



EDAMA
Energy, Water & Environment

**Mediterranean Dialogue for Waste Management Governance
(MED4WASTE)
(C_B.4.2_0034)
Terms of References
Date of Announcement: 28 /11/2021**

This ToR is published under the EU Funded Project “Mediterranean Dialogue for Waste Management Governance”

EDAMA Association launches a call for a Communication Strategy & Communication External Services under MED4WASTE Project.

A. About EDAMA:

EDAMA in Arabic means “sustainability”. EDAMA Association is a Jordanian NGO established in 2009. As a Business Association, we are here to cultivate an environment where innovative solutions for energy and water independence and environmental conservation emerge.

Advancing Jordan’s movement towards a green economy is an ambitious and priority goal. To be achieved, we need robust knowledge hubs, multi-stakeholder dialogue avenues, and private sector mobilization. EDAMA’s niche is in providing a platform agile and inclusive enough to involve a large number of public, private and NGO sector representatives. These key players together discuss and shape the future development of the Energy, Water, and Environment (EWE) sectors in Jordan.



EDAMA
Energy, Water & Environment

**Mediterranean Dialogue for Waste Management Governance
(MED4WASTE)
(C_B.4.2_0034)
Terms of References**

Date of Announcement: 28 /11/2021

B. About the Project:

Key Information:

Acronym: MED4WASTE.

Full title: Mediterranean Dialogue for Waste Management Governance.

Thematic objective: Environmental protection, climate change adaptation and mitigation (Address common challenges in environment).

Priority: Reduce municipal waste generation and promote source separated collection and the optimal exploitation of its organic component.

Donor: ENI CBC MED-EU.

Partners: University of Vic – Central University of Catalunya, Spain, Jordan, Lebanon, Italy, Spain, Tunisia, and Greece.

Project Duration: 24 Months.

Project Start Date: 1st October 2021 - **Project End Date:** 30th September 2023.

MED4WASTE aims to facilitate new governance models for integrated & efficient urban waste management (WM) policies across the Mediterranean, with particular emphasis on organic waste & circular economy (CE) which can be done through:

- 1- To build on and improve existing knowledge to foster capitalisation of social innovative, integrated, and efficient practices from public, private, and social sectors in waste management across the MSB, with special focus on waste prevention, circular economy practices and on the organic component.
- 2- To offer guidance and training for public administrations and relevant private and social stakeholders, to apply transferring actions and exploitation measures and to support planning, adapting, and re-addressing of waste management plans, policies and other management actions and normative drivers.
- 3- To support dissemination of results and increase awareness among key stakeholders, promote cross-border and cross-sectorial networking and foster long-term commitment of decision and



EDAMA
Energy, Water & Environment

**Mediterranean Dialogue for Waste Management Governance
(MED4WASTE)
(C_B.4.2_0034)**

Terms of References

Date of Announcement: 28 /11/2021

policy makers promoting an environmental, socio-economic, and institutional transition towards green growth in the Mediterranean Sea Basin.

C. Terms of References:

The service of the communication strategy and communication pack **will deliver the following outputs:**

Communication	
Description of the key communication:	
<p>The objective of this work is to ensure an effective external communication as a means to achieving successful dissemination of project objectives, achievements and results, reaching the widest possible audience across the Mediterranean region. External communication will focus on raising awareness about the benefits and value of the Med4Waste project to engage relevant target groups and develop stakeholders' networks. A comprehensive Communication and Dissemination (C&D) Plan will be developed, following communication and publicizing requirements of ENI MED, to tackle external communication needs through the exploitation of modern and effective tools and channels, including a broad social media campaign. Offline and online communication tools will be produced and monitored for a continuous improvement and ensuring meeting project communication objectives. Gender-inclusive communication language will be fully respected, as well as social and cultural differences between partnering countries will be considered.</p>	
Output 4.2	Output title
	Communication and Dissemination Strategy
	Output description
<p>The C&D Strategy is a crucial document to be used as a roadmap for a timely & effective implementation of the project communication activities that ensure the visibility of the project, amongst other communication objectives. An internal communication guideline will be set to harmonize communication. A series of common rules will be given to the partnership, together with standard templates to optimize the coordination with the WP leader, also in respect of the ENI MED program.</p>	



EDAMA
Energy, Water & Environment

**Mediterranean Dialogue for Waste Management Governance
(MED4WASTE)
(C_B.4.2_0034)**

Terms of References

Date of Announcement: 28 /11/2021

Activity 1	Activity Title
	Drafting of the C&D Plan
	Activity Description
	The complexity of the task ahead requires the launch of a public procurement procedure to assist in the definition of an effective C&D Plan. The defined plan will be in line with the WP2 description and will provide further details on the main target audiences, key specific messages to convey, resources needed, and channels and tools to be used. It will also define a calendar & budget for the different actions.
Activity 2	Activity Title
	Internal communication guidelines
	Activity Description
	This activity aims to ensure that the C&D Plan implementation is successful. It will include the development of a methodologic guide together with a detailed calendar for communication and dissemination. Regular coordination meetings will take place with activities leaders and partners involved in this phase to ensure the smooth and coherent implementation of the communication. A particular coordination will be established with WP5 Leader to be coherence in activities and messages.



EDAMA
Energy, Water & Environment

**Mediterranean Dialogue for Waste Management Governance
(MED4WASTE)
(C_B.4.2_0034)
Terms of References**

Date of Announcement: 28 /11/2021

It is expected to start as soon as possible, and complete the Assignments within the proposed timeline as follows:

Tasks	Deliverables	Proposed Deadline
Draft the communication and dissemination strategy	Plan	After 2 weeks of signing the agreement.
Internal communication guidelines	Guideline	After 2 weeks of signing the agreement.

D. ToR Timeline

Milestone	Date	Time (Jordan's time)
Release of ToR	28/11/2021	12:00
Deadline for questions	3 days after release	14:00
<i>Release of answers to questions</i>	6 days after release	14:00
Deadline for offers	10 days after the release	14:00



EDAMA
Energy, Water & Environment

**Mediterranean Dialogue for Waste Management Governance
(MED4WASTE)
(C_B.4.2_0034)
Terms of References
Date of Announcement: 28 /11/2021**

E. Eligibility Requirements:

Proposers must meet at least the following eligibility requirements:

Education and Experience

- Key personnel must have a minimum of bachelor's degree in media and communication, political science, Journalism, Public Relations, or any relevant field with minimum 5 years of experience.
- Proposer must have at least 5 years of working experience in developing, designing, production and publishing/dissemination/airing of communication products using various media, and organising, and producing major events of regional or international nature.
- Proposer must have experience producing educational and promotional materials for diverse audiences.

