



Regional Activity Center for  
Sustainable Consumption and Production (SCP/RAC)  
UNEP - Mediterranean Action Plan

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## Terms of Reference (TOR) for the selection of consultants to develop an on-line Access to market tool for green entrepreneurs

In the framework of the ENI-CBC Med funded project “Green Impact MED Project - Positive Investments for Positive Impacts (GIMED)” – A\_A.1.1\_0142



## 1. Background

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 UNEP/Mediterranean Action Plan (hereinafter UNEP/MAP)<sup>1</sup>, the programme of UN Environment established to support the member countries of the Barcelona Convention. Under that institutional framework, SCP/RAC has an official mandate from the countries as centre that engages in international cooperation with Mediterranean countries on development and innovation in the business sector.

The Centre is based in Barcelona and it is legally hosted by the Catalan Waste Agency (Agència de Residus de Catalunya - ARC), a public service agency considered a reference organization in waste prevention and management and the promotion of circular economy.

ARC-SCP/RAC is the coordinator partner of the Green Impact MED Project - Positive Investments for Positive Impacts (GIMED), a new EU-funded project under the ENI-CBC Med Programme aiming at supporting green entrepreneurs to better access finance and market in the Mediterranean.

GIMED's main goal is to support entrepreneurs, particularly young and women, to better access to finance and markets in 5 Mediterranean countries: Spain, Lebanon, Palestine, Tunisia, Egypt and Italy. On the ground, the project will train and coach eco-innovators and encourage financiers to invest in the Mediterranean eco-innovation sector. Project partners are Catalan Waste Agency/ARC (Spain), Berytech (Lebanon), Leaders Organisation (Palestine), Conect (Tunisia), Alexandria Business Association (Egypt) and Fondazione di Comunità città di Messina (Italy).

ARC-SCP/RAC is also responsible of managing the development of the tools for the capacity building workshops and coaching sessions for access to finance and markets.

This ToR refers to the development of the access to market tool for green entrepreneurs that has to be developed by ARC-SCP/RAC within the GI MED project.

## The access to market challenge for green entrepreneurs

Green entrepreneurs face numerous challenges when trying to put their eco-innovative products into the market. According to a survey made to The Switchers, accessing markets is the second biggest challenge following accessing finance. The limited size of the market caused by the low awareness of environmental degradation, the low interest on eco-innovative products and solutions, the supposed higher cost for consumers or the need to meet specific requirements (e.g. standards, green labels) are some of the main challenges that green entrepreneurs face when trying to market their products. In addition to that, many entrepreneurs lack of market access knowledge and they are not able to develop successfully the different market elements and tools.

## 2 Objective

The objective of this consultancy is to design and develop an online access to market tool for green and circular entrepreneurs. The provider will have to develop the content of the tool for an online use.

The objective of the online tool is to provide green and circular entrepreneurs with a methodology that can build further capacity in target entrepreneurs concerning successful marketing of their products ideally based on an existing marketing plan. The methodology should also guide them in their decisions and strategy to market their green product at national and international levels. This will be done by providing step by step guidance on how to design, develop and implement the different elements composing the marketing strategy, that is: Product, Price, Promotion and Place.

The tool is aimed at green entrepreneurs at different stages of development, from ideation to early and growth entrepreneurs that want to learn how to further develop and implement their marketing plan.

The tool will be integrated into the web platform for green business development that ARC-SCP/RAC is now developing.

## 3 Description of the work

The methodology will go through the main tools composing the marketing plan by providing guidance on how design and implement them by embedding the green and/or circular and social approach at their core.

## Content

The tool should include at least the following sections:

### *Be ready*

This section should support entrepreneurs to clearly define their product and/or service, their customers and value proposition, the customer journey mapping and their marketing plan or, in case they have already done it, to review the work done.

### *Build*

Sections that shall be included in this part are the following:

#### - **Branding and positioning**

This section should guide entrepreneurs in the development of a brand positioning that will engage customers with the company's product and/or service and with which they will feel identified. It should provide step by step guidance on the importance of embedding the environmental (green and/or circular) approach of the company's branding.

#### - **Storytelling**

It should support the entrepreneur to develop a narrative that embeds the green, the circular and the social aspects that are at the core of their businesses. This narrative will be used in the communication materials of the company.

#### - **Packaging**

It should guide the entrepreneur in the process of developing a sustainable packaging for their product. It could include references to the eco/circular design or selection of packaging (e.g. easily to stack, recycled board etc.) and to the better way to transmit the story of the product through it.

#### - **Sustainability labels**

This section should provide the Green entrepreneur (GE) with information on the advantages of having a label, on how to choose the right label and on how to obtain it. It should provide generic information on the processes and might provide extra information on the main existing labels per sector, country use etc.

#### - **Digital marketing**

Throughout this section GEs should learn the main aspects to be taken into account when developing their digital marketing strategy, including website development and maximization (SEO, google analytics), social media campaigns or the utility of e-commerce platforms, how to use them etc.

#### - **Offline communication material**

GEs should be guided through the main aspects to be taken into account when developing the communication materials (i.e. type of material used, use of less ink, colors, typefaces, layout or writing style). Marketing communications materials might include products catalogues, products profiles, stationary, business cards, electronic and print presentations, brochures etc.

#### - **International marketing plan**

In this section, GEs should find information on the main elements to be taken into account, both operatively and strategically, to design and implement their internationalization process. It will also include a small self-evaluation on whether exporting can be a good option for an early stage company.

Other sections that could be included are trade fair preparation and transparency and traceability.

