



**Consultancy for branding,
stakeholder engagement and
communication activities to support
the creation of the new
Mediterranean Green Business
Award
(Communication experts)
July 2020**

Regional Activity Centre for Sustainable Consumption and Production United Nations
Environment Programme - Mediterranean Action Plan (SCP/RAC)
Regional Centre Under the Stockholm Convention on Persistent Organic Pollutants
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Consultancy for branding, stakeholder engagement and communication activities to support the creation of the new Mediterranean Green Business Award

A. Context

A.1 About the position

The Regional Activity Centre for Sustainable Consumption and Production (SCP/RAC) is seeking a team of communication experts to undertake a comprehensive set of communication activities and stakeholder engagement to support the first edition, in 2021, of the Mediterranean Green Business Award for southern Mediterranean countries. The experts will be responsible for (1) creating the branding and associated guidelines for the award; (2) preparing the stakeholder engagement and communication strategy; (3) designing the stakeholder engagement and communication plan; (4) executing activities from this plan corresponding to the initial phases of the award process; and (5) preparing concept notes for the launch of the award and the award ceremony. The activities will require a team of experts that has a good level of understanding of the cultural context of the Southern Mediterranean countries, and the ability to produce content for stakeholder outreach and communication campaigns in Arabic, English and French.

The duration of this home-based consultancy is estimated at five months.

A.2 About SCP/RAC

The [Regional Activity Centre for Sustainable Consumption and Production](#) (hereinafter SCP/RAC) is a centre for international cooperation on development and innovation based on the sustainable consumption and production approach (hereinafter SCP). The Centre is one of the Regional Activity Centres established in the framework of the UNEP/Mediterranean Action Plan (hereinafter UNEP/MAP), the programme of UN Environment established to support the member countries of the Barcelona Convention for the Protection of Marine Environment and the Coastal Region of the Mediterranean. The

Centre also operates in support of the Stockholm Convention, an international agreement involving 180 countries to fight against the generation of persistent organic pollutants, highly polluting and toxic substances. SCP/RAC has the mandate from the Barcelona and Stockholm Conventions to provide assistance to their Contracting Parties in fulfilling their commitments under those treaties, particularly through the support to the countries to shift to sustainable consumption and production patterns and circular economy.

In the performance of its mandate, SCP/RAC fosters the introduction of solutions on eco-innovation, marine litter/plastic pollution prevention, circular economy and safe alternatives to toxic chemicals through the provision of advisory services, technical assistance, innovative training materials, networking services and accompaniment in the implementation of measures. SCP/RAC also leads a comprehensive support programme for the creation and development of green, circular business models and enterprises.

The Centre is based in Barcelona and it is legally hosted by the Catalan Waste Agency, a public service agency considered a reference organization in waste prevention and management and the promotion of circular economy.

A.3 About the SwitchMed initiative

The SwitchMed initiative aims to stimulate the creation of new and greater business opportunities and decent employment while reducing the environmental footprint of existing economic activities in the Southern Mediterranean. SwitchMed II is building upon the results of the first phase in order to further support and scale up the transition towards Sustainable Consumption and Production (SCP) practices which contribute to a green and circular economy in the region. To do so, the programme is using an integrated and comprehensive approach that targets and involves different actors, thereby addressing the transition at various levels.

The programme has a regional dimension and will continue to work in the eight countries of the Southern Mediterranean region, including Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia. This region is greatly affected by many challenges including water scarcity, population growth and rapid urbanization, energy demand increase, environmental challenges and climate change. On the other hand, at global level, natural resource supply to the private sector is threatened by increased competition for the resources, whose shortage of or high price volatility coupled with the new environmental and climate challenges, indicate that “business as usual” is no longer beneficial or advisable. Instead there is now a need and an opportunity for building new greener and dynamic business models as market pressure is becoming a key driver, along with enabling factors such as innovation, cooperation, control and incentive mechanisms.

Despite these challenges, the opportunities associated with the adoption of sustainable consumption and production practices have a clear link to supporting stabilization of the region through sustainable and inclusive economic development.

The SwitchMed initiative is a key action carried out under EU-funded regional cooperation with the Mediterranean region and will be implemented by UNIDO; UN Environment,

Economy Division; and SCP/RAC of UNEP/MAP, in close coordination with DG NEAR and the EUDs in the beneficiary countries.