Bidding:

The bid shall be comprised of four parts which should take into consideration the parameters outlined above: 1) Key Personnel 2) Past Experience, 3) Cost Offer.

F. Offer Submission

- The proposers should submit the offers by email to the address: Info@edama.io
- Offers received after the deadline will be automatically rejected.
- The body of the email must clearly indicate the following:
 - Title of the bid.
 - Reference number.
 - Name and address of the proposer.
 - Any supporting documentation will be provided as attachment to the e-mail.



EDAMA
Energy, Water & Environment

**Mediterranean Dialogue for Waste Management Governance
(MED4WASTE)
(C_B.4.2_0034)
Terms of References**

Date of Announcement: 28 /11/2021

G. Evaluation Criteria

Offers will be evaluated based on the following

Technical Evaluation:	Pass/Fail
	- Key personnel - Experience
Financial offer	Lowest Price

- 1) Proposers should submit both technical and financial offers.
- 2) Financial offer must be submitted by proposers as an Excel sheet and protected with a password.
- 3) Evaluation Committee will start evaluation only with the technical offers.
- 4) In case the proposers passed the technical evaluation, an email will be sent to the proposers who passed the technical evaluation requesting for the password of the financial offer.
- 5) In case any proposer did not protect the financial offer with a password, then their offer will be excluded.
- 6) The registration certificate and reference list of previous projects shall be attached to the proposal.

The proposers must pass the technical evaluation in order to consider them for the financial evaluation.

Final price shall be clear and including taxes and in EURO currency.

H. Financial Information:

The maximum available value of the contract is 6,000 EUR (Six Thousand Euros)



EDAMA
Energy, Water & Environment

**Mediterranean Dialogue for Waste Management Governance
(MED4WASTE)
(C_B.4.2_0034)
Terms of References**

Date of Announcement: 28 /11/2021

I. Contract Mechanism:

EDAMA anticipates awarding a fixed-price purchase to the Proposer whose quote will be evaluated based on offering the best value. The payment schedule will be based upon deliverables to be determined during the awarding stage.

J. Disclaimers:

- a. Prior to the submission deadline, EDAMA reserves the right to:
 - Modify, delete, or add any term in this ToR.
 - Extend the ToR deadline.
- b. EDAMA may reject any or all offers received after the submission deadline.
- c. At any time prior to the execution of the Contract with the successful Proposer, EDAMA reserves the right to the following:
 - Request clarifications from Proposers to their Offers
 - Negotiate with multiple Proposers on the terms of their Offers.
 - Terminate this ToR upon its perspective without declaring and without any legal consequences, and the Proposers have no right to object.
- d. The deliverables shall be aligned with ENI CBC MED Communication and Visibility Guideline attached as Annex 1.
- e. The deliverables will be reviewed in two stages one from EDAMA and another from the doner and in both stages there might be feedback that should be reflected by the proposer during (3-5) working days.
- f. The proposer has no right to object to the technical and financial evaluation criteria.
- g. EDAMA reserves the right to issue award based on initial evaluation of offers without further discussion.
- h. EDAMA may choose to award only part of the activities in the solicitation, or issue multiple awards based on solicitation activities.
- i. EDAMA reverse the right to waive minor offer deficiencies that can be corrected prior to award determination to promote competition.
- j. Copy of the ToR shall be signed and stamped as declaration of the activities mentioned in the ToR.



EDAMA
Energy, Water & Environment

**Mediterranean Dialogue for Waste Management Governance
(MED4WASTE)
(C_B.4.2_0034)**

Terms of References

Date of Announcement: 28 /11/2021

k. **Final price shall be clear and in EURO currency.**

K. Annexes:

- 1- ENI CBC MED Communication and Visibility Guideline.
- 2- Format Contract.



10. COMMUNICATION AND VISIBILITY (updated November 2021)

10. COMMUNICATION AND VISIBILITY

This section of the Project Implementation Manual (PIM) aims to guide the communication activities of the projects funded under the ENI CBC Mediterranean Sea Basin Programme and make sure these activities comply with the set visibility rules.

Compared to the previous version of the communication and visibility guidelines (version October 2020), few changes have been introduced, with most of the changes reflecting optimizations and clarifications of some criteria based on lessons learnt. It has to be noted that some rules contained in this document only apply to capitalization projects given their specific nature.

All projects shall incorporate information and communication activities designed to raise awareness of specific or general audiences of their objectives and EU/Programme support in the country(ies) or region(s) concerned, as well as the results and the impact of this support.

Communication is an essential component of any project not only for amplifying the visibility of the achievements with media, institutions, key stakeholders and the general public, but also for demonstrating the value for money of EU funding, i.e., how public money is spent and for which purposes.

Indeed, sufficient time, budget and human resources shall be dedicated to communication activities. Communication shall not be considered as a simple “add-on” to projects but a key strategic tool, which contributes to achieving the project’s objectives.

Given the importance of communication in the implementation phase, all projects have been required to design a comprehensive work package focusing exclusively on communication in the e-application form: the contents of this work package shall guide partnership in communicating effectively.

There are many tools available for effective communication. In line with the financial/resources dedicated to communication, projects are expected to develop a mix of actions that can ensure an appropriate level of visibility and reach out the identified target groups. This includes for instance: online communication (website, social media, and Smartphone applications), media relations, public relations (events) and production of materials (printed, digital, audio-visual).

This section of the PIM aims to support project beneficiaries towards successful and efficient implementation of communication activities.

10.1. Legal background

The main legal reference for communication and visibility activities is contained in article 79 of [Commission Implementing Regulation \(EU\) No 897/2014](#).

Basic requirements are to ensure that appropriate information on the project is communicated to the public, while providing adequate visibility of the EU/Programme contribution to the projects to strengthen public awareness of the EU/Programme action and create a consistent image of the EU/Programme support in all participating countries.

This means that branding elements (logos) have to be clearly, prominently displayed and highly visible in publicity material and activities dedicated to the public (including, for instance, printed publications, audio-visual material, digital communication material - websites, social media - during events – banners, agenda, gadgets – and on equipment, infrastructures and office material). Any printed material shall acknowledge the EU financial support to the project.

Project beneficiaries shall also consider the provisions of the [Grant Contract](#) - in particular article 21, which states that *“the Beneficiary must take all necessary steps to publicize the fact that the European Union has financed or co-financed the Project. Such measures must comply with the Programme rules for visibility, as well as any national regulations/requirements pertaining to visibility, as the case may be”* - and of the relevant Guidelines for Applicants (see paragraph 2.6 “Communication and visibility”).

