



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

Sant Pau Art Nouveau Site – Nostra Senyora de la Mercè Pavillion  
Carrer Sant Antoni Maria Claret, 167.  
08025 Barcelone (Catalogne) Espagne  
T. +34 93 553 87 86  
F. 34 93 553 87 95  
<http://www.scprac.org>

## Terms of Reference (TOR) for the selection of an external contractor to define the framework of a Green Entrepreneurship Standard in the outline of the ENICBCMED - A\_A.1.1\_0142

### WP. - 1.5.6 GIMED project





## 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), 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, a public service agency considered a reference organization in waste prevention and management and the promotion of circular economy.

The ARC\_SCP/RAC, is the coordinator leader 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, being also leader of the Switchers Support Programme<sup>1</sup>.

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).

This ToR refers to the development of the framework of a Green Entrepreneurship Standard that has to be developed by ARC\_SCP/RAC within the GI MED project.

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<sup>1</sup> See annex II



## 2 Objective

The present assignment is a benchmarking and feasibility study aimed at the identification of standardized process to create a community or an alliance of business support organizations for sustainable green business models development (BSOSBMD).

The present assignment will therefore design the framework of a potential standard process that will be adopted, under a logic of the communities of practice or alliances, by BSOSBMD alongside the project implementation and that will represent one of the main legacy of the project.

The framework of the standard should tackle long terms goals and GIMED, as a whole, will pilot this framework across its technical work packages with a view to region-wide dissemination.

## 3 Description of the work

The expert/s' work will go through the following steps:

1. Benchmarking of standards/labels/communities of practices and alliances of BSOSBMD in the Mediterranean Region. Italy, Spain, Lebanon, Palestine, Tunisia and Egypt should represent the target countries.
2. Benchmarking of initiatives such as Ashoka, BCorp, etc. in order to identify the “community of practice, membership, engagement concepts and process,” to follow to establish strong, sustainable and long-lasting partnership.
3. Benchmarking of services, organizational and financial structure of partnerships, associations or other organized structures that support the sustainable business models development.
4. On the basis of SCP/RAC approach for sustainable business development ([e.g. sustainable business model development methodology](#)) identify the main elements which could define a sustainable business support community of practices/ partnership. Identify which are the criteria and common elements that could ensure that a business support organization is adopting a sustainability approach and supports the development of green and circular businesses. Identify a matrix / check list to be followed to ensure that this approach is followed by the members of the community when the services are delivered.

5. Propose a conceptual framework for an association/alliance of BSOs delivering business support services for green and Circular Business models (organizational structure, vision, mission, stakeholders engagement strategy, scope of services, potential activities, labelling of the members, a quality seal – how to operate, etc.) and identify, from an associative point of view, the due diligence process to follow to be admitted in the partnership.
6. Strategy and Implementation plan for the local pilot projects. The result of the activity will be piloted in different countries in the so called “Switchers National Partnership<sup>2</sup>”.

## Structure

The content will have to be developed, in English, such as report and it will be submitted as a word document. The framework and the matrix finally produce shall be easily digitalised.

## 4. Deliverables and calendar

The external experts will start the work after the validation of their offer by the contractor.

Deliverable	Deadline
<b>1. Kick off meeting with the ARC_SCP/RAC team</b>	1 week after the notification of the awarding
<b>2. Identification of the main content of the work and validation from the ARC_SCP/RAC</b>	2 weeks after the notification of the awarding
<b>3. Elaboration of the a first content draft and validation from the ARC_SCP/RAC</b>	12 weeks the notification of the awarding
<b>4. Final framework, implementation strategy and pilot roadmap</b>	18 weeks after the notification of the awarding

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 and between the project partners from Italy, Lebanon, Tunisia, Palestine, Egypt and the contractor.

<sup>2</sup> See annex II.



The pilot roadmap will be then presented during the 3rd coordination meeting of the project.

## 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.
- Background in business administration, corporate sustainability, standardization process or similar
- Background in adaptation, replication and scale of innovative solutions to global challenges and in encouragement at policy level of adoption of innovative entrepreneurial solutions
- Fluent communication in English and excellent writing skills
- Experience in (sustainable), green business development, communication, green and circular economy
- Knowledge of the Countries involved in the GIMED project

## 7. How to apply and selection process

Candidates should submit the following documents:

- Technical and financial offer (maximum 5 pages, see form as Annex I): the consultant should develop a proposal based on the content suggested in section: “description of work”, elaborating it further. An implementation calendar should be delivered, including coordination and support meetings with the ARC\_SPR/RAC.
- 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 Claudia Pani ([cpani@scprac.org](mailto:cpani@scprac.org)) with the subject “development framework of a Green Entrepreneurship Standard in the outline of the ENICBCMED - A\_A.1.1\_0142 GIMED project ” before **15<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
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: [cpani@scprac.org](mailto:cpani@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:

- Submission of deliverables 1/2/3: 50%
- Submission of deliverable 4: 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 I Offer template and bank form

**From:**

**Name:** XXXXXX

**Address:** XXXXXXXXXXXXX

**Country:** XXXXXXXXX

**Phone:**

**VAT nº 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





## Annex II: Relevant info to read to understand the main framework of the activity.

The Switchers Support Programme<sup>3</sup> is the cooperation mechanisms SCP/RAC and partners have developed to promote green and circular economy in the Mediterranean, upholding sustainable consumption and production (SDG 12) and, ultimately the decisions of the Convention for the Protection of the Mediterranean Sea against Pollution (hereinafter “the Barcelona Convention”).

