

TERMS OF REFERENCE WASTE MANAGEMENT SYSTEM COMMUNICATION CAMPAIGN – PHASE I

Project Title: Implementation of the National Communication Campaign for the Waste Management System in Moldova (Pre-Construction Phase)

Duration: 12 months

1. BACKGROUND INFORMATION

1.1. Strategic context and rationale

The Republic of Moldova is undertaking an ambitious reform of its national Waste Management System (WMS), aligned with the European Green Deal, EU Circular Economy Action Plan, and SDG 12 (Responsible Consumption and Production). The reform aims to reduce environmental pollution, improve health and living conditions, and encourage circular economy practices through systemic changes in waste collection, transportation, sorting, and disposal.

In recent decades, Moldova has faced a pressing crisis in solid waste management. Around 1 million tonnes of waste are generated annually, with less than 10% being properly sorted or recycled. Most of the country relies on unregulated or outdated landfill sites, with minimal infrastructure for waste segregation, recovery, or treatment. According to the Ministry of Environment, over 90% of waste still ends up in landfills or is openly dumped, particularly in rural areas.

The country's WMS reform is structured into several waste management zones (WMZs), with infrastructure investments planned in each. These investments include transfer stations, sorting platforms, new landfills, and regional waste collection mechanisms. However, infrastructure alone cannot ensure success. Behavioral change, institutional coordination, and sustained public participation are crucial — and communication is the catalyst.

1.2. Communication's role in WMS implementation

The communication campaign defined by this Terms of Reference (ToR) is the cornerstone of public engagement for the reform. Without early and effective communication, even the most advanced infrastructure risks rejection, underuse, or resistance at community level. People need to understand *why* change is happening, *how* it benefits them, and *what* is expected of them.

The campaign will address public skepticism, misinformation, and apathy. It will help citizens recognize their role in responsible waste separation, prepare them for the arrival of new systems, and ensure that local authorities, schools, media, and influencers serve as allies in amplifying key messages.

This Phase I communication campaign is focused on the **Pre-Construction Stage** of the reform. It aims to lay the groundwork for behavior change by creating awareness, visibility, and trust before infrastructure rollout begins. As shown in the strategy document, Phase I is essential in:

- positioning the reform as a public good;
- explaining the changes in relatable language;
- showcasing benefits and expected impacts;
- initiating a shift in knowledge, attitudes, and behavior.

1.3. Key stakeholders and institutional framework

The communication campaign will be implemented under the leadership of the Ministry of Environment (MoE), in collaboration with the Ministry of Education, Ministry of Infrastructure, regional waste operators (once designated), and a range of local public authorities (LPAs), Civil Society Organizations (CSOs), schools, and media outlets.

This strategy outlines a three-phase implementation roadmap, of which Phase I is foundational. It will also align with cross-sectoral strategies in environmental education, local development, and EU integration.

The successful communication of the reform's benefits and expectations will directly influence the public's readiness for sorting waste, adopting the "polluter pays" principle, and participating in local implementation. Thus, this ToR defines not just a communication task — but a critical step in systems transformation.

2. OBJECTIVES OF THE COMMUNICATION CAMPAIGN

2.1. General objective

The overarching objective of the Phase I communication campaign is to increase public awareness and understanding of the national Waste Management System (WMS) reform and to prepare citizens for their role in future implementation. The campaign will serve as a foundation for trust-building, behavioral readiness, and stakeholder engagement prior to the rollout of infrastructure investments.

The campaign supports Moldova's strategic goals in environmental sustainability, EU integration, and public sector reform, and is essential in ensuring the WMS reform is not only technically successful but also socially accepted.

