



ANNEX II: TERMS OF REFERENCE

Driving Sustainable Blue Economy. Lot 1 - Implementation of the Sustainable Blue Economy Roadmap - 16 - PRO453WEB-2023

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1. BACKGROUND INFORMATION

1.1. Partner country

N/A

1.2. Contracting authority

Secretariat of the Union for the Mediterranean (UfM or Contracting Authority)

1.3. Relevant background

- The Union for the Mediterranean (UfM) was created by 42 Euro-Mediterranean Heads of State and Government on 13 July 2008 at the Paris Summit for the Mediterranean. It was launched as a continuation of the Euro-Mediterranean Partnership (Euro-Med), also known as the Barcelona Process. The Secretariat of the UfM was created by a decision of the UfM Heads of State and Government on 4 November 2008 in Marseille.
- The UfM constitutes a framework for political, economic and social relations between the European Union and the Southern and Eastern Mediterranean countries and is inspired by the goals set out in the Barcelona Declaration, namely working towards the creation of an area of peace, stability, security and shared economic prosperity, as well as full respect for democratic principles, human rights and fundamental freedoms and promotion of understanding between cultures and civilizations in the Euro-Mediterranean region. The UfM Secretariat ensures operational follow-up of the regional priorities identified and, in partnership with key international actors, promotes region-wide cooperation projects and initiatives that address the root causes of the current regional security and socio-economic challenges to foster enhanced regional integration and sustainable development.
- Within this framework, the first UfM Ministerial Declaration on Blue Economy (BE) was adopted on 17 November 2015 (https://ufmsecretariat.org/wp-content/uploads/2015/11/2015-11-17-declaration-on-blue-economy_en.pdf) and which set the first framework for Euro-Mediterranean collaboration on maritime/marine affairs.

Six years later and following a large participative process including countries and stakeholders at large, Ministers adopted on the 2nd of February 2021 a second ambitious declaration on shared goals with an expanded scope in terms of areas of cooperation, principles and common actions, to address the joint challenges for the future of the Mediterranean Sea and its region.

The declaration is available at <https://ufmsecretariat.org/wp-content/uploads/2021/02/Declaration-UfM-Blue-Economy-EN-1.pdf>, together with the leaflet <https://medblueeconomyplatform.org/wp-content/uploads/2021/01/file-library-6a65882258329c143c28.pdf> and a video summarising past achievements and way forward <https://medblueeconomyplatform.org/vkc/news/video-a-sustainable-blue-economy-for-the-mediterranean-region-749c9796a1/>

The declaration covers the following priority areas of cooperation jointly identified by the 42 UfM member countries:

- governance and the future of sea basin strategies in the Mediterranean region



- marine research and innovation, skills, careers and employment:
- sustainable food from the sea: fisheries and aquaculture
- sustainable, climate-neutral and zero-pollution maritime transport and ports
- interactions between marine litter and the blue economy
- coastal and maritime tourism
- Maritime Spatial Planning and Integrated Coastal Zone Management
- marine renewable energies
- maritime safety and security of blue economy activities
- sustainable investment in the blue economy

An accurate state of the art of Sustainable Blue Economy is available at <https://ufmsecretariat.org/wp-content/uploads/2021/07/21.7.19-2021UfM.studydefEN-web.pdf>