The A2M tool will be developed in line with the contents of the Green business development methodologies of SCP/RAC ([Green Business Model](#), Green Business Plan, Eco-design tool and MEAL System) and some sections of these tools could be used to draw up partial content of the A2M tool.

### **Structure**

The content will have to be developed for an online use. The deliverables to be submitted are a word/excel document and a mock-up (power point or similar) with the scheme/wireframes representing graphically each section.

The methodology should be composed by a mix of elements such as theoretical information, exercises supporting the theoretical part (e.g. pdf to be downloaded), graphics and figures, links or references to webpages or documents, tests and/or examples to drawn upon etc. The consultant will have to develop the functionalities and results to be obtained. In principle, the user won't have to insert any content.

The graphic design and the coding and/or design of the website will be done by 3<sup>rd</sup> parties. However, the tenderer will have to coordinate with both the graphic designer and the website designer and/or programmer to ensure that the tool develops correctly its functions and that the content is correctly presented. Thus, the consultant will have to dedicate hours of work to provide this support and follow-up.

As a benchmarking exercise we suggest to look at the Eco-innovation manual of UNEP (<http://unep.ecoinnovation.org/get-started-with-video/>) and at the Circular Design Guide of the Ellen MacArthur Foundation and IDEO (<https://www.circulardesignguide.com/>). This doesn't mean that the tool must to follow this structure.

## Other requirements

- Users could be ideation, early and growth stage entrepreneurs.
- It has to embed the green and circular approach since it's a tools for green entrepreneurs.
- It must offer good online usability and optimal accessibility by non-expert users.
- User friendly experience and intuitive.
- Simple and clear text.
- Self-evaluations or check-lists for simple and quick guidance at the end of chapters could be included.
- Good practices and templates to be filled in should be included if relevant.
- It must be a pedagogical tool: it must contain explanations that help to understand the content in a simple way.
- The content has to be done in English.

## 4. Deliverables and calendar

The Consultant's team will start the work after the validation of their offer by the contractor.

Deliverable	Deadline
<b>#1. Pre-conceptualization of the tool validated by ARC-SCP/RAC</b>	3 weeks after notification
<b>#2. Elaboration of the content and the mock-up and validation with the web designer/ programmer</b>	10 weeks after notification
<b>#3. Coordination and support with the web designer/programmer and the graphic designer</b>	15 weeks after notification

All the deliverables will have to be presented in English and validated by the Contractor, within 2 weeks after the submission, before moving to the next step of the assignment. Failure in submitting deliverables or not reaching enough quality may result in a reduced budget allocation. In addition, regular calls will be organized with the contractor.

## 5. Means of work and eligible costs

All the costs should be included in the financial offer as a lump sum (e.g. equipment, consumables, travel).

## 6. Eligibility

Applicants must fulfill the following requirements:

- Be an individual consultant, firm or association. Note: This ToR is not a subvention but a provision of services.
- Be able to comply with national fiscal context and rules for receipt of international funds.
- Have a bank account whose holder name must be the same as the applicant.
- Partnership and subcontracting are allowed, provided that the legal applicant entity has a substantial role in implementing the assignment. The applicant will be the only legal entity with which the contract relation will be established.
- Academic background in business administration, corporate sustainability, marketing or similar.
- Fluent communication in English and excellent writing skills.
- Extensive experience in (sustainable) marketing, access to market, green business development, communication, green and circular economy.

## 7. How to apply and selection process

Candidates should submit the following documents:

- Technical and financial offer (maximum 5 pages, see form as Annex): the Consultant should develop a proposal of an online access to market tool based on the content suggested in section: “description of work”, elaborating it further. An implementation calendar should be delivered, including coordination and support with the web designer/programmer and the graphic designer.
- Financial offer: the consultant(s) should state the personnel dedication expressed in days (1 day = 8 working hours) as well as a lump sum for other costs related to the implementation of work.
- Profile and project references (maximum 2 pages): the consultant(s) should submit a brief explanation of the candidate (CVs shall be included as annex) and project references on the topic
- Bank form filled in, signed and stamped by the bank (see form as Annex).

Offers must be sent to Anna Ibañez ([aibanez@scprac.org](mailto:aibanez@scprac.org)) and Claudia Pani ([cpani@scprac.org](mailto:cpani@scprac.org)) with the subject “Access to market tool for green entrepreneurs” before **10<sup>th</sup> December 2019** at 12pm (CET).

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

**The maximum amount per offer is 15.000 euro (all taxes included).**

All candidates will be notified the reception of the offers.

Offers will be assessed according to the following criteria and scores:

Points	Criteria
Maximum 60 points	Quality of the technical offer to meet the work objectives
Maximum 40 points	Financial offer

The Contractor may contact candidates to convene an interview to facilitate the evaluation

If you have questions concerning these ToR, please contact: [aibanez@scprac.org](mailto:aibanez@scprac.org).

## 8. Selection and payments

The winning candidate will be notified by email and post on the selection of the offer. From that moment on work can start according to the calendar.

Payments will be done as it follows:

- Communication of the selection: 50%
- Submission of deliverable 3: 50%

Payments will be done in a period of 60 days after reception and validation of the invoice. The Contractor is not responsible for banking costs that might be applied by the consultant(s) bank, neither for changes in currency exchange.



# Annex Offer template and bank form



**From:**  
**Name:** XXXXXX  
**Address:** XXXXXXXXXXXXX  
**Country:** XXXXXXXXXXX  
**Phone:**  
**VAT n° or Tax ID:** xxxxxx

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

- 1) **Tasks description**
  - a. **Description of methodology to elaborate the guidelines**
  - b. **Potential stakeholders to be consulted**

2) **Implementation schedule**

3) **Financial offer**

