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## **1. BACKGROUND INFORMATION**

### **1.1. Partner country**

Montenegro

### **1.2. Contracting Authority**

The University of Montenegro, The Institute of Marine Biology

### **1.3. Country background**

In 2006 Montenegro's parliament declared independence from the State Union of Serbia and Montenegro. In 2008, the new country applied for EU membership. In 2010, the Commission issued a favourable opinion on Montenegro's application, identifying 7 key priorities that would need to be addressed for negotiations to begin, and the Council granted it candidate status. In December 2011, the Council launched the accession process with a view to opening negotiations in June 2012. The accession negotiations with Montenegro started on 29 June 2012.

As of 11 December 2017, 30 negotiating Chapters, including the rule of law Chapters, 23 – Judiciary and fundamental rights and 24 – Justice, freedom and security, have been opened, out of which three Chapters (25 – Science and research, 26 – Education and culture, 30 – External relations) have been provisionally closed. Five chapters have not been opened yet, among them chapter 27 Environment and Climate Change. The Opening Benchmark Meeting for Chapter 27 was held in May 2014. It is expected that Chapter 27 will be opened during 2018.

Chapter 27 addresses EU environment policy which aims to promote sustainable development and protect the environment for present and future generations. It is based on preventive action, the polluter pays principle, fighting environmental damage at source, shared responsibility and the integration of environmental protection into other EU policies. The acquis comprises over 200 major legal acts covering horizontal legislation, water and air quality, waste management, nature protection, industrial pollution control and risk management, chemicals and genetically modified organisms (GMOs), noise and forestry. Compliance with the acquis requires significant investment. A strong and well-equipped administration at national and local level is imperative for the application and enforcement of the environment acquis.

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

Following the Opening Benchmark Meeting for Chapter 27 which was held in May 2014, Montenegro has adopted in July 2016 “National Strategy with Action Plan for Transposition Implementation and Enforcement of the EU Acquis on Environment and Climate Change”. The Strategy with AP will serve as a basis for transposition, implementation and enforcement of the EU acquis on environment and climate change, including plans for the development of the relevant administrative capacities and an estimation of the financial resources required. The Strategy with AP puts particular attention on: alignment with water and waste sectors acquis, integrating waste minimisation measures and management of waste that cannot be treated other than landfilled, and to the policy planning and administrative capacity considerations for climate action.

The progress made in the process of alignment of the Environment and Climate Change sectors within the scope identified by the Strategy with AP creates opportunities for adequate development and necessary adjustment of administrative and technical capacities of Montenegro for environmental management which is in line with the EU standards.

The Institute of Marine Biology of the University of Montenegro is granted by the Norwegian Ministry of Foreign Affairs to implement a project “Marine Biodiversity Conservation Center “Boka Aquarium” (MonteAqua)”. Project will be implemented between December 4, 2017 and June 4, 2019 in cooperation with the Center for Fisheries and Biodiversity Conservation of Inland Waters, Institute of Biology and Ecology, Faculty of Science, University of Kragujevac.

The planned **effect on society** of MonteAqua project is enhanced Montenegrin EU integration process in the area of nature protection relevant to water ecosystems and sustainable management of protected water ecosystems.

The project has 5 main **outcomes**:

1. Closer regional cooperation
2. Increased capacity in the field of environment
3. Increased public awareness on importance of water ecosystems and EU integration process in Chapter 27: Environment
4. Strengthened institutional capacities for adoption of appropriate law provisions and implementing acts for achieving full transposition of EU legislation in the field of Nature Protection (relevant to water ecosystems)
5. Montenegrin contribution to SDG 14 “Conserve and sustainably use the oceans, seas and marine resources for sustainable development”

For generating planned outcomes, several **activities** were planned.