As per the [Communication and Visibility Requirements for EU External Actions - 2018](#), *“All communication and visibility activities related to EU-financed actions must be carried out in close cooperation and coordination with the relevant EU Delegation or European Commission department.”* Nevertheless, it is important to highlight that in the framework of the ENI CBC Med Programme, all communication activities shall be developed in close collaboration with the Managing Authority (MA) acting as Contracting Authority of the Programme.

Finally, the ENI CBC Med Programme has its own communication strategy that can serve as a reference framework for project communication. This strategy can be consulted in paragraph 4.7 of the [Joint Operational Programme](#).

Compliance with visibility rules is of extreme importance to secure the Programme financial contribution to the project: respect of visibility rules will be checked by auditors in interim/final reports and lead, as the case may be, to ineligible expenditures. Therefore, it is of utmost importance that this section of the PIM is shared with and understood by all project partners.

10.2 What to communicate?

Besides coping with the visibility requirements described in this document, beneficiaries and partners shall take into consideration the following principles when designing and implementing communication activities.

Addressing broad and everyday issues: people are interested in big issues - health, jobs, environment, youth, etc. - and everyday local issues that have an impact on their lives. Your project address both types of issues in one way or another so your communication – especially written communication – should speak to readers in a way that makes them feel engaged.

Highlighting the positive role and contribution of the European Union: in addition to the mandatory requirements described below – displaying the EU logo, reference to funding source, etc. – it is important to make sure that the positive contribution of the European Union to the implementation of Euro-Mediterranean cooperation projects is always and adequately highlighted and promoted. In press releases and other written communications, it is recommended to insert a reference to the European Union in the headline as follows: “**EU-funded** AQUACYCLE project to improve wastewater management and reuse in the Mediterranean”. In the body of an article or press release, it is equally important to make an additional reference to the support of the EU to the project through the ENI CBC Med Programme: “The AQUACYCLE project, funded by the **European Union under the ENI CBC Med Programme**, aims at ...”

Focus on human stories: one of the distinctive features of the ENI CBC Med Programme is its investment on people, most notably on women and youth. This should be reflected in the communication activities implemented by projects with an attention on the tangible impact of the EU funding on target groups/final beneficiaries: whether dealing with a start-upper, a student, a researcher, a woman, a member of a cooperative, vulnerable and unemployed people or a farmer, communication shall insist on how the EU support has changed their lives. To do that, stories can be broken into three parts. Let’s take the example of Amir, a farmer from Jordan and father of three.

- **The problem:** *what are the issues Amir is facing in achieving a decent livelihood for his family? Which service, product, knowledge or expertise is he lacking?* As one of the driest countries on Earth, Jordan is affected by severe water shortages. Unfortunately, crops don’t grow without water. This situation makes Amir’s life difficult as he is continuously struggling to get enough water for his crops, meaning low productivity, high costs for fertilization and low income for his family.
- **The journey:** *what kind of support was provided to final beneficiaries? Which solutions were developed and implemented?* Amir received support under an EU-project funded by the ENI CBC Med Programme dealing with efficient water irrigation. His farm was equipped with state-of-art drip irrigation systems as well as solar-powered pumping system and a small desalination plant. In addition, Amir was trained extensively and learnt how to save water while achieving more efficiency in crop production.
- **The impact:** *to which extent did the project change the life of the final beneficiaries? Which is the final impact achieved? How the knowledge was*

transferred? The project has changed the life of Amir and his family. Thanks to increased water availability, Amir is able to produce a higher quantity of crops and has reduced the costs for fertilization. That means more money for his family: Amir's son has recently enrolled into a university program in agronomy while Amir was struggling to afford his son's education fees before. But most of all, Amir is now helping other farmers in his village, teaching them about the best practices in water irrigation he learnt during the project.

Telling human stories as the one of Amir, meaning using a story-telling approach, is a great way to engage audience and makes it feel emotionally connected to the project. Therefore, beneficiaries and partners should seek to upgrade the way they communicate and focus on the tangible, actual benefits delivered to the people involved with the project.

Promotion of Euro-Mediterranean cooperation: one of the objectives of the ENI CBC Med Programme communication strategy is *"to promote the magnitude of mutual interests and long-term objectives of cooperation between the EU and Partner Countries in the Mediterranean area."* This objective should be reflected in project communication activities, highlighting joint solutions developed and implemented and explaining how the project could not have been achieved without a real, deep cooperation among partners from different countries. A cross-border project is not the sum of individual actions carried out separately by each partner, but the result of joint work implemented together by organizations from different areas of the Mediterranean region. Since cooperation in the Mediterranean does not always come for granted, people having decided to join forces and address common challenges is *per se* a great achievement. In particular, mobility actions - for instance a Palestinian start-upper having the opportunity to carry out a business incubation period abroad - are a great added value of the cross-border cooperation: this should be told!

Contribution to the development of public policies: projects will test pilot approaches and develop good practices that prove to be efficient tools to address a specific issue and bring about valuable solutions. Projects should seek to the widest possible extent to raise the awareness of public institutions about the good practices developed and convince them to adopt these practices. Mainstreaming project results in policy debate, eventually introducing policy development and change, should be part of the project communication strategy.

Compared to standard and strategic projects, **capitalisation projects** specifically focus on the identification, reuse and transfer of valuable experiences whether from ENI/ENPI CBC Med projects or from other programmes and initiatives (Union for the Mediterranean, Interreg MED Programme, etc.).

A successful communication, for instance a news article, from an ENI CBC Med capitalisation project should showcase to which extent different initiatives have proven to be successful and impactful. Once these experiences are explained, it is important to

demonstrate how they will be reused, replicated, expanded so that they are beneficial beyond the initial target groups or beneficiaries.

When communicating about a capitalisation project, try to highlight the following key messages:

- **The project's ability to transfer and exploit the results of previous experiences**

Demonstrate the way the project promotes the re-use and/or the transfer of the knowledge and results produced by the capitalized projects, extending their impact and geographical scope, as well as encouraging their replicability;

- **The project's capacity to reinforce the networks in a specific sector**

The main objective here is to reach and involve new target groups and type of stakeholders in your sector/field of intervention;

- **The project's capacity to reach public authorities and policy-makers**

The challenge is to make the knowledge and results generated by the capitalised projects more accessible to this specific audience (public authorities and policy-makers). Moreover, the project should communicate on how it tries to mainstream good practices into local, regional, national and Euro-Mediterranean public policies.

Finally, in the context of Covid-19 recovery, projects should highlight if they develop new intervention models that can foster the socio-economic regeneration across the cooperation area.