- The above Declaration has been turned into a Roadmap for implementation. While the 10 Ministerial priorities remain, the UfM Working Group on Blue Economy has adopted an operational approach and started to address three areas of action (supported by a cross-cutting axis) on which countries are already concretely cooperating and advancing. Namely:
 - Small ports and the diversification of marinas beyond maritime transport, linking to (for example), aquaculture, tourism, energy, and marine litter facilities. This could encompass transformative innovation for small-scale ports and fostering ports as ‘hubs’ of clean and renewable energy, as well as the ability of ports to adopt fully circular models.
 - Introduction to the concept of Sustainable Smart Specialization and innovation on local value chains, including (i.e.) the scaling-up of good practices on sustainable food value-chains; financing tourism diversification/digitalization; or scaling-up innovation practices across the sea basin.
 - MSP as an overall sector enabler, i.e., encompassing MSP for a proper planning of marine renewables zones/licensing; Principal Areas (fisheries); or Allocated Zones (aquaculture).
 - Blue Finance; blue skills, careers and jobs; business and investments; training and capacity-building, including Technical Assistance and Information Exchange (TAIEX) and Twinning, also encompassing ocean literacy and maritime safety; remain key cross cutting axes.
 - On blue finance, as evidenced during the 2022 UfM Conference on Blue Finance and ‘Investing in a Sustainable Blue Economy in the Mediterranean’, there is also a need and a will to better channel funds and resources (innovative finance, sustainable investments, technical assistance, etc.) towards the sectors and activities targeted by the countries themselves in the framework of the 2021 UfM Ministerial Declaration on Sustainable Blue Economy.
- The roadmap and its related implementation have proved to be an extremely useful tool to coordinate and converge efforts.
- Six years later and following a large participative process including countries and stakeholders at large, Ministers adopted on the 2nd of February an ambitious declaration on shared goals with an expanded scope in terms of areas of cooperation, principles and common actions, to address the joint challenges for the future of the Mediterranean Sea and its region.

A 2nd UfM Ministerial Declaration on Sustainable Blue Economy was adopted by the 42 Euro-



Mediterranean countries on the 2nd of February 2021. The declaration is available at <https://ufmsecretariat.org/wp-content/uploads/2021/02/Declaration-UfM-Blue-Economy-EN-1.pdf>, together with the leaflet <https://medblueeconomyplatform.org/wp-content/uploads/2021/01/file-library-6a65882258329c143c28.pdf> and a video summarising past achievements and way forward <https://www.youtube.com/watch?v=PtgYzXF74TU>

- The declaration covers the following priority areas of cooperation jointly identified by the 42 UfM member countries:
 - governance and the future of sea basin strategies in the Mediterranean region
 - marine research and innovation, skills, careers and employment:
 - sustainable food from the sea: fisheries and aquaculture
 - sustainable, climate-neutral and zero-pollution maritime transport and ports
 - interactions between marine litter and the blue economy
 - coastal and maritime tourism
 - Maritime Spatial Planning and Integrated Coastal Zone Management
 - marine renewable energies
 - maritime safety and security of blue economy activities
 - sustainable investment in the blue economy
- The above Declaration has been turned into a Roadmap for implementation. While the 10 Ministerial priorities remain, the UfM Working Group on Blue Economy has endorsed three areas of action (supported by a cross-cutting axis) on which to already concretely cooperate and advance in the short-term. Namely:
 - Small ports and the diversification of marinas beyond maritime transport, linking to (for example), aquaculture, tourism, energy, and marine litter facilities. This could encompass transformative innovation for small-scale ports and fostering ports as ‘hubs’ of clean and renewable energy, as well as the ability of ports to adopt fully circular models.
 - Introduction to the concept of Sustainable Smart Specialization and innovation on local value chains, including (i.e.) the scaling-up of good practices on sustainable food value-chains; financing tourism diversification/digitalization; or scaling-up innovation practices across the sea basin.
 - MSP as an overall sector enabler, i.e., encompassing MSP for a proper planning of marine renewables zones/licensing; Principal Areas (fisheries); or Allocated Zones (aquaculture).
 - Blue Finance; blue skills, careers and jobs; business and investments; training and capacity-building, including Technical Assistance and Information Exchange (TAIEX) and Twinning, also encompassing ocean literacy and maritime safety; remain key cross cutting axes.
- Delivering on the above requires joint, concerted and coordinated actions at cross-border level with a very wide geographical coverage of a broad range of stakeholders. The structure of the UfM, which includes institutional and operational partners, ensures enhanced ownership, sustainability and a multiplier transferability effect via the internal coordination namely through (i) the Executive Committee; the UfM College as well as (ii) via the Mediterranean Blue Economy Stakeholder Platform (MedBESP), which builds on solid networks of external partners and stakeholders.