2.2. Specific objectives

Based on the national Communication Strategy and stakeholder consultations, the campaign will pursue the following specific objectives:

- **Awareness:** Inform citizens across Moldova — both urban and rural — about the existence, scope, and significance of the WMS reform and about the problems and negative impacts of the current improper handling of waste, and related environmental impacts, and considering the lost opportunities in not treating waste as a resource.
- **Understanding:** Explain clearly how the reform will affect daily life, and what benefits it brings in terms of health, the environment, and public services.
- **Attitude shift:** Position waste sorting, responsible consumption, and active participation in the reform as desirable, modern, and aligned with European values.
- **Engagement:** Involve citizens, schools, and local authorities in campaign activities to ensure local relevance and co-ownership of messages.
- **Readiness:** Create behavioral readiness for sorting waste, adjusting household habits, and accepting necessary changes in service delivery (e.g. new containers, schedules, or tariffs).

2.3. Alignment with national goals and EU visibility

The campaign will also contribute to increasing the visibility of EU support for Moldova's environmental transition. It will acknowledge the role of national authorities, regional LPAs, the Ministry of Environment, and external donors in enabling the reform.

All messages and products will follow EU Communication and Visibility Guidelines, ensuring that project partners are correctly represented and that citizens associate the reform with shared European values and benefits.

3. EXPECTED RESULTS

The communication campaign is expected to generate awareness, engagement, and readiness among key audiences across Moldova. The following results are anticipated by the end of Phase I (12 months):

3.1. Awareness and understanding

- Population in targeted regions will report being aware of the WMS reform.
- Over 200,000 Moldovan citizens will be directly exposed to campaign materials via digital, mass media, or community activities.

3.2. Message dissemination and media uptake

- Over 1 million impressions generated across Meta, Google and YouTube platforms.
- 10+ media partnerships signed (TV, radio, online).

- 15+ pieces of earned media coverage (articles, reports, interviews) highlighting reform progress and public response.
- 4 waves of Meta Ads (reach > 250,000 per wave), with average click-through rates above 2%.

3.5. Institutional and reputational impact

- The Ministry of Environment and partner institutions receive positive visibility for their reform leadership.
 - EU assistance is recognized by at least 70% of those exposed to the campaign, with clear understanding of its role.
 - Local authorities and schools are seen as credible channels for information about WMS.
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4. SCOPE OF WORK

The contractor will design, plan, produce, and implement a national communication campaign targeting Moldova's population, with tailored messaging for general citizens, rural communities, schools, and regional authorities. The scope includes creative development, media planning, production of campaign materials, community outreach, and digital engagement. Below is a breakdown of key service areas:

4.1 Campaign Planning and Narrative Development

- Organize initial alignment meetings with the Ministry of Environment and communication stakeholders.
- Develop the core narrative and messaging framework (in line with the WMS strategy and aligned with EU visibility standards).
- Produce a Q&A document, message grid, slogan options, and an overarching content plan.

4.2 Video and Audio Production

- Produce a 60–90 second explainer video using 2D animation to introduce the WMS reform.
- Film testimonial videos or mini-interviews with citizens, mayors, school staff, and other stakeholders.
- Create radio/TV spots for placement in national and regional media.

4.4 Social Media and Influencer Campaigns

- Develop at least 20 pieces of social media content (graphics, infographics, short videos, quizzes).
- Coordinate 4 monthly engagement campaigns on Facebook, Instagram, and TikTok.

- Collaborate with a network of 15–20 influencers with regional, thematic, and linguistic diversity.

4.6 Media and Public Relations

- Design a media partnership offer and sign cooperation agreements with at least 10 national and local outlets.
- Draft and publish 5+ sponsored media articles explaining the reform in a human-centered, accessible way.
- Organize 1–2 press clubs or editorial roundtables to brief journalists and address questions.

4.7 Out-of-Home (OOH) and Print Communication

- Design and place 10–15 billboards and/or LED visuals in strategic locations.
- Print and distribute 10,000 flyers, posters, and factsheets via LPAs, schools, public events.

4.8 Digital Advertising and Website Integration

- Design and run Meta Ads (Facebook and Instagram) in 4 waves, adapting for performance.
- Launch Google Search and YouTube pre-roll ads to complement awareness.
- Support the creation or update of a dedicated campaign page on the Ministry’s official site.