10.3. Drafting the communication plan

It is recommended to foresee a communication plan which will guide the activities of the project: the communication plan should be considered as a roadmap for the timely and effective implementation of the contents included in Work Package 2, detailing at least the following main elements: objectives, target groups, key messages, activities, time plan, budget, evaluation.

Projects have to send the plan to the Managing Authority no later than 30 calendar days after the Lead Beneficiary receives the present guidelines. The proposed communication plan will be reviewed and sent back to the Lead Beneficiary, including potential integrations, within 30 calendar days.

Whilst there is no template for the communication plan, the following elements should be considered:

Objectives

- Communication objective(s)
- Target groups
- Key messages by target group (in relation to the action's operational objectives)

Activities

- Communication tools and channels identified
- Main communication activities envisaged and indicative schedule

Evaluation

- Indicators by objective/target group
- Means of verification/feedback

Resources

- Human resources: organization of communication team within the partnership (who does what)
- Financial resources: budget available for communication activities

10.4. Use of project visual identity

Beneficiaries and partners are requested to ensure high visibility of the EU and Programme support in any action undertaken or printed/digital material produced. Displaying the logo is the most important element for ensuring that project activities are eligible for funding.

10.4.1. Common branding

In order to increase the visibility of the ENI CBC Med community as a whole, the Programme has introduced substantial changes to its communication strategy under the 2014-2020 period. This new approach, which is based on the harmonization of projects visual identity and follows the good practice adopted by most of EU-funded Interreg programmes, aims at strengthening the recognition of ENI CBC Med funds and results with media, stakeholders, institutions and the public.

In practical terms, the Programme provides each project with its own logo. In consequence, projects are requested not to develop a project logo and no costs for designing project logos are eligible. A specific logo might however be considered for an output/result (creation of a new brand, label, tourism product, etc.) that will be used beyond the life of the project, **provided the ENI CBC Med visibility requirements are ensured.**

Following the signing of the Grant Contract, the Managing Authority will send an integrated logo to the Beneficiary. **This is the only logo the Lead Beneficiary and partners are authorized to display.**

The integrated project logo combines the following elements:

- Name and logo of the Programme (ENI CBC Med)
- European Union emblem (EU flag) with reference to EU funding “Project funded by the European Union”

- Logo of the Autonomous Region of Sardinia (Managing Authority of the Programme)
- Relevant thematic icon for the project and acronym

The project logo is available in English, French and Arabic and in different formats (including jpeg, eps, png, pdf).

10.4.2. Using the project logo: do's and don'ts

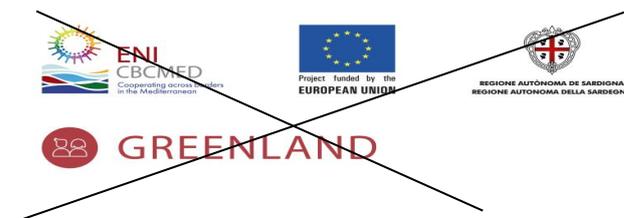
The project logo should be displayed on a white background and set within a white rectangle in case it is placed on a dark or colourful background.

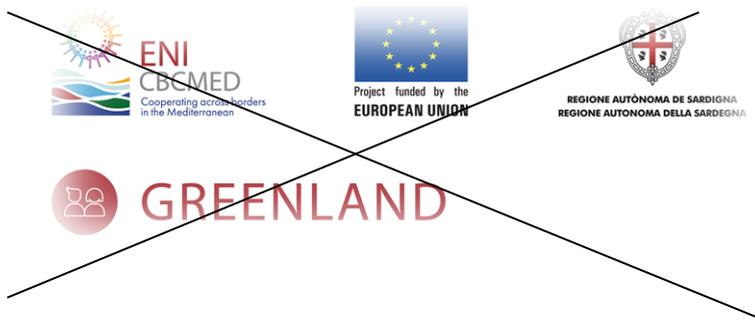
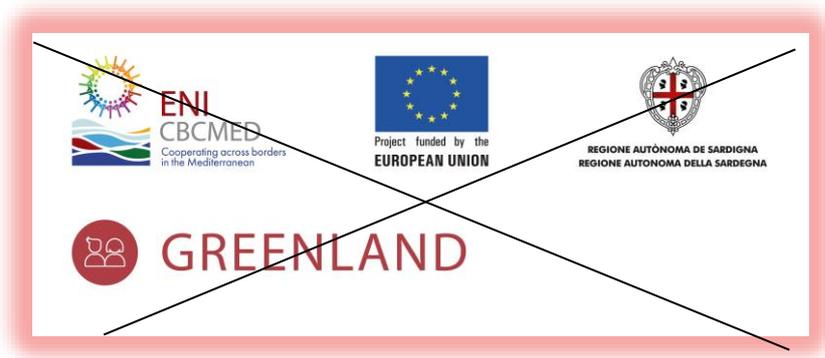
The project logo shall always be used as one united graphic element and cannot be divided into separate parts (unless for social media picture profile where the logo version containing only the thematic icon and acronym can be used and in exceptional and duly justified cases such as small gadgets or stationery where it is not possible display the full project logo due to size limitation – please consult your assigned communication officer to find the right solution).

Starting from October 2021, lead beneficiaries and partners are requested to use the updated project logo on which the restyled logo of the Autonomous Region of Sardinia is included.

As shown below, the project logo shall not be rotated not distorted. No visual effects shall be added to the project logo.

Upon request, examples of communication materials developed by funded projects can be provided by the Managing Authority.





10.4.3. Placement and size of logo

The size of the project logo must be such that it is possible to read the text included in it. As a general requirement, the project logo shall not be smaller than 4cm (height) and 10,17cm (width). In exceptional and well-justified cases (due to technical limitations), it is allowed to use a smaller version of the project logo. Please always consult your assigned communication officer beforehand.

The project logo must always be prominently displayed alongside other logos and **can never be smaller than other logos placed next to it.**

Only members of the partnership (Lead beneficiary and partners) are entitled to have their logos displayed together with the project logo. It is recommended that the logo of the beneficiary organization is slightly bigger than the logos of the partner organizations.

Provided the specific requirements for the different types of communication support described below, **the project logo shall always appear on top of any material, on the front page (for publication, etc.) and at the beginning of a video.**

10.5. Digital communication

Digital communication offers some of the best opportunities to promote a project and engage a wide array of audiences. Below are the main visibility requirements applying to website and social media.