Environmental and climate crisis in the Mediterranean need to effectively be tackled with a systemic approach steered by public and private stakeholders ready to engage in eco-innovation and alternative growth pathways.

Public-private innovation partnerships which focus on green and circular economy can catalyse changes for environmental and climate action using eco-innovation in areas of economic activity with critical impacts on the Mediterranean ecosystem. Scaling-up viable support actions requires empowering, networking and funding key national actors who are providing services to develop alternative business models tackling environmental and social challenges.

The Switchers Support Programme will invest in sharing knowledge and transfer methodologies to local stakeholders supporting green entrepreneurs by enabling the development of national networks to efficiently coordinate service delivery mechanisms and funding avenues. The objective is to contribute to establish a national green business ecosystem fostering access to entrepreneurship services and competences.

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<sup>3</sup> The Switchers Support Programme is composed by a synergy of activities linked to the SwitchMedII, GIMED and WESS EU Funded projects.



## The National Partnership – The Objectives

The Switchers National Partnership contributes to the Switchers Support Programme “Theory of Change” by improving the capacity of national systems to support new and existing green businesses to effectively contribute to sustainable development.

Potential strategies depend on the effective degree of cooperation among public and private actors and could respond to multiple outcomes:

1. Co-funding local sustainable development policies.
2. Organizing training and competence development at territorial level.
3. Networking business support service for entrepreneurs.
4. Developing eco-innovation oriented incubation programs.

Switchers National Partnerships are non-institutional networks, being the first result of this activity bringing together public and private stakeholders to discuss common challenges and align outreach strategies on the basis of an ecosystem approach.

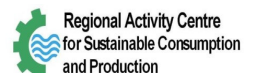
Although the national partnership is closely intertwined to the local context and will have to harness local resources to better catalyse its potential, we here suggest a set of objectives and results we consider minimum standards the national partnership should consider to succeed.

The overall short term objective of the national partnership, based on the potential value it is able to generate, is to promote a more efficient design, management and implementation of the business development services targeting the green and circular economy. Integrated planning could offer green entrepreneurs an easier way to access innovation and services and more globally to increase sector competitiveness.

National Partnership’s outcomes can contribute to consolidate multi-stakeholders dialogue, engaging actors to concentrate their actions through market incentives and strongest administrative effectiveness.

National partnerships can contribute to:

SNP Results	Potential	Outputs	Partnership Value
Promoting and consolidating an Integrated Approach	and an	Integration can be decided on the basis of the SNP development:	



	Operation → Project and activity harmonization.	Technical / Operational
	Funding → Pooling resources and common fund raising.	
	Programming → When public actors are involved, policy integration can be targeted.	Policy Development
	Institutional → Institutional and governance solutions can be identified.	
Facilitating partnership praxis	Increasing engagement and participation.	Social Capital and Innovation
	Stakeholders are more prone to cooperate.	
	Increasing system efficiency via capacity building.	
	Enhanced interpersonal and institutional relations.	
Improving offer of local common goods	Integrated service delivery.	Technical / Operational
	Outbound innovation process.	Social Capital and Innovation
	Enhancing human capital.	
Enhancing local networks and creating social capital	Better opportunities for individual stakeholders	Social Capital and Innovation
	Strongest social cohesion, trust building and common rules for BSOs.	
Fostering equity	More balanced revenue models for BSOs	Technical / Operational
Increasing quality service delivery in the green economy sector	Enhanced integration and cooperation triggering a more holistic and demand-	Technical / Operational



	based development portfolio.	business service	
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This table (MINPAF, 2013) offers us the possibility to steer a partnership development process establishing multiple layers of added value, responding to different strategies:

1. Technical / Operational. From a technical point of view partnerships can enhance service flows, defining synergies along the different steps of service design, implementation and (ideally) evaluation. Attention shall be payed to optimize technical-economic mechanisms of the different services' production steps.
2. Social Capital and Innovation. Organizational development and resources endowment are additional areas of value when dealing with mature partnerships/networks. Organizations are intertwined and social capital can flow, promoting equity and a more balanced organizational development.
3. Policy Development. Public institutions and policies can be affected when engaged to the partnership process. Policy integration can be experimented when the programming activity is integrated.

Depth of the partnership process (and linked social capital improvement) influences the selection and implementation of the strategies above mentioned.

### 3. The Switchers National Partnership – Key Concept

Partnership is often synonymous of community, a place where security needs, sociality and common understating are satisfied using collective way to analyse the reality and to answer to specific social challenges (Associazione Veneto Responsabile, 2012).

The word “partnership” has been chosen over other lemma to reflect the idea of a structure in which “voluntary” and “mutual” mechanisms are key organizing principle. Reflecting this idea our definition of the Switchers National Partnership is:

**“A non-institutionalised voluntary association of public and private actors that cooperate on business development services to achieve a mutually agreed-upon objective which can potentially benefit all the involved parties making available resources, skills and knowledge.”**

Partnerships are marked by multiple relationships and diversity which increase complexity to define a shared cooperation model.