Capitalizing on the lessons learned from SwitchMed I, the project is structured around three main components:

- 1) Direct support to the private sector
- 2) Creation of an enabling policy environment
- 3) Coordination, networking and communication

SwitchMed II, through the scaling up and wide dissemination of results already seen in its first phase, is expected to produce an increased number of green business activities, enhanced competitiveness of the private sector by adoption of resource efficiency production strategies, and a more cohesive and enabling policy environment for a sustainable and circular economy. One of the key policy achievements of SwitchMed I was the adoption of the Regional Action Plan on Sustainable Consumption and Production in the Mediterranean by the Contracting Parties of the Barcelona Convention.

A.4 Mediterranean Green Business Award

The preparation process of the award will be based on COP21 [Decision IG.24/3](#) on Implementation, Monitoring and Mid-Term Evaluation of the MSSD 2016–2025 and of the Regional Action Plan on SCP in the Mediterranean, adopted in December 2019 in Naples. In this Decision, Contracting Parties requested the Barcelona Convention Secretariat (including SCP/RAC) to launch the first edition of the Mediterranean Green Business Award, as a flagship initiative of the MSSD 2016– 2025, in line with the concept note set out in Annex of the Decision.

SCP/RAC will leverage the solid experience of the Catalan Waste Agency (ARC), hosting the centre, for the organization of the Mediterranean Green Business Award. The ARC's "Catalonia Ecodesign Award" was launched in 2015 to encourage the incorporation of eco-design in production processes, to foster a cross-cutting approach and knowledge transfer, and to boost the consumption of sustainable products and services in Catalonia. The award, now in its fourth edition, evolved from the "Design for Recycling Award" that was established by the ARC in 2001 and celebrated for seven editions. The application platform for the Mediterranean Green Business Award will make use of existing application templates and infrastructure designed for the Catalonia Ecodesign Award.

The Mediterranean Green Business Award is conceived as a policy tool to encourage environmentally friendly and social innovation by Mediterranean businesses. It will accomplish this by:

- recognizing outstanding achievements of green and circular economy businesses (and the organizations that support them);
- inspiring other entrepreneurs to adopt eco- and social innovations in their business models, thereby scaling up these approaches in the region; and
- highlighting the need to promote an enabling policy environment to foster the growth of green and circular economy businesses.

The award will furthermore provide visibility for the contributions of green and circular economy businesses to the region's sustainable development goals and raise consumer awareness about sustainable products and services.

The long-term vision for the award is to include a comprehensive set of award categories aligned with these different stakeholder groups:

- A. **Businesses.** This category refers to established businesses that have integrated eco- and social innovations in their business models, with measurable environmental and social benefits.
- B. **Public authorities.** This category will recognize national, sub-national or municipal government agencies that have implemented policies, plans or legislation that have positively influenced the enabling environment for green and circular economy businesses.
- C. **Business support organizations.** This category applies to organizations that provide training or incubation services to new entrepreneurs in view of promoting the creation of business models that integrate principles of eco-design and social inclusion.
- D. **Civil society organizations or individuals.** This category is reserved for a diverse group of nongovernmental actors that contribute in various ways to building the enabling environment for green and circular economy businesses, including by increasing the knowledge base on sustainable business practices; influencing the behaviour of consumers and businesses through media campaigns and other means of awareness raising; encouraging effective civil society participation in environmental governance; and a host of other supporting actions.
- E. **Financial actors.** This refers to banking institutions, investors or other actors that provide financing support to green and circular economy businesses, especially in the early growth stages.

For the 2021 edition of the award, however, only two categories will be considered:

- Category A: Businesses
- Category B: Public authorities

The tentative timeline for the 2021 award process is set forth in Table 1, along with an indication of the main engagement and communication activities anticipated for its various phases.