4.9 Monitoring, Documentation and Adjustment

- Track and evaluate reach, engagement, and sentiment using analytics and feedback forms.
- Produce interim reports every 2 months and a final report with analytics, visuals, and lessons learned.
- Make data-driven adjustments to content and channel strategies during implementation.

4.10 Coordination and Project Management

- Ensure clear workplans, task assignments, and milestone tracking.
- Hold biweekly coordination meetings with the Ministry and other stakeholders.
- Provide full transparency on budget execution and timelines.

All activities should ensure gender-sensitive and inclusive communication, with content adapted for different regions, languages, and levels of digital access. The contractor is expected to ensure quality, coherence, and cost-efficiency throughout.

5. IMPLEMENTATION APPROACH AND METHODOLOGY

The implementation of this campaign will follow a structured and adaptive methodology that reflects both the realities of the Moldovan communication landscape and the behavior change logic outlined in the WMS Communication Strategy. The approach will focus on phased deployment, regional customization, stakeholder alignment, and evidence-based adjustments.

5.1. Campaign Phases

The campaign will be implemented in three sub-phases within the Pre-Construction Stage:

- **Phase 0 – Setup and Alignment (Month 2):**
 - Kick-off with the Ministry and key communication partners
 - Preparation and approval of the implementation plan, narrative, visual identity, and KPIs
- **Phase 1 – Awareness and Visibility (Months 2–6):**
 - Rollout of social media content and Meta Ads
 - Launch of video animation and testimonials
 - First round of media publications and billboard installation
 - School outreach and educational activities begin
- **Phase 2 – Engagement and Trust Building (Months 7–12):**
 - Townhall meetings, influencer campaigns, deeper local engagement
 - Monitoring and adjustment based on interim feedback
 - Completion of OOH rotation and final visibility burst
 - Preparation of final narrative and impact report

5.2. Regional and Audience Adaptation

The campaign will actively reflect Moldova's regional diversity. Messages and materials will be:

- Produced in Romanian and Russian (with visual communication for low-literacy segments)
- Tailored for urban/rural needs and infrastructure rollout status
- Distributed through regional media and stakeholder networks (LPAs, schools, CSOs)

Primary audience segments:

- General public (adults 25–65)
- Youth and schoolchildren (8–17)
- Community influencers and local authorities
- Media and civil society actors

5.3. Coordination and Communication Flow

- The contractor will assign a Communication Project Manager to serve as the main liaison with the Ministry.
- Biweekly virtual coordination meetings and monthly reporting will ensure alignment.
- Any creative products will follow a three-step review: draft → internal QA → client approval.

5.4. Methodological Principles

The campaign will be guided by the following principles:

- **Clarity and accessibility:** All content must be easy to understand and visually engaging.
- **Inclusiveness:** Messaging will address vulnerable groups and ensure gender and linguistic sensitivity.
- **Engagement over broadcasting:** Use of two-way channels (polls, Q&A, influencers) is prioritized.
- **Evidence-based iteration:** Midway review will guide refinements to maximize impact.
- **Co-branding and ownership:** Ensure visibility for both the Ministry and donors (EU, etc.)

This structured and participatory approach ensures that campaign activities will not only disseminate information but also mobilize trust, participation, and readiness.

6. REPORTING, DELIVERABLES AND TIMELINE

The contractor will deliver periodic reports and content deliverables in accordance with the schedule outlined below. These outputs will enable the Ministry of Environment and relevant stakeholders to monitor implementation progress, evaluate performance, and document learning.