- The specific activities of this action relate to contributing to the UFM Sustainable Blue Economy agenda and Roadmap and are carried out in in close cooperation with the EU/DGMARE/CINEA and Jordan CoPresidency, based on the set of assignments tasked by Ministerial Mandate of the 43 UfM countries (above mentioned 2021 UfM Ministerial Declarations on Sustainable Blue Economy).
- Overall, the objectives of the project will support the UfM Secretariat with the technical capacity needed to implement the Ministerial decisions of the 43 UfM countries, both those taken and those to be formulated in the context of the future 3rd UfM Ministerial on Sustainable Blue Economy, tentatively foreseen in 2025.

1.3.1. Problem statement

- Delivering on the above requires joint, concerted, and coordinated actions at cross-border level with a very wide geographical coverage of a broad range of stakeholders. The structure of the UfM, which includes institutional and operational partners, ensures enhanced ownership, sustainability and a multiplier transferability effect via the internal coordination namely through (i) the Executive Committee; the UfM College as well as (ii) via the Mediterranean Blue Economy Stakeholder Platform (MedBESP), which builds on solid networks of external partners and stakeholders.
- The specific activities of this action relate to contributing to the UFM Sustainable Blue Economy agenda and Roadmap and are carried out in in close cooperation with the EU/DGMARE/CINEA and Jordan CoPresidency, based on the set of assignments tasked by Ministerial Mandate of the 43 UfM countries (above mentioned 2021 UfM Ministerial Declarations on Sustainable Blue Economy).
- The UfM region presents one of the highest unemployment rates in the world, affecting mostly youth and women. The Southern Mediterranean in particular faces numerous structural employment-related challenges, including a high prevalence of informal employment and precariousness; rapid population growth and high rates of youth entering the labour market (70% of the working age population in the Southern Mediterranean countries is under 30 years old); migration due to lack of quality opportunities and brain drain; barriers preventing the growth of promising SMEs; weaknesses of the education and training systems and in the school-to-work transition; and the persistence of poverty and inequality. Women in particular continue to be underrepresented in the labour market due to persisting socio-economic barriers.
- Furthermore, traditional sectors such as tourism, maritime transport and fisheries require greater innovation and diversification to remain sustainable, competitive, and profitable over time and to provide quality employment opportunities, while several emerging activities and value chains (i.e., blue biotechnologies and marine renewable energies) are in need of support and tailored R&D and investments to acquire a critical mass and reach their market potential in the region.



2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

The overall objective of the present contract is to support the UfM Secretariat with the technical capacity needed to implement the Ministerial decisions of the 43 UfM countries, both 1) those taken with the adoption of the 2nd UfM Ministerial Declaration on Sustainable Blue Economy available at <https://ufmsecretariat.org/wp-content/uploads/2021/02/Declaration-UfM-Blue-Economy-EN-1.pdf> and structure the main steps towards its successful implementation and 2) those to be formulated in the context of the future 3rd UfM Ministerial on Sustainable Blue Economy, tentatively foreseen in 2025.

2.2. Purpose

To provide fee-based technical assistance to assist in the implementation of the UfM Roadmap on Sustainable Blue Economy as agreed by the 43 UfM member countries at <https://medblueeconomyplatform.org/wp-content/uploads/2022/12/UfM-Advanced-Draft-Roadmap-Rev-September-2022.pdf> and support with the technical backing needed in the context of the future 3rd UfM Ministerial on Sustainable Blue Economy, tentatively foreseen in 2025.

3. ASSUMPTIONS & RISKS

3.1. Assumptions

- The ability to identify and engage relevant partners/stakeholders, ensure an appropriate communication and circulation of information between partners/stakeholders, adopt an inclusive approach and use information appropriately; promote ownership.
- The degree of cooperation, involvement and willingness of the various concerned stakeholders involved to collaborate closely.

3.2. Risks

- Ineffective coordination of the activities
- Lack responsiveness of partners
- Political instability in the region; slow adjustment of activities and envisaged actions to changing priorities in beneficiary countries.
- Overall sanitary situation

4. SCOPE OF THE WORK

The Contractor shall support the implementation of the UfM activities on Blue Economy under the guidance of the WEBE DSG.