10.5.1. Project websites

In line with the common approach and creation of an ENI CBC Med community, all project websites have been standardized and integrated in the Programme website. Therefore, the MA has designed and will host project web pages on the Programme website at the following address: www.encibcmed.eu/projects

The use of these web pages is mandatory for each project. **This means that costs for developing project websites are not eligible.** Only in exceptional cases, projects could envisage developing a separate website for a specific output/result when this is duly justified by the nature of project activities (e.g., specific e-learning, GIS, tourism promotion platforms, etc.) and approved by the MA.

In practical terms, all projects are provided with a standardized space on the Programme website containing a basic set of information, pursuant to article 44 of EU Regulation No 897/2014: title and acronym of the project; project summary (context, objectives, expected results, target groups and final beneficiaries); implementation period; partnership composition; total eligible expenditure, European Union co-financing rate; contacts; news and events; deliverables.

The communication manager of the project is responsible for editing and updating its webpage with news, events, and deliverables on a regular basis.

A user manual will be provided to projects beneficiaries on how to use, manage and update their web page on the Programme website.

In addition, the Programme will provide each project, on a regular basis, with a report containing detailed web analytics: this report will allow project beneficiaries to monitor the performance of their webpage and adjust their web presence, if needed. By providing detailed web analytics, the Programme aims to foster a positive competition among projects and improve the overall traffic to their webpages.

Projects will be requested to **update their webpage at least 3 times with news or events during the first two months after receiving the credentials to access their webpage.** During the rest of the implementation period, projects shall update their webpage **at least 3 times a month (as per November 2021)** with news, events, opportunities, stories, publications, etc. **In addition, all tenders, vacancies and opportunities (call for sub-grants, participation in training/mobility actions, etc. for instance) have to be compulsorily published in due time on the project webpage, meaning a sufficient delay is granted to potential applicants/bidders to apply/submit a bid.** A synthesis of the call – including its objective, where and how to apply, deadline and link to the actual tender/vacancy description/dossier – is sufficient. Examples of tenders and vacancies published on the Programme website can be found here <https://bit.ly/3lF7qYb> and here <https://bit.ly/3pw08bs>

For capitalization projects, update of webpage is set to at least 2 contents a month after receiving the credentials to access webpages.

Published contents should not be too technical, tailored to a general audience, and focus on achievements and cooperation stories (please refer to section 3 “What to communicate?” and section 4.2 ‘Editing style: write to grab attention’ of the user guide for the management of project webpages for more information).

10.5.2. Reference in institutional websites

Lead beneficiaries and partners have to publish information about the project on their institutional websites (where such websites exist), providing a short description of the project, its aims, expected results, partnership and highlight the financial support received from the European Union through the ENI CBC Med Programme. This information can be edited in national languages and has to include the project logo placed in a visible place. A link to the project webpage on the Programme website shall be included. Below are examples of project references in partner websites which comply with the abovementioned requirements and can be used as a source of inspiration:

- <https://www.najah.edu/en/erc/projects/med-ecosure/>
- <https://www.beniculturali.it/crossdev>
- <https://lcec.org.lb/our-work/partners/ESMES>

The compliance with this requirement will be verified two months after the sending of these guidelines, meaning all project partners have to send to the assigned communication officer the links of their institutional websites where the project appears.

Lead beneficiaries and partners will be required to submit, at progress and interim report stages, the updated information on the number of visits and the number of unique visits to the pages dedicated to the project on their institutional websites. Therefore, projects should make sure these pages can be monitored through Google Analytics.

10.5.3. Social media

The Programme is present and active on social media ([Facebook](#), [Twitter](#), [LinkedIn](#) and [Instagram](#)) and encourages projects to do so on at least one social media platform of their choice, ensuring an active presence. Social media are a great way to reach a vast array of target groups, in particular young people, and allow direct connection with followers.

Developing a strong social media presence requires time, specific skills and tailor-made contents. The decision to open more than one account on social media should be carefully assessed, considering the volume of contents the project is able to generate. Moreover, contents should be adapted to the type of social media platform selected: for instance, promoting content the same way on Facebook and Instagram will not prove an efficient strategy as Instagram is focused on images and visuals, very short texts, and do not allow clickable links in posts.

Here are some hints to be successful on social media:

Regular. Posting frequently is one of the key success factors to build an audience on social media. Therefore, projects shall design an editorial strategy, foreseeing at least two posts each week: this will help increase and retain audience.

Concise. Quality and engaging writing is essential for social media. While writing full-length articles is not adapted to social media, projects shall focus on writing short preview that grab the audience's attention and convince to read a full article linked in the social media post. Research says that the ideal length of a Facebook post is 40–80 characters: you should adjust your copywriting and be as concise as possible.

Creative. Modern communication involves lots of visuals. In addition to efficient writing, your posts on social media should include photos, videos, infographics and other types of contents (including GIF). It is a good idea to include a graphic designer in the communication team, in order to produce visuals that are adapted to social media.

Adaptive. News is everywhere and your editorial strategy on social media should be connected to the main policy, social, environmental and cultural developments in the Mediterranean area. For instance, when the EU launches a new flagship initiative for development of renewable energy in the Euro-Mediterranean area, it is worth using social media to highlight how your project will contribute to this new initiative.

Curious. Sharing contents from others that are related to the project, especially from influencers, is a good way to enrich your presence on social media and retain audience.

Use paid ads. Advertising on social media is cheaper than on traditional media (newspaper and TV/radio) and impact in terms of engagement and reach can easily be measured.

In view of building a community among the Programme and the projects, these latest are encouraged to tag the Programme in tweets or posts (@ENICBCMed) so that the Programme is always up-to-date with the project's activities and can share project's contents.

Projects are also encouraged to use the official general Programme hashtag (also applying to standard projects), i.e., **#GOMED**, as well as the relevant hashtags for each call: **#MEDNOW** for the strategic projects and **#ONEMED** for capitalization projects.

Visibility requirements shall also be guaranteed on social media. In the description of their profile, projects must add a short reference – for instance “Funded by the #EU under @ENICBCMed” on Twitter – to the support of the EU/Programme as well as the link to their webpage on the Programme website. Facebook and Twitter cover photos shall include the project logo. An example of well-designed social media cover can be found here: <https://bit.ly/30ZvwHG>. For the header and profile pictures on social media, especially on Facebook and Twitter, it is suggested to use the project logo. In case a beneficiary prefers to use a different picture for social media header, it is mandatory to insert the project logo on it.

Finally, and **no later than two months** after these guidelines are sent, all the organizations involved in a project shall publish a post highlighting the project on the social media they normally use. The post should clearly tag the Programme (@ENICBCMed on Twitter; @ENI CBC Med Programme on Facebook and LinkedIn; @enicbcmed on Instagram). As for the reference to the project on institutional websites, projects shall report to the assigned communication officer upon the completion of this action by sending the relevant links.