1. In order to secure closer regional cooperation (outcome 1) following activities will be implemented:
  - 1.1. Setting up network of authorities responsible for management of protected water ecosystems. Network will be based on electronic cooperation platform.
  - 1.2. Organization of International (regional) conference “Adriatic Biodiversity Protection”. Conference will be organized in close cooperation with local government(s) for expected 100 participants
2. In order to secure increased capacity in the field of environment (outcome 2) following activities will be implemented:
  - 2.1. Setting up Marine Biodiversity Conservation Center “Boka Aquarium”
  - 2.2. Setting up freshwater “Skadar Aquarium”
  - 2.3. Setting up Rescue Centre for Water Wild Flora and Fauna
3. In order to secure increased public awareness on importance of water ecosystems and EU integration process in Chapter 27: Environment (outcome 3) following activities will be implemented:
  - 3.1. Development of communication platform for stakeholders’ participation in water biodiversity conservation
  - 3.2. Development of WEB portal “Aquariums of Montenegro”
  - 3.3. Securing gender equality
  - 3.4. Evaluating status of the blue shark (*Prionace glauca*) in the Adriatic Sea [marine flagship species]
  - 3.5. Evaluating status of European eel (*Anguilla anguilla*) in Skadar Lake [freshwater flagship species]
4. In order to secure strengthened institutional capacities for adoption of appropriate law provisions and implementing acts for achieving full transposition of EU legislation in the field of Nature Protection (relevant to water ecosystems) (outcome 4) following activities will be implemented:
  - 4.1. Organizing Workshop “Council Directive 92/43/EEC (Habitats)”
  - 4.2. Organizing Workshop “Council Directive 1999/22/EC (Zoo)”

- 4.3. Organizing Workshop “Council Regulation (EC) No 338/97 (CITES)”, “Commission Regulation (EC) No 865/2006 (CITES)”, “Commission Regulation (EU) No 791/2012 (CITES)”
- 4.4. Organizing Workshop «Regulation (EU) 1143/2014 (Invasive alien species)”
5. In order to secure Montenegrin contribution to SDG 14 “Conserve and sustainably use the oceans, seas and marine resources for sustainable development” (outcome 5) following activities will be implemented:
  - 5.1. Discussion conservation of Montenegrin coastal and marine areas based on the best available scientific information
  - 5.2. Promoting sustainable harvesting and negative effects of overfishing, illegal, unreported and unregulated fishing and destructive fishing practices
  - 5.3. Preventing marine pollution

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

MonteAqua project will be implemented in close cooperation with relevant Montenegrin institution in order to create synergy with other related activities stipulated in the “National Strategy with Action Plan for Transposition Implementation and Enforcement of the EU Acquis on Environment and Climate Change”.

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

### **2.1. Overall objective**

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

- Enhance Montenegrin EU integration process in Chapter 27: Environment and contribute to socio-economic development at country level and in the region through:
  - closer regional cooperation,
  - increased capacity in the field of environment - setting up Marine Biodiversity Conservation Center,
  - increased public awareness,
  - strengthened institutional capacities, and
  - Montenegrin contribution to SDGs 5, 8 and 14.

### **2.2. Purpose**

The purposes of this contract are as follows:

- Purpose 1: Support activity 3.1. Development of communication platform for stakeholders' participation in water biodiversity conservation, with the following.
- Purpose 2: Support activity 3.2. Development of WEB portal “Aquariums of Montenegro”.
- Purpose 3: Support project by providing video services.

### 2.3. Results to be achieved by the Contractor

The Contractor should achieve following results:

- Result 1: Developed communication platform for stakeholders' participation in water biodiversity conservation
- Result 2: Developed WEB portal “Boka Aquariums”
- Result 3: Produced video documentaries

## 3. ASSUMPTIONS & RISKS

### 3.1. Assumptions underlying the project

For expected result 1: Developed communication platform for stakeholders' participation in water biodiversity conservation

LEVEL	<i>OUTPUT 3.1</i>	
INDICATORS	# of participants	# of posts
BASELINE	0	0
TARGET Y1	2,000	4,000
TARGET Y2	8,000	16,000
FINAL TARGET YX	10,000	20,000
Data source of verification	Report	Report
Comments	Communication platform will be used for supporting all outputs	

For expected result 2: Developed WEB portal “Boka Aquariums”

LEVEL	<i>OUTPUT 3.2</i>
INDICATORS	WEB pages
BASELINE Y0	0
TARGET Y1	20
TARGET Y2	80
FINAL TARGET YX	100
Data source of verification	WEB portal
Comments	WEB portal will be used for supporting all outputs

For expected result 3: Produced video documentaries

LEVEL	<i>OUTPUT 3.2</i>	
INDICATORS	Video clips	Interviews
BASELINE Y0	0	0
TARGET Y1	10	4
TARGET Y2	20	6
FINAL TARGET YX	30	10
Data source of verification	YouTube	YouTube
Comments	WEB portal will be used for supporting all outputs	