4.1. Results to be achieved by the Contractor

Under the overall supervision of the DSG and the direct supervision of the UfM WEBE Project Manager, the contractor will provide, within the available budget and in agreement with the managing authority, overall technical support to the sustainable blue economy agenda, dossiers, and portfolio namely:



- Prepare the needed information papers or technical documents associated to SBE, as requested by the managing authority based on countries decisions, including the required periodic reporting on the implementation of the UfM Ministerial Declaration on SBE ensuring to show:
 - ✓ Progress over time, taking into account the initial, baseline Roadmap at <https://medblueconomyplatform.org/wp-content/uploads/2022/12/UfM-Advanced-Draft-Roadmap-Rev-September-2022.pdf> ;
 - ✓ Track on a regular basis the UfM SBE relevant initiatives, programmes and projects on which the Roadmap builds on, by priority area.
 - ✓ Highlight potential financial opportunities for SBE and help in fund raising, also through assistance in project preparation.
 - ✓ Highlight potential initiatives and projects worth consideration for UfM labelling, thus connecting to the policy/dialogue dimension and with other relevant projects and initiatives running in the region and at international level.
- Support the implementation of the SBE result-based monitoring, reporting and evaluation system agreed with the countries and the compilation of the related information and data/indicators.
- Preparation of the draft terms of reference of the external evaluation on the 2021 UFM SBE Ministerial Declaration planned for 2025 and 2030.
- Organize workshops, webinars, meetings as well as technical groups as agreed with the managing authority, including – for online meetings only – the (zoom, Webex, or others)
- Support the preparation of background documents, PPTs, etc. for the UfM WG on SBE as well as support in the preparation of concept notes, agendas, identification of speakers for key UfM events on SBE, including 1) the UfM SBE Stakeholders Conference planned for late 2023/early 2024, as well as, if so, agreed by UfM SOM, 2) the future UfM Ministerial Meeting on SBE, scheduled in 2025.
- Assist in ensuring close link and strategic alignment with other key regional, international and national partners; with other UfM files, including environment, transport, tourism, research and innovation, employment and economy, etc; and ongoing initiatives, among others WESTMED, the Maritime Spatial Planning Community of Practice and the Mission Restore our Oceans and Waters, facilitating the dissemination and visibility of relevant UfM information and contribution (preparing/suggesting posts, web news, etc)
- To perform other relevant tasks, including missions, as agreed at the start and during implementation between the Managing Authority and the Contractor.

During the first year of activity, the Contractor is expected to provide support at least on the following tasks (some more might add up):

Technical support to the Sustainable Blue Economy Roadmap, including the portfolio of projects
SBE Roadmap implementation and follow-up



The contractor will take care of supporting the UfM Secretariat in the Roadmap implementation and follow up. The main reference documents, which will require constant update and related 'fill-in' work are:

- **Roadmap:**
 - Roadmap Baseline report as per previous link provided.
 - Analysis of the countries reports and PPTs.
 - Annual Update of the Roadmap including the mapping of SBE supporting projects – progressive update over months from contract start.
- **SBE Framework for Monitoring, Reporting and Evaluation**
 - Regular – at least annual – update Monitoring, Reporting and Evaluation document, with the calculation and tracking of the indicators agreed by priority with the countries, tracking progress against baseline/previous years.
- **UfM Annual Work Programme on SBE**
 - Support the UfM Secretariat in carrying out the operational activities related to its work programme; the 2023 UfM work will be made available at contract start. The previous UfM Annual reports, up to 2022 are available online at <https://ufmsecretariat.org/>.

Regional dialogue and technical/thematic support

UfM WG on SBE (on average, two annual meetings, online or in person as decided by the Contractual Authority depending on budget, sanitary conditions and overall regional context) and the UfM SBE Stakeholders Conference

In 2023, the contractor will support the UfM Sec with:

- the preparation of the requested background material for the October/November SBE Working Group and
- the (end of 2023/early 2024, date to be confirmed) UfM SBE Stakeholders Conference, in particular the zero draft concept note, save the date, invitation, agenda, working documents, technical papers, etc., as well as the script/s for the video/s (which will be dealt with by the UfM through another dedicated contract); help with the identification of the meeting venue and widest dissemination of the activities related to the event.
- The contractor will also be present at the meeting if so requested, make prepare/make presentations upon request of the UfM Secretariat, prepare the minutes of the meeting as well as help with the drafting of the final conclusions/main points/recommendations emerged.
- The contractor will further assist with any relevant follow up task (reports, assessment, other meetings, minutes, summary main outcomes, web news etc.) as well as with any other meetings that may deem necessary and requested by the countries, still in 2023 or during the duration of the contract.