10.5.4. Smartphone applications

As people cannot stop looking at their mobile phones, these devices clearly offer a great chance for enhancing project communication. Smartphone applications have the potential to connect projects with their audience, especially a younger one, and their use should therefore be investigated.

As regard to visibility criteria, the project logo has to be positioned in a place which is visible without scrolling or clicking. It shall be clear to users that the app was developed under an EU-funded project and basic information about the EU financial contribution shall be included.

10.6. Media relations

Media are a prime target group for project communication and the Programme expects that projects regularly inform media about their activities and achievements so that projects gain awareness with the general public.

Building relationships with the media and raising their interest is not an easy task as journalists are often busy people and EU funded projects are not always considered as the trendiest, most exciting topics. Again, in order for communication to be persuasive, it shall focus on human stories and on the impact of the EU/Programme support on people. Telling how a project has changed the life of a young start-upper offering him/her a bright future might have good chances of engaging the media.

Projects should establish an actual strategy to engage media and achieve sufficient coverage, disseminating press releases as often as possible to inform and keep the media informed about the main developments, achievements and opportunities. Writing style should be adapted to journalists with attention-grabbing headlines and with the most important information included at the very beginning of the press release using the **inverted pyramid** (the most important information - or what might be considered the conclusion is presented first) and **five Ws** (Who, What, When Where, and Why) approaches.

10.6.1. Press conferences

To foster links with media, projects are requested to organize a press conference together with the kick-off meeting (or in the near period after the project is launched) and the final partnership meeting. Other press conferences should be foreseen to inform about the main milestones of the projects. Press conferences should always be planned

and organized in cooperation with the assigned communication officer and thematic officer(s) within the Joint Technical Secretariat (JTS). **The draft agenda and general practical details about any press conference shall be sent at least 2 weeks in advance to the assigned communication officer.**

10.6.2. Press releases

In the course of their implementation, projects are expected to disseminate press releases on a regular basis to promote important achievements, key events and any available opportunities. In particular, it is **mandatory to disseminate a press release at the beginning of the project** (to announce the press conference and provide information about the project, expected achievements, and opportunities) and one **at the end of project** summarizing the main results achieved. It is expected that press releases are set **at least 10 days prior** to their publication to the assigned communication officer in order to avoid any mistakes in visibility.

Press releases shall contain the following elements:

- The project logo;
- A clear reference that the project is funded by the EU under the ENI CBC Med Programme;
- The total budget of the project as well as the amount of the contribution received (in figure + percentage);
- The following disclaimer: *“This document has been produced with the financial assistance of the European Union under the ENI CBC Mediterranean Sea Basin Programme. The contents of this document are the sole responsibility of <Lead Beneficiary's/partner's name> and can under no circumstances be regarded as reflecting the position of the European Union or the Programme management structures”*;
- The name of at least one person whom the journalist can contact for further information (including email address and telephone number) and the addressee of the project webpage on the Programme website.

The release should be kept to one side of an A4 page whenever possible (max. 500 words recommended).

When dealing with journalists, it is important to make sure that published press articles/video features mention the support of the ENI CBC Med Programme to a project.

10.6.3. Press visits

Media visits by journalists to project sites may offer additional opportunities of visibility. Such visits should be well-planned in advance with the Programme communication manager and focus on tangible achievements (pilot plants and actions) and include, as far as possible, meetings with final beneficiaries and local communities.

10.7. Printed material

Publications, including leaflets, brochures, handbooks, studies, newsletters are important tools to ensure more permanent record of messages and results achieved by the project.

Publications should always be tailored to the audience in question, **and focus on the tangible results achieved, not the financial and administrative details.** Texts should be short and simple, and pictures used where possible to illustrate the action and its context. **Pictures should depict the people positively impact by the project, rather than the officials responsible for its management.**

Besides quality copywriting, projects shall keep in mind that attractive, catchy graphic design that invites people to read is a must.

Publications shall always incorporate the project logo on the top of the cover page as well as the following elements:

- A clear reference that the project is funded by the EU under the ENI CBC Med Programme;
- The total budget of the project as well as the amount of the contribution received (in figures + percentage);
- The following disclaimer¹: *“This publication has been produced with the financial assistance of the European Union under the ENI CBC Mediterranean Sea Basin Programme. The contents of this document are the sole responsibility of <Lead Beneficiary's/partner's name> and can under no circumstances be regarded as reflecting the position of the European Union or the Programme management structures”*;
- Long publications shall also contain the general statements about the Programme and the EU;

Statement about the Programme: *“The 2014-2020 ENI CBC Mediterranean Sea Basin Programme is a multilateral Cross-Border Cooperation (CBC) initiative funded by the European Neighbourhood Instrument (ENI). The Programme objective is to foster fair, equitable and sustainable economic, social and territorial development, which may advance cross-border integration and valorise participating countries’ territories and values. The following 13 countries participate in the Programme: Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Malta, Palestine, Portugal, Spain, and Tunisia. The Managing Authority (MA) is the Autonomous Region of Sardinia (Italy). Official Programme languages*

¹ According to the space available, and especially when content is not simple information, but takes a stand on themes relevant to the Programme or topical issues (e.g., studies, reports, publications, press kits, videos, etc.) the disclaimer must be included. Please consult your communication officer in case of doubt.

are Arabic, English and French. For more information, please visit: www.enicbcmmed.eu".

Statement about the EU: *"The European Union is made up of 27 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders"*.

Before issuing any publication, projects beneficiaries shall share the draft version with the assigned communication officer for approval.

10.8. Audio-visual material

Videos, especially those of short duration, are quickly becoming one of the most efficient communication means as people prefer watching videos rather than reading texts.

Videos shall transmit emotions since creating emotional response with viewers means raising interest and engagement for the project.

Audio-visual productions shall always acknowledge the EU/Programme support and (preferably) displayed the **project logo at the beginning of any video**. In addition, it shall be mentioned as follows, ideally at the end of the video: *"This video has been produced thanks to the financial support of the European Union under the ENI CBC Mediterranean Sea Basin Programme. The contents of this video are the sole responsibility of <Lead Beneficiary's/partner's name> and can under no circumstances be regarded as reflecting the position of the European Union or the Programme management structures"*. It is highly recommended to upload videos on YouTube and share them on the project webpage and on social media. **Projects are invited to discuss the video concept with the assigned communication officer before starting the production phase and share the draft video for approval.**

10.9. Events

Any kind of events (seminars, steering committees, press conferences, trainings, public conferences, etc.) organized under a project shall always convey the messages that it is funded by the EU. The project logo shall appear on all materials (including invitations, agenda, printouts, banners, etc.) and the European flag should be displayed in meeting rooms. Projects shall also display a banner or a roll-up poster in all events. The same visibility requirements shall be adapted to and ensured for online events: these shall equally convey the message they are supported by the European Union.