Table 1 *Timeline for the 2021 edition of the award*

	Phase of the award	Examples of main engagement and communication activities
1	Pre-award stakeholder engagement and communication (August – November 2020)	<ul style="list-style-type: none"> • Establish award identity • Design engagement and communication strategy and plans • Execute engagement and communication campaigns to build awareness about award among potential pool of applicants • Prepare concept notes on launch of the award and the award ceremony • Create instructional video on how to complete the award application on application portal
2	Award launch (November 2020)	<ul style="list-style-type: none"> • Carry out communication activities to attract media attention to award launch (online event)
3	Application submission window (January – February 2021)	<ul style="list-style-type: none"> • Final communication campaign to draw potential pool of candidates to application portal
4	Review of applications (February – March 2021)	-
5	Announcement of finalists (April 2021)	<ul style="list-style-type: none"> • Communication campaign to highlight achievements of finalists (including environmental-friendly and social innovations) and describe next steps in award process and date of award ceremony
6	Presentation of finalists at MCSD Meeting (2-4 June 2021)	Organisation of the presentation of the finalists at the meeting of the Mediterranean Commission for Sustainable Development
7	Finalists' submission of posters and review by jury (May - June 2021)	-
8	Award ceremony (November 2021)	<ul style="list-style-type: none"> • Organisation of high-profile award ceremony, including media coverage (possibly at the SwitchMed Connect event at ECOMONDO – TBC, other possibilities could be envisaged)
9	Post-award communication (November – December 2021)	<ul style="list-style-type: none"> • Preparation of videos to document accomplishments of award recipients and honourable mentions • Post-award communication campaign to highlight the stories of the award winners and to announce focus of 2023 award

B. Description of the assignment and the work to be undertaken by the experts

The selected team of experts will work under the supervision of SCP/RAC to design and execute a series of communication and stakeholder engagement activities to support the creation of the new Mediterranean green business award. This will include the establishment of the visual identity of the award, the design and execution of a communication and stakeholder engagement strategy (and its associated plans and campaigns) and the preparation of concept notes for the award launch and a high-level award ceremony.

The primary objectives of this consultancy are to:

1. Establish a compelling and culturally sensitive brand for the Mediterranean Green Business Award.
2. Engage the intended beneficiaries of the award (established green and circular economy businesses as well as the public authorities that support them through enabling policies or support programmes) to build their awareness about the award and to generate a substantial number of high-quality award applications.
3. Communicate effectively with the intended beneficiaries of the award and other stakeholder groups, including decision makers, representatives of the MAP system and the general public, as appropriate, throughout the lifecycle of the award to raise awareness about the contributions of green and circular economy businesses to the achievement of the region's environmental and socioeconomic objectives.
4. Design innovative tools for storytelling to promote the accomplishments of the award finalists and winners, including the environmental, economic and social value generated by businesses, and the contributions of public authorities to the transition towards a green and circular economy in the Mediterranean.
5. Conceive noteworthy events for the award launch and the award ceremony that will garner high-level attention and reinforce the impact of the award on the region's policy makers and the general public.

Further details on the responsibilities and the objectives of each task are set forth below. While all deliverables will be prepared in English, the stakeholder engagement and communication campaigns and the events for the award launch and the award ceremony will be designed to address the linguistic diversity of the Southern Mediterranean with a focus on the Arabic and French languages.

Tasks of the expert

Under the overall supervision of SCP/RAC's Policy Team Leader and in close coordination with the SwitchMed project manager of SCP/RAC Policy Area, the **communication experts** (the experts) shall undertake the following tasks:

Task 1 Create the branding for the Mediterranean Green Business Award

The experts will work with SCP/RAC to create a compelling and culturally sensitive branding package for the Mediterranean Green Business Award, aimed at the countries of the Southern Mediterranean and articulated for communication in Arabic, English and

French. Furthermore, the experts and SCP/RAC will develop and agree on an editorial style in coherence with SwitchMed and the messages of other relevant stakeholders. The Award is planned to be organised every 2 years, therefore the branding will not be defined for one edition but for its long-term use.

The experts will be responsible for producing the following elements:

- The strategy for the award’s identity, including the name of the award.
- The award logo and its various instances for web, print and social media, designed in coherence with the SwitchMed brand and other relevant brands (SCP/RAC, the Switchers Support Programme, the Istanbul Environment Friendly City Award, ...).
- Other dimensions of the visual identity of the award including typefaces and colour palettes.
- Branding guidelines (graphical charter), including detailed instructions on how to use the award logo and visual elements; the visual documentation and templates to consistently apply the award branding; and co-branding guidelines for use of the award logo with those of SwitchMed, Switchers Support Programme and SCP/RAC. The branding guidelines must also be designed in accordance with the EU visibility guidelines for SwitchMed as well as the UN visibility guidelines as they apply to SCP/RAC.