For information, the UfM WG on SBE is usually a 1-day event and usually takes place twice a year. In 2020 and 2021, it was successfully held online, in 2022 also in person. In 2023, the Working



Group on Blue Economy took place in Brussels in person. The second is expected to be in fall 2023, in person.

The UfM Stakeholders Conference takes place every 2/3 years and is planned to be in person. It usually lasts 1 and half day/2 days. The location of next one is still to be defined.

4.2. Other tasks:

- Communication/Visibility activities, including social media as appropriate.
- Contributing to monitor the overall developments in the sectors of intervention and provide suggestions on technical matters in order to ensure alignment with the international, regional and the national agendas.
- The preparation and regular update of a calendar of steps, activities and events up to 2025 (In coordination with the UfM, prepare and regularly update a calendar of steps, activities and events to be carried out up to 2026 on the basis of the most actual information. The calendar should be structured so as to serve as internal WEBE work plan document, as UfM WEBE calendar, or as external calendar as and when appropriate. It could/will serve as well as a management tool and therefore can be shaped in the form of an implementation plan); Such calendar will be subject to regular adjustments, revisions, updates based on the progress in activities and the decisions taken by the UfM countries and its Co- Presidencies.
- Search and promote funding opportunities for UfM initiatives, programs and projects and support the promoters with the technical requirements and criteria to be fulfilled in order to gain access to this sort of funding and/or institutional support, including application forms, proposal drafts and project assessment.
- Translations in EN, FR and AR of relevant documents, as requested and agreed.
- Participate online/in person in meetings, workshops, and other type of events relevant to the sustainable blue economy dossier as agreed with the contracting authority.
- Assist in the identification of critical issues and risks, suggest actions to mitigate these issues to and follow up if requested with the implementation of these actions.
- Assist UfM Sec in ensuring cross-sectorial coordination and in identifying synergies among themes and stakeholders.
- Any other relevant task as required by the contracting authority.



Tentative activities foreseen for the 1 year (+ overall expected milestones)

1st year -2023	<p>(See more detailed description for year 1)</p> <p><i>Follow-up and support in the implementation of the UfM SBE Roadmap implementation,</i></p> <p><i>Follow-up and support in the implementation of the UfM Annual Work Programme on SBE and related activities, as described.</i></p> <p><i>Preparation of the requested background material for:</i></p> <ul style="list-style-type: none"> • <i>the October/November SBE Working Group and</i> • <i>the (end of 2023 TBC) UfM SBE Stakeholders Conference, in particular the zero draft concept note, save the date, invitation, agenda, working documents, technical papers, etc., as well as the script/s for the video (which will be dealt with by the UfM through another dedicated contract) help with the identification of the meeting venue and widest dissemination of the activities related to the event.</i> <p><i>Other tasks, including the annual update of the RoadMap; the annual update of the monitoring, reporting and evaluation mechanism; webinars if so agreed; calendar of steps, activities and events; communication/visibility; participation to meetings; etc.)</i></p>
2nd year - 2024	<p><i>Follow-up and support in the implementation of the UfM SBE Roadmap implementation</i></p> <p><i>Follow-up and support in the implementation of the UfM Annual Work Programme on SBE and related activities, as described.</i></p> <p><i>Preparation of the requested background material for:</i></p> <ul style="list-style-type: none"> • <i>the 2024 SBE Working Group/s and</i> • <i>the (early 2024 TBC) UfM SBE Stakeholders Conference</i> <p><i>Other tasks, including the annual update of the RoadMap; the annual update of the monitoring, reporting and evaluation mechanism; webinars if so agreed; calendar of steps, activities and events; communication/visibility; participation in meetings; etc.)</i></p> <p><i>Support in the preparation and launch of the External Evaluation</i></p> <p><i>Support in the preparation of the 2025 (tbc) UfM Ministerial on SBE, as and if requested by the managing authority</i></p>
3rd year – 2025	<p><i>Follow-up and support in the implementation of the UfM SBE Roadmap implementation</i></p> <p><i>Follow-up and support in the implementation of the UfM Annual Work Programme on SBE and related activities, as described.</i></p> <p><i>Preparation of the requested background material for the 2025 SBE Working Group/s</i></p> <p><i>Other tasks, including the annual update of the RoadMap; the annual update of the monitoring, reporting and evaluation mechanism; webinars if so agreed;</i></p>