### 3.2. Risks

Risk	Probability	Impact	Overall risk	Risk-reducing measures	Responsibility	Deadline
Lack of interest among authorities responsible for management of protected water ecosystems	High	High	High	Early official communication and use of communication platform	PD, PM, PMT	Project month 2, 8-19
Unproperly designed communication platform	Low	High	Medium	Proper ToR	PM, PMT	Project month 3
Unproperly designed WEB portal	Low	High	Medium	Proper ToR	PM, PMT	Project month 3

## 4. SCOPE OF THE WORK

### 4.1. General

#### 4.1.1. Description of the assignment

This assignment has three main objectives.

For purpose 1 and result 1, the objective is as follows:

- Enable interactive cloud based software platform to keep all target groups and stakeholders engaged in live communication and accomplishment of certain goals together during the project.

- Provide tool to follow the contribution from particular groups and stakeholders and to measure indicators and achieved goals.
- All the relevant documents and chat conclusions should be easily distributed and archived in private libraries which would make it easy to prepare for the periodic reports.
- It should enable easy real-time evaluation and monitoring of the activities on the project and topics which are being discussed and solved during the project implementation.
- It should enable easy organization of the various stakeholders into efficient working groups as well as opportunity to organize efficient transfer of the knowledge between the experts or consultants engaged as mentors and future mentors among the other project participants.

For purpose 2 and result 2, the overall objective is as follows:

- To increase the visibility of the IMB among the target groups;
- To comply with the EU requirements in term of transparency and security;
- To develop communication tools in line with the project document

The specific objectives are as follows:

- To create a clear and easily accessible information structure, making the new website visibly enhanced in terms of navigation and information research;
- To provide a secure WEB hosting service
- To provide WEB portal development;
- To provide training for WEB portal management
- To provide consultancy for WEB portal development and productivity

For purpose 3 and result 3, the overall objective is as follows:

- To increase the visibility of the IMB among the target groups;
- To produce documentary MonteAqua project material

The specific objectives are as follows:

- To produce 1 documentary, 5 minutes long
- To produce 5 documentaries, each up to 3 minutes long
- To produce WEB site video
- To produce video clips for social networks, up to 30 seconds long

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

Montenegro

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

The intended **target groups** are Government's and public institutions, selected local self-government units, academia, fishermen, NGOs and general public.

Main target groups are:

1. Government's institution responsible for EU integration process in Chapter 27: Environment
  - a. Ministry of Sustainable Development and Tourism (MSDT)
  - b. Ministry of Agriculture and Rural Development (MARD)
  - c. Environmental Protection Agency (EPA)
  - d. Veterinary Administration (VA)

- e. Customs Administration (CA)
- f. Administration for Inspection Affairs (AIA)
- g. National Parks of Montenegro (NPPE)
- h. Coastal Zone Management Company (CZM)
2. Public institutions responsible for marine biodiversity conservation
  - a. Ministry of Sustainable Development and Tourism (MSDT)
  - b. Ministry of Agriculture and Rural Development (MARD)
  - c. Coastal Zone Management Company (CZM)
  - d. Environmental Protection Agency (EPA)
3. Public institutions responsible for freshwater ecosystems protection
  - a. Environmental Protection Agency (EPA)
  - b. National Parks of Montenegro (NPPE)
  - c. National Park “Skadar Lake”
4. Local self-government units
  - a. Kotor
  - b. Tivat
  - c. Budva
  - d. Ulcinj
  - e. Podgorica
5. Academia
  - a. Universities
  - b. Natural History Museum
  - c. Centre for Eco-toxicological Research (CETI)
6. Fisherman
  - a. List will be defined in inception phase
7. NGOs
  - a. List will be defined in inception phase
8. General public

## **4.2. Specific work**

### **4.2.1. Result 1: Developed communication platform for stakeholders' participation in water biodiversity conservation**

Assignment has six main tasks, as follows:

1. Customization and enabling the usage of the platform according to the need of the project and all stakeholders to fulfil above stated objectives.
2. The number of provided licenses should be 400 during the duration of existing contract and project.
3. Provide training for efficient use of the platform to MonteAqua project's staff (project managers and associated experts).
4. Provide full administrative support and help desk services for the platform in duration of existing contract and project.
5. Provide stakeholders' data input on the platform and facilitate initial discussion (as case studies)
6. Provide functionality of the platform at least 2 months after expiration of existing contract and project