Projects are requested to share the agenda of public events with the assigned communication officer and JTS thematic officer(s) **at least 10 days before the event** is held.

For relevant and major events organized in Mediterranean Partner Countries, projects are encouraged to invite the local EU Delegation. Please consult with your communication officer on this issue. In any case, the text of the invitation shall be shared beforehand with the assigned communication officer at least 20 days before the event is held.

When planning events, projects should elaborate on what they would like to communicate – i.e., the messages – to the audience, reflecting on the following questions: what the audience would like to learn and take from the event? How will the event engage the audience?

Nowadays, there are many events taking place so making them exciting for participants is a must for projects. Events, especially those open to the public, should go beyond presentations and panel discussions and find tools and activities that make events more attractive for the audience. Here are some hints to improve the quality of events:

Get the right people onboard. In order to keep the interest of participants high during your events, you need engaging speakers. Finding a moderator/facilitator and involving experts is a good way to make your events more interesting for participants. Testimonials, i.e., people who directly benefitted from the project, have the power to connect participants with the project by telling real, human and sometimes touching stories: be sure to involve testimonials!

Set the mood: first impressions matter so you should create the perfect mood for your event, you need to make good use of lighting, colors and consider using (live) music. Rather than simply organizing an event, projects should really focus on creating an experience.

Select a convenient venue: hotels are usually an appropriate solution to organize events since they provide a comprehensive set of services, from meeting room, catering, audiovisual equipment, etc. However, projects may consider more appealing venues such as museums, universities, business incubators or even outdoor locations next to project pilot plants or within natural areas for instance. Choosing unique and diverse venues can add a lot to the participants' experience.

Create a learning experience: don't focus on what you want to tell but rather on what people would like to learn when designing and delivering your events.

The same recommendations apply to webinars and other online events: there are now many options to produce and host engaging, interactive and high-quality webinars which go beyond a simple "Zoom", "Teams" or "Webex" session by adding vibrant visuals, videos, polls, Q&A, quiz, etc.

10.10. Branding premises, infrastructures and equipment

Any premises, infrastructures and equipment supported under the Programme shall be adequately branded to ensure that the EU funding is highly visible and people can understand the nature of the project.

When the implementation of a project involves the construction and installation of pilot plants or the valorization of a specific site (e.g., archeological site) and thematic itinerary (for touristic purposes for example), these shall be identified by means of display panels containing the project logo. These panels should be clearly visible so that people passing by the site are able to read and understand the nature of the project and of the EU contribution. They should be erected beside access routes to the site where the project is taking place and should remain in place from the start of the project until 5 years after the payment of the final balance to the project (and ideally for longer).

When the project is building an infrastructure (e.g., a solar plant or a waste treatment center), it is obligatory to establish temporary billboards during construction works. **No later than three months** after completion of the infrastructure and ideally during the opening ceremony, projects have to put up a permanent plaque or billboard of significant size in the most visible part of the infrastructure, or (if not possible) at a place nearby, readily visible to the public (In case of several infrastructures or construction measures carried out within one project, billboards or permanent plaques have to be placed on all of them. 25 % of the available space on billboards and permanent plaques has to be made up of:

- Project logo;
- Full project title;
- Name of the deliverable (example: Wastewater treatment plant);
- Information on the financial support of the Programmed (total project budget, amount and percentage of EU support);
- Project duration.

The design of display panels must be approved by the assigned communication officer in order to avoid any visibility mistakes.

Within two months after receiving these guidelines, each project partner has to place at least one poster (minimum size A3) or roll-up poster or banner with clear information about the project at its premises. The poster has to include the financial support from the EU and has to be located in a location readily visible to the public, such as the entrance area of a building.

Vehicles, supplies, equipment (including computers), etc. purchased by projects should be clearly identified and visibly carry the project logo with the phrase “Provided by the European Union - ENI CBC Med Programme” in English or French, Arabic and in the local language. This should be preferably done by putting a visible sticker on the item. There

is no required template for stickers but recommended sizes are 90 mm x 50 mm (smaller items) and 100 mm x 100 mm (larger items).

10.11. Other

Stationery, business cards, letterheads, etc.: stationery (e.g., letterheads, fax cover sheets, business cards, email signatures, PPT templates) used under the project shall be branded with the project logo.

Promotional items: promotional material such as bags, pens, notebooks, USB sticks, etc., shall always display the project logo. In case of small items, please contact your communication officer to find an adequate solution.

Scientific/academic publications: scientific publications and academic papers may have specific rules which prevent to apply the visibility rules contained in these guidelines, i.e., displaying the project logos. In any case, scientific papers related to funded projects must include the following sentence to highlight the financial support of the European Union: *“This publication/paper has been produced/This research has been carried out with the financial assistance of the European Union under the ENI CBC Mediterranean Sea Basin Programme.”*

During project implementation, Beneficiaries are required to collect samples of all produced communication materials including any related media material. Copies should be sent together with the interim/final reports.

Sub-grants: calls for sub-grants shall be published through appropriate means, in order to ensure the principles of transparency and equal treatment. It is mandatory that calls for sub-grants are published on the project webpage hosted on the Programme website and on the institutional website of the concerned organization launching the sub-grant. The project must prove that there was a wide dissemination amongst the target group(s) identified as potential sub-grantees. Beneficiaries of sub-grants shall ensure full visibility of the EU and ENI CBC Med Programme support in the implementation of the foreseen activities, displaying where appropriate - on equipment purchased thanks to the sub-grant, a website/video produced with the sub-grant, at the entrance of a premise rehabilitated with the sub-grant, outputs produced, etc. – the project logo. The organization(s) responsible for awarding the sub-grants within the partnership shall bear responsibility to guarantee the compliance with the Programme communication rules. For more information, please consult the dedicated [handbook on sub-grants management](#).

10.12. Visibility after project completion

No EU/Programme symbol may be included in any communication tools of the project, with the exception of commemorative plaques and outputs, 6 months after the implementation phase funded by the EU has finished.

However, the project may continue to be managed by the Lead Beneficiary. In such case the following sentence must be included on the material:

“An earlier phase [<date 1 - date 2>] of this project [TITLE] was supported by the EU under the ENI CBC Mediterranean Sea Basin Programme”.

10.13. Evaluating your communication activities

The evaluation of communication activities is an integral part of the communication strategy implemented by the projects.