Deliverable 1.1	Branding package (including the strategy for the award, the suite of logos for different media and in the relevant languages, and other elements of the award’s visual identity) and the branding guidelines
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Task 2 Prepare the stakeholder engagement and communication strategy

The experts will work with SCP/RAC to develop a comprehensive stakeholder engagement and communication strategy tailored to the needs of two primary groups of stakeholders: (1) the potential pool of award applicants (green and circular economy businesses and public authorities); and (2) the wider group of award stakeholders, including the region’s policy makers, the general public, the MAP system, the European Union, etc. The strategy will include considerations for all nine phases of the award lifecycle as described in Section A.4.

For the potential pool of award applicants, the strategy will be focused primarily at the national level in each of the eight SwitchMed countries and will aim to identify the most effective means of capturing the attention of these stakeholder and informing them about the award process. While this task will be facilitated through the analysis of existing documentation compiled in the context of SwitchMed on the relevant stakeholder groups in the Southern Mediterranean, there is also a need to reach beyond the current set of SwitchMed stakeholders to attract award applications from other green and circular economy business owners. The target for this portion of the strategy is to generate at least

120 viable award applications from businesses and 20 applications from public authorities in the participating countries.

For the wider group of award stakeholders, the strategy will have a regional focus, aiming to highlight the contributions of green and circular economy businesses to the achievement of the region's environmental and socioeconomic objectives. This regional component of the strategy will feature harmonized messages for use throughout the Mediterranean to raise awareness and reinforce the intended impact of the award as a tool to influence public opinion and make the case for the need for a strong enabling policy environment for green and circular economy businesses.

The preparation of the comprehensive stakeholder engagement and communication strategy will include but not be limited to the following elements:

- A national stakeholder analysis for each of the eight SwitchMed countries, based on existing stakeholder information prepared for SwitchMed (stakeholder mapping for SwitchMed Connect, register of stakeholders for the SwitchMed initiative, national partnerships that will carry out activities in SwitchMed II, ...) and recommendations on how to reach additional stakeholders to widen the potential pool of applicants for the award.
- A national stakeholder engagement and communication strategy for each of the SwitchMed countries, including an evaluation of most effective means of stakeholder engagement (social media, web, radio, TV, newspapers, artisan associations, business associations, community centres, ...) and core messages to transmit to the national stakeholders.
- A regional stakeholder engagement and communication strategy, including core messages designed for the region's policy makers, the general public, the MAP system, the European Union, etc. Reference to the Sustainable Development Goals should also be integrated in messages when appropriate. Specific messages should also be developed to highlight the role of green and circular businesses in 'building back better' as part of the Covid-19 recovery.
- Guidelines for 'green communications' within the stakeholder engagement and communication plans (including the award launch and ceremony), documenting a commitment to minimizing environmental impacts associated with these activities (e.g., responsible use of resources [a minimum of printed materials, ...], sustainability considerations for event organization, ...).
- An approach to ensure that considerations for Women and Youth are integrated in stakeholder engagement and communication activities for the award process.

The communication aspects of the strategy will furthermore be designed to ensure coherence with the communication activities of SCP/RAC and SwitchMed and effective coordination with the communication teams responsible for these activities. The EU visibility guidelines for the SwitchMed initiative must also be respected, as well as the relevant UN visibility guidelines for SCP/RAC.

Deliverable 2.1	The comprehensive stakeholder engagement and communication strategy
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Task 3 Design the stakeholder engagement and communication plan

Upon the approval of the comprehensive stakeholder engagement and communication strategy, the experts will prepare the corresponding stakeholder engagement and communication plan with the specific actions needed to achieve the aims of the strategy. Like the strategy, the stakeholder engagement and communication plan will consider all nine phases of the award lifecycle.

The stakeholder engagement and communication plan may include the following elements:

- Introduction
- A description of the different award stakeholders
- Stakeholder engagement campaign
- Communication campaign
- Timetable
- Resources and responsibilities
- Monitoring and reporting

The stakeholder engagement campaign may include:

- The purpose and goal of the stakeholder engagement campaign.
- The messages and information that will be transmitted, in which formats and languages and the channels for transmission (newspapers, radio, television, printed materials, ...).
- The methods that will be used to engage with the stakeholder groups relevant for the award process (How will stakeholders be reached? Via traditional and new media? Webinars? Outreach to local organisations?).