	<i>calendar of steps, activities and events; communication/visibility; participation in meetings; etc.)</i> <i>Support in the dissemination of the results of the External Evaluation</i> <i>Support in the preparation of the 2025 (tbc) UfM Ministerial on SBE, as and if requested by the managing authority</i>
4th year – 2026	<i>Follow-up and support in the implementation of the UfM SBE Roadmap implementation</i> <i>Follow-up and support in the implementation of the UfM Annual Work Programme on SBE and related activities, as described.</i> <i>Preparation of the requested background material for the 2025 SBE Working Group/s</i> <i>Other tasks, including the annual update of the RoadMap; the annual update of the monitoring, reporting and evaluation mechanism; webinars if so agreed; calendar of steps, activities and events; communication/visibility; participation to meetings; etc.)</i>

4.3. Required outputs

The Contractor shall produce:

- Based on the kick-off meeting between the expert and the contracting authority, prepare an inception report describing a concise strategy and work plan on concrete steps and activities to be carried out over the contracting period to serve the above-mentioned objectives.
- Interim quarterly reports on the status of advancement with an updated work plan for the upcoming 6 months.
- Provide a final report describing the support provided, plus annexes of the specific work carried out, including outcomes and achievements; problems encountered and recommendations for follow up.

The assignment is on a **fee-based** contract.

4.4. Geographical area to be covered

All UfM countries, with a focus on non-EU ones.

4.5. Project management

4.5.1. Responsible body

The project will be managed by UfM Water, Environment and Blue Economy Division.

All issues related to the technical elements in relation to this contract, mainly the specific activities as outlined in sections 4.1, 4.2 and 4.3. of these Terms of Reference, shall be taken by the project manager nominated by the contracting authority pursuant to special conditions of contract Article 2.1. The project manager will ensure these tasks in accordance with UfM internal rules and procedures.

5. LOGISTICS AND TIMING

5.1. Location

The services shall be carried from remote, with regular communication and visit to the UfM premises (Barcelona).

Missions will be agreed with the contracting authority during the implementation of the assignment to UfM countries as appropriate and agreed with the UfM project manager in charge; either to participate to regional meetings or to monitor projects.

5.2. Commencement date & Period of implementation of tasks

The intended starting date is September 2023 and the period of implementation of the contract shall be till April 2026.

6. REQUIREMENTS

Tenders deviating from the requirements or not covering all minimum requirements described below may be rejected on the basis of non-compliance with the tender specifications and will not be further evaluated.

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.

6.1.1. Key experts

Key experts have a crucial role in implementing the contract. These terms of reference contain the required key experts' profiles. The tenderer shall submit CVs and statements of exclusivity and availability for the following key experts:

Key Experts	Estimated Working days
1 SBE Expert	250
1 SBE Project Assistant	250

The Contractor shall ensure that all services will be provided and where necessary supplementary support/expertise will be provided through back-stopping, including for French and Arabic, and will be included in the offer.

Key expert 1 - SBE expert

Qualifications and skills

- Education at least up to a University Degree (where a university degree has been awarded on completion of four years study in a university or equivalent institution) in SBE relevant



Management, Policy, Economics, Sciences and/or any other relevant field.

- Strong analytical skills and ability to make sound judgments; critical thinking and problem-solving skills; optimal planning and organizational skills; excellent computer literacy in MS office tools.
- Excellent communication, drafting and reporting skills.
- Excellent command of English (also for reporting purposes) and good command of French, both orally and in writing, or permanent backstopping in French. Arabic would be an asset.