#### **4.2.1.1. Platform attributes**

Customized e-platform should have 9 main attributes:

##### **General:**

1. Own domain (as a sub-domain defined in global platform if such exists)
2. White-label user interface
3. Conclusions library as a Knowledge Base in which Admin can highlight and prioritize particular conclusions to particular type of users
4. Administrative user account able to administer:
  - 4.1. Users
    - 4.1.1. They can be placed in specific user groups and contacted directly by admin as a specific member or as a part of the user group
    - 4.1.2. Each member has its own profile page
  - 4.2. Private groups
    - 4.2.1. Assign members to specific working groups without restrictions in group size
    - 4.2.2. Each group has the group name, its main topic, expected skills levels
5. Explore module enabling all the members of the platform to browse through all the content of the platform (users, groups, conclusions and topics)

##### **For Members:**

6. Profile page
  - 6.1. Holding user details like user-name, name, email, skills levels, themes of interest
7. Collaboration/Learning via dedicated private groups and topics
  - 7.1. Chat module enabling efficient group communication (new topic-new branch)
  - 7.2. Conclusions library created within topics
  - 7.3. Majority or consensus voting for suggested conclusions
  - 7.4. File sharing, bookmarking posts, favoriting specific topics and groups
  - 7.5. All content created within the group could be moderated only by its moderator and members
  - 7.6. Adding external partners within certain topics being discussed but with restricted access to any other data within the platform or specific groups
8. Dashboard
  - 8.1. Notifications and list of all newly received direct messages
  - 8.2. Notifications regarding all new messages created in all groups he/she belongs to
  - 8.3. Notifications about all new conclusions which are being suggested or accepted

#### **4.2.1.2. Tasks timeline**

- Customized platform after 1 month of signing the Contract
- Training for efficient use of the platform to MonteAqua project's staff after 1 month of signing the Contract
- Stakeholders' data input on the platform and facilitated initial discussion after 2 months of signing the Contract
- Full administrative support and help desk services for the platform till end of the contract
- Providing functionality of the platform at least 2 months after expiration of existing contract

#### **4.2.2. Result 2: Developed WEB portal “Boka Aquariums”**

Assignment has four main tasks, as follows:

1. Provide WEB hosting;
  - 1.1. WEB hosting with dedicated IP address (with 99.99% network uptime and support).

- 1.1.1. WEB hosting server must be able to handle an average of 15,000 visits per week with a quick load time (10 to 15 sec) per page on a standard connection
    - 1.1.2. The Contractor must propose and implement solutions to ensure the WEB portal is able to cope with specific peaks of up to ten times the average visits per week at any moment
  - 1.2. Unlimited space
  - 1.3. Control panel with administrator privileges and MYSQL database
  - 1.4. Creating unlimited number of official e-mail addresses (e.g. [info@yourdomain.com](mailto:info@yourdomain.com))
  - 1.5. Creating unlimited number of official sub-domains (e.g. [www.name.domain.com](http://www.name.domain.com))
  - 1.6. Hosted files management, detailed analytics and statistics of hosted content and visits
  - 1.7. Permanent WEB hosting administrator privileges
2. Develop WEB portal based on HTML 5, CSS, PHP, MySQL, JavaScript, AJAX and (jQuery) technologies
  - 2.1. Unique layout development;
    - 2.1.1. The layout must be developed especially for the IMB and not be a standardized layout. It must be clear, and facilitate access to information. It must be sober and reflect the institutional image of the IMB and selected visual identity of the MonteAqua project. The Contractor will develop the design and layout following inputs from the IMB. The IMB and the Contractor will exchange views on the options for an unlimited number of times in order to finalize the design and layout. The new design and layout must be implemented on the entire WEB portal.
    - 2.1.2. Menu and Organization of the Content: The Contractor must advise on and propose to the IMB an organization of the content (menu, organization of the homepage and the different pages) that will meet the IMB's objective to build a clearer and user-friendly website. The IMB and the Contractor will exchange on the proposal for an unlimited number of time in order to finalize the menu. The menu and content organization must be implemented on the entire WEB portal.
  - 2.2. Development of customized Content Management System (CMS)
    - 2.2.1. Providing, maintaining and updating a CMS, including the plug-ins/extensions and any other web application used or that can be needed in the framework of the contract
    - 2.2.2. The CMS must be user-friendly and easy to understand for people with no web management background
    - 2.2.3. Provision of usernames and passwords to allow secure website online updating using CMS
    - 2.2.4. Restricted Pages/User Management. The IMB must be able to restrict, through the CMS, the access to some content to selected and registered users. Therefore, the Contractor will provide a user management system. The system will be managed by the Contractor (granting of access according to IMB requests, helping users to retrieve passwords, acting as a helpdesk for all questions regarding the user management system etc.). For security reasons, the system must require participants to change their password on a regular basis according to European Union security standards. A user must only have one username/password to access the limited content.
  - 2.3. Multilingual support (two additional languages)
  - 2.4. Secure browser compatibility (e.g. Chrome, Firefox, Internet Explorer, Opera, Safari, etc.)
  - 2.5. Responsive designee - Optimize WEB portal for Android / iOS mobile platforms
  - 2.6. Secure permanent consultations with ITC experts of contracting authority
  - 2.7. Full WEB site optimization
  - 2.8. Provide WEB site statistics
  - 2.9. Search Engine Friendly optimization, Google analytics
    - 2.9.1. Full Search Engine Friendly optimization
    - 2.9.2. On site optimization
    - 2.9.3. Customization of CSS styles
    - 2.9.4. Assigning ALT tags to photos
    - 2.9.5. Linking with site <!DOCTYPE>