The communication campaign may include:

- The specific communication actions that will be carried out during the nine phases of the award lifecycle, including the design of a brochure on the award process, a catalogue on the achievements of winners and finalists, and actions for communication via the SwitchMed website and social media channels.
- A communication toolkit including infographics, communication materials [digital & printed] for the website and the application platform, promotional material for social media campaigns (on Twitter, LinkedIn, Facebook, Instagram, Youtube, Flickr), banners for social media and email signatures, PPT and Word templates using the branding of the Mediterranean Green Business Award branding, short/illustrative leaflets or brochures, videos.
- The records that will be kept to document achievement of communication objectives (e.g., through social media traffic reports, press clipping reports, etc.).
- Provisions for the preparation of press releases, as well as a press kit for the award.

- A video to instruct applicants on the use of the application portal.

The final set of elements of the stakeholder engagement and communication campaigns will be agreed between the experts and SCP/RAC at the appropriate point in the progression of the assignment. The experts will be expected to propose innovative communication and promotional materials that will be most effective in achieving the strategic objectives of the assignment and the award process.

(Note: the development of concept notes for the launch of the award and for the award ceremony is the focus of Task 5 and are therefore not included in this task.)

Deliverable 3.1	The comprehensive stakeholder engagement and communication plan, including the associated campaigns
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Task 4 Execute the stakeholder engagement and communication campaigns for the initial phases of the award process

The communications experts will be responsible for the execution of the activities of the stakeholder engagement and communication campaigns associated with the first two phases of the award, namely:

- Phase 1: Pre-award stakeholder engagement and communication (July – November 2020)
- Phase 2: Award launch (November 2020)

The experts will coordinate these activities with the SwitchMed and SCP/RAC communications teams to ensure that they are consistent with the overall messaging and sequencing of the activities in the wider SwitchMed and SCP/RAC communication plans.

Deliverable 4.1	Report on the stakeholder engagement and communication activities undertaken for the initial phases of the award lifecycle, including evidence of progress towards associated objectives
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Task 5 Concept notes for the launch of the award and the award ceremony

The launch of the award and the award ceremony represent key opportunities to raise awareness about the award and contribute to the achievement of its strategic objectives (see Section A.4). The communication experts will work with SCP/RAC to develop concept notes to articulate the conception, preparation, execution and follow-up activities needed to produce engaging, noteworthy events.

The launch of the award is planned for November 2020 and will be conceived as an online event (as a result of the cancellation of the original launch at SwitchMed Connect 2020, due to the Covid-19 pandemic).

At present, it is anticipated that the award ceremony will most probably take place in November 2021 on the sidelines of the Ecomondo 2021 event (the 25th International Trade Fair of Material & Energy Recovery and Sustainable Development) in Rimini, Italy.

Each concept note should include the following elements:

- Objective of the event
- Expected added-value of the event
- Structure of the event
- Required documentation or other communication materials
- Participation
- Expected outcomes
- Estimated costs

Deliverable 5.1	Concept note for the launch of the award
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Deliverable 5.2	Concept note for the award ceremony
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C. Estimated effort

	Task	Estimated percentage of assignment
1	Create the branding for the green business award for the Mediterranean	15%
2	Prepare the stakeholder engagement and communication strategy	20%
3	Design the stakeholder engagement and communication plan	20%
4	Execute the stakeholder engagement and communication campaigns for the initial phases of the award process	30%
5	Concept notes for the launch of the award and the award ceremony	15%

D. Tentative timeline for the assignment

N.	Description	Month	2020						2021							
			07	08	09	10	11	12	01	02	03	04	05	06		
1	Create the branding for the green business award for the Mediterranean															
2	Prepare the stakeholder engagement and communication strategy															

3	Design the stakeholder engagement and communication plan																		
4	Execute the stakeholder engagement and communication campaigns for the initial phases of the award process																		
5	Concept notes for the launch of the award and the award ceremony																		

Schedule for deliverables

No.	Description	Deadline
1.1	Branding package and guidelines for the award	14 September 2020
2.1	The comprehensive stakeholder engagement and communication strategy	9 October 2020
3.1	The comprehensive stakeholder engagement and communication plan, including the associated campaigns	23 October 2020
4.1	Report on the stakeholder engagement and communication activities undertaken for the initial phases of the award lifecycle, including evidence of progress towards associated objectives	7 December 2020
5.1	Concept note for the launch of the award	18 September 2020
5.2	Concept note for the award ceremony	7 December 2021

Budget for the assignment

There is a maximum of 14.999,99 Euros available for this assignment.

