

In addition to digital content, the contractor will also prepare articles for local newspapers and arrange interviews or media briefings with local outlets, as appropriate, to enhance the visibility of SEED+ activities at the local level. At least two such visibility outputs (articles or interviews) shall be prepared per CEFTA economy. The goal is to ensure that key messages reach both the broader public and stakeholders in the host locations.

#### **Result 2: Development and Distribution of Promotional Materials**

Activity 2: The following products are expected to be delivered:

- 800 brochures providing an overview of SEED+ initiatives and accomplishments: minimum 250-300gsm coated paper, matte or glossy finish, high-resolution printing (minimum 300 dpi), full color offset or digital printing for sharp images and text;
- 800 branded notebooks to increase daily visibility cover page with SEED+ logo hard or soft cover, high-quality paper (minimum 90-100gsm) to prevent ink bleed-through, durable binding (stitched or spiral), inside 40-80 sheets;
- 100 premium notebooks for high-level events: hard cover with SEED+ logo, high-quality paper (minimum 90-100gsm) to prevent ink bleed-through, durable binding (stitched or spiral), inside 40-80 sheets;
- 800 pens in metal or high-grade plastic, smooth ink flow, engraved or UV-printed SEED+ logo;
- 800 branded A4 folders with SEED+ logo for official events and conferences: minimum 250-300gsm coated paper, matte or glossy finish, high-resolution printing (minimum 300 dpi), full color offset or digital printing for sharp images and text;
- 200 cotton bags with SEED+ logo;
- 200 business cards for project manager and assistant;



- Two promotional animated videos explaining SEED+ and its impact, and one testimonial video featuring key stakeholders sharing their experiences with SEED+, in accordance with:

- Resolution: Minimum Full HD (1920x1080p), preferably 4K (3840x2160p) for future-proofing.
- Frame Rate: 25 or 30 fps (frames per second) for smooth motion.
- Aspect Ratio: 16:9 for standard screens, 1:1 or 9:16 for social media versions.
- Audio Quality: Professional directional microphones for clear speech, studio-grade voice-over recordings.
- Color Grading: Consistent with SEED+ branding (avoid oversaturation or dull tones).
- Ensure the script aligns with SEED+ objectives, focusing on clarity, engagement, and a structured narrative.
- Use simple, engaging language with clear key messages.
- The tone and style should match SEED+ branding—professional, but engaging and dynamic.
- Transitions & Effects: Smooth, professional cuts—avoid excessive effects.
- Background Music: Royalty-free, unobtrusive, and aligned with the theme.
- Voice-Over & Narration: Recorded in a professional studio or with a high-quality microphone to ensure clarity.
- Captions & Multilingual Options: Include subtitles in English and relevant CEFTA languages to increase accessibility.
- Deliver in MP4 or MOV format, optimized for YouTube, social media, and presentations.
- Provide compressed versions for online use and high-resolution versions for events.

The contractor will design, produce and deliver the requested promotional material in close coordination with the Contracting Authority. Before mass production, the contractor will provide physical samples or mockups for approval and for videos, a storyboard or sample preview and at least three rounds of reviews.

### **4.3. Project management**

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

The Secretariat of the Central European Free Trade Agreement 2006 will be responsible for the management of the contract.

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

The SEED+ Project Manager will be responsible for the management of the project. The Director of the CEFTA Secretariat will oversee the implementation of the contract.

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

The CEFTA Secretariat will provide all needed information to the Contractor.

## **5. LOGISTICS AND TIMING**

### **5.1. Location**

The Contractor is required to deliver all requested products to the CEFTA Secretariat office in Brussels.

### **5.2. Start date & period of implementation of tasks**

The intended start date is September 2025 and the period of implementation of the contract will be until 31/12/2026. Please see point 3 of the main conditions for the actual start date and period of implementation.

## **6. REQUIREMENTS**

### **6.1. Staff**

Note that civil servants and other staff of the public administration, of the partner country or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

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.

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

#### **6.1.1. Experts**

The “Key Expert’s profile” (Annex IV) shall be submitted by the tenderer for the following key experts:

##### **Key expert 1: Team leader**

Qualifications and skills:

- University degree in a field relevant to this contract such as: Journalism, Literature, Communications Design, Public Relations, /International Relations, Marketing, or Management;

General professional experience:

- Minimum of 10 years of professional experience in the thematic field related to this contract, such as journalism, design, communications, public relations, or related field;

Specific professional experience:

- Minimum 3 years of experience in production of videos, animations, creating promotional material in English language;
- Excellent written and oral communication skills in English language.

#### **6.1.2. Other experts, support staff & backstopping**

CVs for experts other than the key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles. The contractor shall select and hire other experts as required according to the needs. The selection procedures used by the contractor to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience.

The costs for backstopping and support staff, as needed, are considered to be included in the tenderer's financial offer.

### **6.2. Office accommodation**

Office accommodation for each expert working on the contract is to be provided by contractor.

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

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

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

#### **6.4. Equipment**

No equipment is to be purchased on behalf of the CEFTA Secretariat as part of this service contract or transferred to the CEFTA Secretariat at the end of this contract. Any equipment related to this contract which is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

## **7. REPORTS**

### **7.1. Reporting requirements**

The contractor will submit the following reports in English in one original and one copy:

- **Inception Report** of maximum 12 pages to be produced after one month from the start of implementation. In the report the contractor shall describe e.g. initial findings, progress in collecting data, any difficulties encountered or expected in addition to the work programme and staff travel. The contractor should proceed with his/her work unless the contracting authority sends comments on the inception report.
- **Interim reports** of maximum 20 pages must be prepared every six months during the period of implementation of the tasks.
- **Draft final report** of maximum 20 pages (main text, excluding annexes). This report shall be submitted no later than one month before the end of the period of implementation of tasks.
- **Final report** with the same specifications as the draft final report, incorporating any comments received from the parties on the draft report. The deadline for sending the final report is 10 days after receipt of comments on the draft final report. The report shall contain a sufficiently detailed description of the different options to support an informed decision on project activities. The detailed analyses underpinning the recommendations will be presented in annexes to the main report. The final report must be provided along with the corresponding invoice.

### **7.2. Submission and approval of reports**

The reports referred to in 7.1. must be submitted to the project manager identified in the contract. The project manager is responsible for approving the reports.

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