- 2.9.6. Assigning meta tags for pages
- 2.9.7. Development and configuration of robots.txt file
- 2.9.8. Development favicon.ico
- 2.9.9. Development languages tags
- 2.9.10. Creating and linking Facebook icon
- 2.9.11. Creating and linking Twitter icon
- 2.9.12. Creating and linking Google + icon
- 2.9.13. Defining and posting H1 tags
- 2.9.14. Designing and posting 404 Error page
- 2.9.15. Key words photo tagging
- 2.10. Print facility
  - 2.10.1. Every page must include an easy print function and, where agreed with the IMB, easy pdf function
- 2.11. Develop news section
- 2.12. Develop photo gallery section
- 2.13. Develop online survey section
  - 2.13.1. Online surveys are the main tool engage IMBs audience and get feedback from them
  - 2.13.2. Typical survey is consisted of 10-15 questions (single choice or multiple choice)
  - 2.13.3. System needs to have export data function
- 2.14. Develop conference management system which needs to assist IMB with the preparation of project workshops and conferences. System need to provide the following functions:
  - 2.14.1. Paper submission
  - 2.14.2. Assignment of papers to reviewers
  - 2.14.3. Email notifications to submitters and reviewers
  - 2.14.4. Registration management (for the whole conference plus extras)
  - 2.14.5. Schedule management
  - 2.14.6. Publication support (slides and talks before and after the conference)
- 2.15. Uploading initial WEB portal content (provided by contracting authority)
3. Provide training for WEB site management
  - 3.1. Content Management System training
  - 3.2. WEB site statistics training
  - 3.3. Creating unlimited number of official e-mail addresses (e.g. [info@yourdomain.com](mailto:info@yourdomain.com))
  - 3.4. Creating unlimited number of official sub-domains (e.g. [www.name.domain.com](http://www.name.domain.com))
4. Provide consultancy for WEB site development and productivity

#### ***4.2.2.1. Intellectual Property Rights (IPR):***

All intellectual property rights and the complete website content, as well as all work performed under the contract are the express and exclusive property of the IMB.

#### ***4.2.2.2. Data Protection***

The Contractor must ensure data protection rules are applied. Data protection rules are those followed by the institutions of Norway and/or the European Union.

#### ***4.2.2.3. Service Level Agreement***

The Contractor must commit to the following:

- Defect rates
  - 99.8% in major deliverables/releases should be bug free

- 1 major and 5 minor production failures per month
- Service availability
  - The service must be available 24/7 with a weekly maintenance window of 30 minutes at the weekend
  - The service must be available 99.8% in the normal window
- Time-to-implement
  - A request must be implemented during 24 hours plus the time which is needed for the resolution of a fix or development of an enhancement
- Time-to-acknowledgement
  - An issue must be acknowledged by the provider in less than 1 hour

The response time of a production problem of a programmer must be less than 1 hour during business hours.