6.1. Types of deliverables

Deliverable Type	Description	Format
Inception Report	Final implementation plan with updated timeline, budget, indicators, visual concept	Word + visuals
Monthly Update	Short 2–3 page summaries on activities, results, and next steps	Word/PDF
Interim Monitoring Report (Month 6)	Quantitative and qualitative evaluation with key analytics, feedback, and adaptation plan	Word + Annexes
Final Campaign Report	Full documentation of campaign implementation, with visuals, media results, indicators, lessons	Word + photo annex + metrics dashboard

- Minimum 5 years of experience in campaign strategy, messaging, and behavior change communication.
- Proven skills in message design, narrative framing, and content adaptation for multiple audiences.

c) Creative Director / Visual Designer

- Experience in developing campaign branding, visuals, templates, and print products.
- Proficiency in design software and production for digital and print formats.

d) Social Media and Digital Ads Manager

- Experience in Meta Business Suite, Google Ads, and YouTube campaigns.
- Capable of community management, analytics tracking, and cross-platform strategy.

e) Video Producer / Content Creator

- Ability to script, storyboard, film, and edit video content for web, TV, and social.
- Experience with animation and live filming.

f) Media Relations and PR Officer

- Strong track record of engagement with Moldovan media.
- Experience writing press releases, coordinating placements, and facilitating interviews.

7.2. Additional support staff

The contractor may involve other personnel for translation, logistics, graphic design, or administrative support. CVs are not required for these roles but capacity must be demonstrated.

7.3. Staffing principles and expectations

- All team members must be available during the full duration of the campaign.
- The team must reflect Moldova's linguistic and regional diversity.
- The contractor shall ensure gender balance and cultural sensitivity in team composition.
- Subcontracting of specific services (e.g., billboard placement, influencer coordination) is permitted with prior approval and full transparency.

8. MONITORING, QUALITY ASSURANCE AND RISK MITIGATION

8.1. Monitoring and Evaluation (M&E) System

The contractor shall develop a monitoring plan aligned with the campaign's objectives and expected results. The M&E system will include qualitative and quantitative indicators, baselines (where possible), frequency of measurement, and responsible data sources.

Monitoring tools may include:

- Digital analytics dashboards (Meta, Google, YouTube)
- Media coverage tracking reports
- Event attendance sheets
- Social listening reports

Monthly summaries and two core reports (mid-term and final) must present data on results vs. planned outcomes, with explanatory commentary.

8.2. Quality Assurance Procedures

To ensure the highest level of quality in execution, the contractor will apply the following QA measures:

- Internal validation of all products before submission
- Pilot testing messages and visuals with target groups (e.g., schoolchildren, rural residents)
- Three-stage product review: Draft → Client feedback → Final approval
- Documentation of all creative and media deliverables in a digital library
- Proofing all public materials for linguistic accuracy in Romanian and Russian

Any content bearing EU visibility must follow the “EU Communication and Visibility Requirements” (latest version) and be pre-approved by the client.

10. CONTRACTUAL TERMS AND LOGISTICS

10.1. Contracting Authority The contracting authority for this assignment is the Ministry of Environment of the Republic of Moldova. The selected contractor will operate under its supervision and in coordination with the communication team designated by the Ministry.

10.2. Duration of the Assignment The total duration of the assignment is 12 months from the date of contract signature. The timeline includes planning, implementation, reporting, and closure of the campaign activities for Phase I of the WMS reform communication.

10.3. Place of Performance The services will be carried out in the Republic of Moldova, with national coverage and localized activities in relevant reform regions. Remote work is permitted for content development and coordination, but local presence is required for stakeholder meetings, events, filming, and distribution.

10.4. Language of Contract and Communication All official communication, deliverables, reports, and materials will be submitted in English, unless specified otherwise. Materials intended for public dissemination must be delivered in Romanian and Russian.

10.5. Confidentiality and Intellectual Property All campaign products and reports developed under this contract shall become the property of the Ministry of Environment. The contractor shall not use, reproduce, or publish any material or information developed under this assignment without prior written consent.

The contractor will treat all information, correspondence, and data shared in the context of this assignment as confidential and will not disclose such information to third parties without prior approval.

10.6. Force Majeure and Amendments In the event of force majeure affecting implementation (e.g., natural disasters, pandemics, political unrest), both parties shall mutually agree on rescheduling or suspension terms. Any amendment to the contract terms or activities must be approved in writing by both parties.