A regular assessment of the communication activities has a double benefit:

- ✓ understand the effectiveness and impact of the activities implemented;
- ✓ improve the quality of the communication strategy and more generally of projects.

Beneficiaries are encouraged to monitor and assess the progress of their communication activities through the use of indicators that might be helpful during the interim and final reporting phases to demonstrate that all the project expected results have been achieved.

For illustrative purposes only, some examples of quantitative and qualitative indicators related to three different types of communication tools are reported below:

Promotional material/press releases: number of copies distributed (quantitative), overall satisfaction degree of users (qualitative), positioning of articles in the press (quantitative).

Project website: number of visitors (quantitative), number of absolute unique visitors (quantitative), most visited pages (qualitative), number of returning visitors (quantitative), country of origin of visitors (qualitative), overall satisfaction degree of users (qualitative).

Social media: overall number of followers and increase during a reporting period (in percentage), number of likes, number of engagements (sum of likes, shares, comments, mentions), number of reach and impressions.

Events/conferences: number (quantitative) and nationality of participants (qualitative), type of organizations represented (qualitative), overall satisfaction degree of participants (qualitative).

Questionnaires are relevant evaluation tools to assess the satisfaction degree of target groups. It is therefore recommended to associate questionnaires to any type of communication activity: don't forget to distribute questionnaires to participants during events or post a questionnaire on the project website.

10.14. Processing of personal data

Beneficiaries must always remember to ensure that processing of personal data during project implementation and in particular in relation to communication activities complies with the requirements set in the applicable data protection legislation, in particular when applicable the [EU General Data Protection Regulation \(GDPR\)](#).

10.15. Contact

For more information, please contact:

Martin Heibel

Communication manager - Managing Authority

ENI CBC Med Programme

mheibel@regione.sardegna.it

+39 070.606.24.82

10.16. Synthesis of workflows and deadlines

Type of document /material	Requirement	Timing
Communication Plan	Send for approval to the assigned communication officer	30 calendar days after the present guidelines are sent to the Lead Beneficiary
Reference to the project on partners institutional websites	Share links with your communication officer	No later than two months after the present guidelines are sent to the Lead Beneficiary
Posts on social media of partners' institutional accounts	Tag the ENI CBC Med Programme and share links with your communication officer	No later than two months after the present guidelines are sent the Lead Beneficiary
Organization of a press conference and dissemination of a press release	Share the draft agenda and press release with your communication officer and JTS thematic officer(s)	On the occasion of the kick-off meeting or at a later stage in case not relevant during the kick-off meeting. Draft agenda sent no later than 2 weeks before the press conference is held and press release no later than 10 days before its planned publication
Communication material including visual identity package, flyers, publications, gadgets, stationery, videos, display panels, etc.	Send draft versions for approval to your communication officer	No later than 10 days prior to planned dissemination (general recommendation is to allow more time to integrate potential feedback from the Programme)

Agenda of steering committees and other internal meetings	Share with the JTS thematic officer(s)	No later than 10 days before the event is held
Agenda of public events organized by the project	Share with your communication officer and JTS thematic officer(s)	No later than 10 days before the event is held
Events organized in Mediterranean Partner Countries	Inform your communication officer and JTS thematic officer(s) and assess with them if relevant to invite the local EU Delegation Share the invitation to the EU Delegation and agenda of the event (as the case may be) with the communication officer	No later than 20 days before the event is held
Branding of premises of partners organisations	Ensure roll-up posters/A3 poster is displayed at the premises of each partner organisation in a location visible to the public Share relevant pictures with your communication officer	No later than two months after the present guidelines are sent to the Lead Beneficiary
Vacancies, tenders, sub-grants, and any project opportunity	Publication on the project webpage hosted on the Programme website and promotion on project social media	A sufficient delay before the deadline of the calls is granted to interested to submit applications/bids
Project webpage	Regular update of the project webpage hosted on the Programme website with news, events, opportunities	At least 3 times a month for the implementation period (<i>as per November 2021</i>) For capitalization projects: At least 2 times a month after the webpage credentials are sent to the Lead Beneficiary

Annex 2: FORMAT OF CONTRACT

CONTRACT TITLE: <title of the contract>

REFERENCE: <reference number>

Concluded between:

<Name of the contracting authority>

<Address of the contracting authority>

Represented by: < name of legal representative> <position>

AND

<Name of the contractor>

<Address of the contractor>

Represented by: <name of legal representative> <position>

Article 1: Subject of the contract

The subject of the contract are the **services/supplies/works** as indicated in the contractor's offer.

Article 2: Contract value

The total contract value for implementation of **services/delivery of supplies /execution of works** indicated in the Article 1 is: **<XXX EUR/national currency> (in case of fee-**

based service contracts, indicate a maximum amount and a breakdown of daily fees, number of days and maximum amount of incidental expenditure)

Article 3: Contracting documents

The documents which form the part of this contract are (by the order of precedence):

- Contract agreement
- Contractor's offer as provided in the tendering phase (see documents in "Part B: Format of offer to be provided by the tenderer")
- Any other supporting documentation if applicable (in case of request for registration of company, compliance with tax obligations or other documentation)

Article 4: Deliveries and payments

The contractor will deliver without reservation the services/supplies/works indicated in the contractor's offer. The deliveries will be implemented within the indicated dates.

The contracting authority will pay to the contractor the services/supplies/works in the amount indicated in the Article 2 of this contract document. The payments will be issued by the following time schedule.

Milestone	Payment
Deliverable of the strategy and guideline to EDAMA and submitting them to the lead partner	50%
Final approval	50%

(in the case of service contracts) The contractor will provide contracting authority with the report on execution of the services. (in case of fee-based service contracts). The report will include in attachment the summary of time devoted, the list of incidental expenditure and the signed timesheets.

Article 5: Duration of the contract

The duration of the contract is <XX> months.

Article 6: Cancellation of the contract

The contract can be suspended by the Contractor if the contracting authority does not fulfil payment and other obligations.

The contract can be terminated by the contracting authority due to one of the following reasons:

- The Contractor is in serious breach of the contract, failing to meet contractual obligations
- The Contractor is bankrupted or being wound up, is having its affairs administrated by courts, has entered into arrangements with creditors, has suspended business activities, is the subject of proceedings concerning those matters, or is in any analogous situations arising from a similar situation provided for in national legislation or regulations.

Article 7: Resolving of disputes

Any disputes arising out of or relating to this Contract which cannot be settled otherwise shall be referred to the exclusive jurisdiction of (specify responsible court or arbiter body in accordance with the national legislation of the state of the contracting authority).

For the Contractor

For the contracting authority

Name:
Position:
Signature:
Date:

Name:
Position:
Signature:
Date :