#### **4.2.2.4. Tasks timeline**

- Provide WEB hosting one week after signing the contract
- Develop WEB portal one month after signing the contract
- Provide training for WEB site management one month after signing the contract
- Provide consultancy for WEB site development and productivity till end of the contract

#### **4.2.3. Result 3: Produced video documentaries**

Assignment has four main tasks, as follows:

1. To produce 1 documentary, 5 minutes long
  - 1.1. Develop and finalise the documentary videos' overall concept and scenario in cooperation with MonteAqua project staff
  - 1.2. Develop the documentary script to be used in the film
  - 1.3. Interview selected interviewees for the film who will include actual beneficiaries, local government officials, implementing partners and key programme staff of the project.
  - 1.4. Perform appropriate video filming in one day with two cameras with needed equipment
  - 1.5. Perform one-day video filming with drone
  - 1.6. Present a draft documentary for comments about contents
  - 1.7. Film should include relevant logos of the project, initiative, donor
2. To produce 6 documentaries, each up to 3 minutes long
  - 2.1. Develop and finalise the documentary videos' overall concept and scenarios in cooperation with MonteAqua project staff
  - 2.2. Develop the documentary scripts to be used in the films
  - 2.3. Interview selected interviewees for the films who will include actual beneficiaries, local government officials, implementing partners and key programme staff of the project.
  - 2.4. Perform appropriate video filming in one day with two cameras with needed equipment
  - 2.5. Present a draft documentary for comments about contents
  - 2.6. Films should include relevant logos of the project, initiative, donor
3. To produce WEB site video
4. To produce video clips for social networks, up to 30 seconds long

The contractor is in charge of completing all tasks related to the videos. This includes finalising scripts in cooperation with the IMB experts, an animated representation of the text if needed, music, voice-over and producing the final outputs in a full HD video files in Montenegrin language with English subtitle.

The style and tone of the video must be developed according to the design standards / available communication materials of the MonteAqua project.

#### **4.2.3.1. Intellectual Property Rights (IPR):**

All transferable material and non-material copyright upon products under the contract will be transferred to the IMB / MonteAqua project starting from the moment of the emergence of these copyrights.

#### **4.2.3.2. Tasks timeline**

- To produce 1 documentary, 5 minutes long one month before Project conference, tentative in April 2019
- To produce 6 documentaries, each up to 3 minutes long, two weeks after each Project event, tentative:
  - Regulation (EU) 1143/2014 (Invasive alien species), Tuesday, 15 May 2018.
  - Sustainable fishing, Tuesday, 19 June 2018.
  - Council Directive 1999/22/EC (Zoo), Tuesday, 4 September 2018.
  - Council Regulation (EC) No 338/97 (CITES)”, “Commission Regulation (EC) No 865/2006 (CITES)”, “Commission Regulation (EU) No 791/2012 (CITES), Tuesday, 9 October 2018.
  - Council Directive 92/43/EEC (Habitats), Tuesday, 6 November 2018.
  - Conservation of Montenegrin coastal and marine areas, Tuesday, 4 December 2018.
- To produce WEB site video, one month after signing the contract
- To produce video clips for social networks, up to 30 seconds long, till end of the contract

### **4.3. Project management**

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

This contract will be managed by MonteAqua project management team (PMT) which is appointed by University of Montenegro – the Institute of Marine Biology (IMB). In particular, **Project director** will be responsible for overall quality control while **Project manager** will be responsible for daily coordination of the implementation, gathering an indicator data, self-evaluation and coordination of reporting.

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

Contracting Authority responsible person is Rector. Rector delegates responsibility for MonteAqua project implementation to the Director of Institute of Marine Biology as implementing unit. Project management responsibility lies within Project Management Team (PMT). PMT is consisted of Project director, Deputy project director, Project manager, and two Project team members: Local coordinator Kotor and Local coordinator Kragujevac.

**Project director** is responsible for overall quality control and functions of the project team. **Project manager** is responsible for project implementation, coordination of the project team and external experts, gathering an indicator data, self-evaluation and reporting. **Project team members** will gather indicator data in line with implementation plan.

#### **4.3.3. Facilities to be provided by the Contracting Authority and/or other parties**

The contractor will work from her/his own space.

## 5. LOGISTICS AND TIMING

### 5.1. Location

Operational base of MonteAqua project is Kotor, Montenegro.