General Professional Experience:

- Minimum 7 years' experience in SBE relevant areas, with preferred focus on the topics falling within the 2021 UfM Ministerial Declaration on SBE.
- Good knowledge of the Mediterranean basin and the region's challenges.
- Good knowledge of the UfM structure and activities

Specific Professional experience

- Experience in coordination and management of similar assignments would be an asset.
- Ability to work for an international organization.
- Experience in providing technical support of similar nature.

Key experts 2 - SBE Project Assistant

Qualifications and skills

- Education at least up to a University Degree¹ (where a university degree has been awarded on completion of four years study in a university or equivalent institution) in SBE relevant Management, Policy, Economics, Sciences and/or any other relevant field.
- Analytical skills and ability to make sound judgments; critical thinking and problem-solving skills; optimal planning and organizational skills; excellent computer literacy in MS office tools.
- Communication, drafting and reporting skills.
- Excellent command of English (also for reporting purposes) and good command of French, both orally and in writing, or permanent backstopping in French. Arabic would be an asset.

General Professional Experience:

- Minimum 3 years' experience in SBE relevant areas, with preferred focus on the topics falling within the 2021 UfM Ministerial Declaration on SBE.
- Basic knowledge of the Mediterranean basin and the region's challenges.

Specific Professional experience

- Experience in assisting with similar assignments, including monitoring and reporting, would be an asset.
- Ability to work for an international organization.
- Experience in providing technical support would be recommended.



The experts must be independent and free from conflicts of interest in the responsibilities accorded to him/her.

The assignment should be carried out by a core team of key experts and by a backstop team, which can ensure the effective performance of the assigned tasks.

It is up to the Contractor to propose a team of non- key experts for the remaining days, including event assistant and relevant thematic experts as referred below.

The UfM does encourage a multicultural and multilingual team of experts. In identifying the team, it should be considered that the UfM promotes gender equality and youth and women empowerment.

A fee-based/technical assistance contract is, by definition, one in which the actual days worked each month for each category of experts may differ from the number of working days estimated for each month in the organization and methodology and the budget breakdown. The actual input required for the tasks specified in the Terms of Reference can only be determined during the contract.

6.1.2. Other experts, support staff & backstopping

CVs of experts other than the key experts are not examined prior to the signature of the contract. They should not have been included in other tenders. All experts must be independent and free from conflicts of interest in the responsibilities accorded to them.

For this present assignment, the non-key experts to be considered are as follows:

- Thematic experts (75 working days). Thematic experts must have university degrees or equivalent, and have at least 5 years of professional experience, preferably in capacity building and/or technical assistance in the fields of environment. The experts must demonstrate strong analytical skills, and have the ability to draft analysis, reports and other documents in a clear, structured and concise manner at least in English. Experts must provide their insights and knowledge for each specific service provided. The thematic experts should have a good understanding of the Mediterranean context.
- Event assistant (75 working days) to assist with the organization of the webinars/workshops/meetings/events, in consultation with the UfM. Previous relevant experience is required.

The selection procedures used by the Contractor to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience. The findings of the selection panel shall be recorded. The selected experts shall be subject to approval by the Contracting Authority.



Cost for backstopping and support staff, as needed, are considered to be included in the financial offer of the tenderer for the global price component under Part 1 and Part 2.

6.2. Office accommodation

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

6.3. Facilities to be provided by the Contractor

The Contractor shall ensure that experts are adequately supported and equipped. In particular, it shall 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 its activities under the contract and to ensure that its employees are paid regularly and in a timely fashion.

The Contractor will be responsible for:

- Project backstopping, administration, and financial management
- Provision of the experts and the necessary support staff, as defined in the Terms of Reference

Quality control and timely delivery of all outputs in line with the agreed work plan All support staff and backstopping costs.

All necessary equipment for the team of experts.

6.4. Equipment

No equipment is to be purchased on behalf of the Contracting Authority as part of this service contract or transferred to the Contracting Authority at the end of this contract. Any equipment related to this contract must be purchased by means of a separate supply tender procedure.