Consultant profile

- Higher university education (minimum of a Masters' degree or equivalent) in communications, advertising, public relations, new media, social sciences or a related field. A minimum of five years of equivalent experience may be accepted in lieu of higher university education.
- Demonstrated experience in the design and execution of stakeholder engagement and communication strategies and plans in the Southern Mediterranean.
- Understanding of the cultural context of the Southern Mediterranean.
- Strong communication and graphic design skills.
- Excellent command of the Adobe Creative Suite (Photoshop, Illustrator, InDesign, etc.) and access to a current license to use each of the tools in this suite.
- Language skills (collectively, for the team): Fluency in Arabic, English and French.

Location

This is a home-based assignment, however, frequent communications with SCP/RAC will be carried out using teleconferences and other electronic means.

Application procedure and deadline

Applicants will submit a proposal package for the assignment including:

- Applicant profile and project references of relevance to the assignment (two pages maximum). Note: the applicant can be an individual expert, team of experts or

company/agency. If the applicant is a company, the CV of each team member that will work on the mission will have to be attached to the proposal. If the applicant is a team of experts, the contract will be established with only one expert.

- The résumé(s) of the proposed personnel for the assignment.
- A proposal for the assignment including:
 1. A technical offer (three pages maximum) providing examples of stakeholder engagement and communication strategies designed and implemented in the Southern Mediterranean as well as information on results achieved (including events that have garnered significant media attention).
 2. A financial offer.

A template for the proposal is provided in Annex 1.

Important: The header of the **technical and financial offers** must clearly note the candidate's data (Name, address, country, telephone, email and fiscal identity number or other official number) and those of the Contractor: « Regional Activity Centre for Sustainable Consumption and Production / Agència de Residus de Catalunya / Carrer Dr. Roux nº 80 / 08017 Barcelona, Spain / NIF: **Q-5856373-E** ».

There is a maximum of € 14,999.99 available for this assignment.

- The banking form provided in Annex 2, duly completed by the applicant.

Proposal packages should be prepared in English or French and sent via email to matthew.lagod@scprac.org with copy to moutters@scprac.org with the subject line "SwitchMed –Communication experts for the Mediterranean Green Business Award." Proposals will be accepted until midnight (Central European Time) on Monday 27 July 2020. All applicants will receive an email to confirm receipt of their proposal.

Selection criteria and notification

Proposals will be evaluated according to the following criteria:

Points	Criteria
Maximum 50 points	Quality of the examples of other stakeholder engagement and communication strategies prepared by the applicant team (technical offer)
Maximum 30 points	Profile and project qualifications
Maximum 20 points	Financial offer

Only short-listed applicants will be contacted for a phone interview. The successful candidate will be notified by email about their selection for the assignment.

Payments

The payment schedule is the following:

- Submission and approval of Deliverables 1.1, 2.1: 60% of the contract value
- Submission and approval of Deliverables 3.1, 4.1, 5.1 and 5.2: 40% of the contract value

Payments will be made within a maximum of 60 days of receipt of the duly submitted invoice, in accordance with European procurement rules. Contractor is not responsible for banking costs that might be applied by the consultant's bank, or for fluctuations in currency exchange rates.

Annex 1
Proposal template

From:
Name: XXXXXX
Address: XXXXXXXXXXXXX
Country: XXXXXXXXXXX
Phone:
VAT nº or Tax ID: xxxxxx

To:
Regional Activity Centre for Sustainable Consumption and Production
Agència de Residus de Catalunya
C/Dr. Roux núm. 80
08017 Barcelona, Spain
NIF: Q-5856373-E

1) Technical offer

- a. Examples of other stakeholder engagement and communication strategies designed and implemented in the Southern Mediterranean (logos, outreach materials, videos, social media campaigns, ...)

2) Financial offer

- a. Statement of the proposed personnel, their daily rates and the estimated number of working days for the assignment (1 day = 8 working hours), as well as any other additional expenses related to their work. A template for the financial offer is provided below. All costs presented should exclude Value-Added Tax (VAT).

Personnel					
Task	Expert (name)	Responsibility ¹	Daily rate (€)	# of days	Total cost (€)
1	Expert 1				
	Expert 2				
2	Expert 1				
	Expert 3				

¹ L = Leads; S = Supports

3 Expert 1

4 Expert 2

Expert 3

Total personnel costs (A):

Additional expenses

Description	Unit cost (€)	# of units	Total cost (€)
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Item 1			
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Item 2			
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Total additional expenses (B):

Total budget

Total budget (without VAT) (A+B):

Total budget (with VAT):

Annex 2

Applicant's bank details