### 5.2. Start date & Period of implementation of tasks

The intended start date is 1<sup>st</sup> February 2018 and the period of implementation of the contract will be 16 months from this date. Please see Articles 19.1 and 19.2 of the Special Conditions for the actual start date and period of implementation.

## 6. REQUIREMENTS

### 6.1. Staff

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

### 6.2. Competencies, qualifications and expertise

Contractor need to demonstrate particular competencies, qualifications and expertise for each expected result.

#### 6.2.1. Result 1 competencies, qualifications and expertise

For result 1: “Developed communication platform for stakeholders' participation in water biodiversity conservation” contractor should have:

##### 6.2.1.1. Education and Work Experience

- A minimum of five years' work experience in the area of software development.

##### 6.2.1.2. Core Competencies

- **Professionalism** - Strong knowledge of the field of expertise with good analytical skills, ability to understand complex problems and to deliver appropriate solutions.
- **Communication** – Good spoken and written communication skills, including the ability to liaise with technical staff and present information in a clear and concise style.
- **Teamwork** – Good interpersonal skills and ability to establish and maintain effective working relations in a multicultural, multi-ethnic environment with sensitivity and respect for diversity.
- **Planning and Organizing** – Ability to plan projects and activities, work to tight deadlines, and manage conflicting priorities.
- **User Orientation** – Ability to understand users' needs and to customize services and products accordingly, in order to provide user-friendly and ergonomic solutions that meet user requirements.
- **Technological Awareness** – Expert knowledge in the field of web and mobile (iOS and Android) development, online collaboration, digital content distribution through the network, and creation, setting up and maintenance of distributed systems

- **Commitment to Continuous Learning** – Willingness to keep abreast of new developments in the field of expertise.

#### 6.2.1.3. *Technical Skills and Expertise*

- At least 50 relevant engineers in the field of web and mobile (iOS and Android) development.
- At least one working platform which can support the features stated in the Objective of the assignment text
- At least two projects in the field of online collaboration.
- At least two projects in the field of digital content distribution through the network.
- Experience in the creation, setting up and maintenance of distributed systems

#### 6.2.1.4. *Languages*

- Fluency in Montenegrin and English is essential.
- Working knowledge of other UN languages is an asset.

### 6.2.2. **Result 2 competencies, qualifications and expertise**

For result 2: “Developed WEB portal “Boka Aquariums” contractor should have:

#### 6.2.2.1. *Education and Work Experience*

Candidates should demonstrate their qualifications and proven experience in the graphic design and technical implementation of user interfaces in a web-based environment. Candidates should provide a portfolio containing examples of their achievements.

#### 6.2.2.2. *Core Competencies*

- **Professionalism** - Strong knowledge of the field of expertise with good analytical skills, ability to understand complex problems and to deliver appropriate solutions.
- **Communication** – Good spoken and written communication skills, including the ability to liaise with technical staff and present information in a clear and concise style.
- **Teamwork** – Good interpersonal skills and ability to establish and maintain effective working relations in a multicultural, multi-ethnic environment with sensitivity and respect for diversity.
- **Planning and Organizing** – Ability to plan projects and activities, work to tight deadlines, and manage conflicting priorities.
- **User Orientation** – Ability to understand users' needs and to customize services and products accordingly, in order to provide user-friendly and ergonomic solutions that meet user requirements.
- **Technological Awareness** – Expert knowledge in the field of web design and user experience.
- **Commitment to Continuous Learning** – Willingness to keep abreast of new developments in the field of expertise.

#### 6.2.2.3. *Technical Skills and Expertise*

- Good understanding of the concepts of user experience, user interface design principles and conceptual design.
- Expert knowledge in HTML 5, CSS, PHP, MySQL, JavaScript, AJAX and (jQuery) technologies
- Knowledge of industry-standard design tools such as Adobe Photoshop, Illustrator and Dreamweaver with eye for design and attention to details as essential skill
- A minimum of five years' work experience in the area of WEB portal development (design; security and administration; Google analytics; Search Engine Optimization)



- Knowledge of the Content Management System, particularly with respect to page template design, will be considered an asset.
- At least ten references of developed WEB portals.
- Documented experience in development and maintenance of WEB sites for public sector in Montenegro is strong asset.
- Demonstrated ability to conduct communications, understand the End Users needs to match with adequate technical solutions

Note: When applying, the contractor is expected to provide any links to websites designed or edited by the contractor, as well as any proof of successful communications/web assignments

#### **6.2.2.4. Languages**

- Fluency in Montenegrin and English is essential.
- Working knowledge of other UN languages is an asset.