6.5. Incidental expenditure

The provision for incidental expenditure covers ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs that should be covered by the contractor as part of its fee rates, as defined above. Its use is governed by the provisions in the general conditions and the notes in Annex V to the Contract. It covers:

- Travel costs and subsistence allowances for missions, outside the normal place of posting, undertaken as part of this contract. If applicable, indicate whether the provision includes costs for environmental measures, for example CO2 offsetting.

The provision for incidental expenditure for this contract is EUR **12,000.00**. This amount must be included unchanged in the budget breakdown.

Per diem are daily subsistence allowances that may be reimbursed for missions foreseen in these terms of reference or approved by the Contracting Authority, carried out by the contractor's



authorized experts outside the expert's normal place of posting. The per diem is a maximum fixed flat-rate covering daily subsistence costs. These include accommodation, meals, tips and local travel, including travel to and from the airport. Taxi fares are therefore covered by the per diem. Per diem are payable on the basis of the number of hours spent on the mission. Per diem may only be paid in full or in half (no other fractions are possible). A full per diem shall be paid for each 24-hour period spent on mission. Half of a per diem shall be paid in case of a period of at least 12 hours but less than 24 hours spent on mission. No per diem should be paid for missions of less than 12 hours. Travelling time is to be regarded as part of the mission.

Any subsistence allowances to be paid for missions undertaken as part of this contract must not exceed the per diem rates published on the website - http://ec.europa.eu/europeaid/funding/about-calls-tender/procedures-and-practical-guide-prag/diems_en - in force at the time of contract signature.

The contracting authority reserves the right to reject payment of per diem for time spent travelling if the most direct route and the most economical fare criteria have not been applied.

Prior approval by the UfM for the use of the incidental expenditure is needed.

6.6. Expenditure verification

The provision for expenditure verification covers the fees of the auditor charged with verifying the expenditure of this contract for the contracting authority to check that the invoices submitted are due. The provision for expenditure verification for this contract is **EUR 10,000**. This amount must be included unchanged in the Budget breakdown.

This provision cannot be decreased but can be increased during execution of the contract.

7. REPORTS

7.1. Submission & approval of reports

The reports must be submitted in English to the Project Manager. The Project Manager is responsible for approving the reports.

Following the comments received, the Contractor will send a revised version by e-mail, before formally submitting the final version.

The approved version of the final report shall be submitted in two copies (one hard copy plus **one electronic version** (MS Word format)) to the Manager in charge. These final versions must be accompanied by the final invoice.

The Secretariat will provide its comments on the submitted Inception, Interim and Final reports, within 15 working days upon receipt according to the above indicated timing.



To summarize, the Contractor shall provide reports as per Table below; payments will be done accordingly:

Name of report	Content	Time of submission
Interim report	Work plan and strategy and Status of the advancement in line with the agreed strategy and work plan; accompanied by an invoice and the expenditure verification report.	Within two weeks from contract start
Interim report	Status of the advancement in line with the agreed strategy and implementation plan; revised implementation plan; next steps; annexes as applicable, accompanied by an invoice and the expenditure verification report	Interim quarterly reports, with an updated implementation plan of the steps/activities to be carried out over the following 6 months
Final report	Description of the overall support provided, plus annexes of the specific work carried out, including outcomes and achievements; problems encountered and recommendations for follow up; a final invoice and the financial report accompanied by the expenditure verification report	No later than 15 days before the end of the assignment

7.2. Language

The reporting language, as well as all writing communication between the Secretariat and the Contractor will be in English. The working languages will be English and French (and Arabic, as applicable).

8. MONITORING AND EVALUATION

8.1. Definition of indicators

The indicators to be used for monitoring the results and impact of the project shall refer inter alia to timely submission of deliverables required under these Terms of Reference, containing complete information, as required.

N.B. The ownership of all the results or rights thereon, including copyright and other intellectual property rights, obtained in performance and implementation of the contract, shall be irrevocably and fully vested to the UfM (in accordance with the section 14 of the General Conditions). The Contractor must not retain copies of such documents, data or any other confidential information related to the contract and must not use them for purposes unrelated to the contract without the prior consent of the UfM.