### **6.2.3. Result 3 competencies, qualifications and expertise**

For result 3: “Produced video documentaries”, contractor should have:

#### **6.2.3.1. Education and Work Experience**

Candidates should demonstrate their qualifications and proven experience in organizing and preparing video products and proven experience in implementing at least three (3) projects of similar nature. Candidates should provide a portfolio containing examples of their achievements.

#### **6.2.3.2. Core Competencies**

- **Professionalism** - Strong knowledge of the field of expertise with good analytical skills, ability to understand complex problems and to deliver appropriate solutions.
- **Communication** – Good spoken and written communication skills, including the ability to liaise with technical staff and present information in a clear and concise style.
- **Teamwork** – Good interpersonal skills and ability to establish and maintain effective working relations in a multicultural, multi-ethnic environment with sensitivity and respect for diversity.
- **Planning and Organizing** – Ability to plan projects and activities, work to tight deadlines, and manage conflicting priorities.
- **User Orientation** – Ability to understand users' needs and to customize services and products accordingly.
- **Technological Awareness** – Expert knowledge in the field of video production.
- **Commitment to Continuous Learning** – Willingness to keep abreast of new developments in the field of expertise.

#### **6.2.3.3. Technical Skills and Expertise**

- Expert knowledge in development documentary scripts
- Expert knowledge in video filming
- Experience in using drones is strong asset
- Expert knowledge in video editing

Note: When applying, the candidate is expected to provide any links to video materials produced by the candidate, as well as any proof of successful video editing.

#### **6.2.3.4. Languages**

Fluency in Montenegrin and English is essential

### **6.3. Office accommodation**



Office accommodation for all experts working on the contract is to be provided by the Contractor.

#### **6.4. 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.

#### **6.5. Equipment**

No equipment is to be purchased on behalf of the Contracting Authority / partner country as part of this service contract or transferred to the Contracting Authority / partner country at the end of this contract. 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 only one original for environmental reasons and electronic copy:

- **Inception Report** of maximum 12 pages (main text, excluding annexes) to be produced after one week 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 report** of maximum 20 pages (main text, excluding annexes) in the format given in Annex 1 after two months from the start of implementation. The interim report must be provided along with the corresponding invoice for interim payment.
- **Draft final report** of maximum 30 pages (main text, excluding annexes) in the format given in Annex 2. 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 15 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 sustainable usage of products. 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 for final payment.

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

The report referred to above must be submitted to the Project Manager identified in the contract. The Project Manager is responsible for approving the reports.

## 8. MONITORING AND EVALUATION

### 8.1. Definition of indicators

Following set of performance indicators is chosen because they provide valid, useful, practical and comparable measures of progress towards achieving expected results:

Result	Indicator	Target
1: Developed communication platform for stakeholders' participation in water biodiversity conservation	Customized platform	1
	User licence	400
	Training for efficient use of the platform	Training material Positive participants' feedbacks
	Service availability	The service must be available 24/7 with a weekly maintenance window of 30 minutes at the weekend  The service must be available 99.8% in the normal window
	Full administrative support and help desk services for the platform	A request must be implemented during 24 hours plus the time which is needed for the resolution of a fix or development of an enhancement
2: Developed WEB portal "Boka Aquarium"	Stakeholders' data set	200 entries
	WEB hosting	1
	WEB portal	1
	Defect rates	99.8% in major deliverables/releases should be bug free  1 major and 5 minor production failures per month
	Service availability	The service must be available 24/7 with a weekly maintenance window of 30 minutes at the weekend  The service must be available 99.8% in the normal window

Result	Indicator	Target
	Time-to-implement	A request must be implemented during 24 hours plus the time which is needed for the resolution of a fix or development of an enhancement
	Time-to-acknowledgement	An issue must be acknowledged by the provider in less than 1 hour
	Response time of a production problem of a programmer	Less than 1 hour during business hours
	Training for WEB site management	Training material Positive participants' feedbacks
	Consultancy for WEB site development and productivity	1 report
3: Produced video documentaries	Documentary, 5 minutes long	1
	Documentaries, each up to 3 minutes long	7
	WEB site video	1
	Video clips for social networks, up to 30 seconds long	30