10.7. Dispute Resolution Any dispute arising between the parties in connection with the performance of this contract shall be resolved amicably. Failing such resolution, the matter shall be referred to competent courts of the Republic of Moldova under national jurisdiction.

11. CONDITIONS OF PARTICIPATION

11.1. Eligibility

Participation is open to interested legal and natural persons - participating either individually or in a grouping (consortium) of candidates. Participation is also open to international organisations.

11.2. Candidature

All eligible natural and legal persons (as per item 5 above) or groupings of such persons (consortia) may apply.

A consortium may be a permanent, legally-established grouping or a grouping which has been constituted informally for a specific tender procedure. All members of a consortium (i.e., the leader and all other members) are jointly and severally liable to the Contracting Authority.

The participation of an ineligible natural or legal person (as per item 5) will result in the automatic exclusion of that person. In particular, if that ineligible person belongs to a consortium, the whole consortium will be excluded.

11.3. Number of applications

No more than one application can be submitted by a natural or legal person whatever the form of participation (as an individual legal entity or as leader or member of a consortium submitting an application). In the event that a natural or legal person submits more than one application, all applications in which that person has participated will be excluded.

11.4. Grounds for exclusion

As part of the application form, candidates must submit a signed declaration, included in the standard application form, to the effect that they are not in any of the exclusion situations stipulated under Article 57 of European Parliament and Council Directive 2014/24/EU.

Candidates shall be excluded from this tender procedure if any of the mandatory exclusion grounds for rejection apply.

Candidates may be excluded from this tender procedure if any of the discretionary grounds for exclusion apply.

Candidates shall be excluded from this tender procedure if they are target of a sanction or restrictive measure¹ imposed or administered by the European Union;² or the United States of America.

¹ Being "the target of a sanction or restrictive measure" means the economic operator (i) being listed on a sanctions list, or (ii) being (directly or indirectly) 50% or more (individually or on aggregate basis) owned or controlled by, or acting on behalf of or at the direction of, a person or entity listed on, any sanctions lists, or (iii) being located or resident in, or organised or incorporated under the laws of a Sanctioned Country, or owned or controlled by, or acting on behalf of or at the direction of such a person or entity. A "Sanctioned Country" shall mean a country or territory that is, or whose government is, at any time, the target of comprehensive country or territory-wide sanction or restrictive measure imposed or administered by the competent authorities described in this sub-section (h).

² Pursuant to Chapter 2 of Title V of the Treaty on European Union or Article 215 of the Treaty on the Functioning of the European Union, either autonomously or pursuant to the sanctions decided by the United Nations Security Council on the basis of Article 41 of the UN Charter.

Candidates might be excluded from this tender procedure if they have been recorded in the Early Detection and Exclusion System of the EC.

Candidates shall be excluded from this tender procedure if they have been recorded on the list of EIB Exclusion Decisions.

Invitation to tenderers

The tender documents will be made available on Ministry of Environment web site or other media source. Rejection letters will only be sent by email.

12. SELECTION AND AWARD CRITERIA

12.1. Selection criteria

The following selection criteria will be applied to tenderers. In the case of tenders submitted by a consortium, these selection criteria will be applied to the consortium as a whole:

1) Specific experience of the Participant relevant to the Assignment

Bidders will be expected to provide evidence of their experience in successfully delivering similar scope, particularly those funded by development finance institutions or related agencies. Case studies, client testimonials, or references from previous engagements that demonstrate expertise and success in the relevant field should be included. The proposal should showcase the bidder's ability to manage complex projects, overcome challenges, and deliver high-quality outcomes.

Total points for criterion (1): 20

2) Key Experts' qualifications and competence for the Assignment

Bidders will be expected to propose a project team with the necessary qualifications and expertise to effectively execute the contract. The proposal should demonstrate how the expert's experience and expertise will contribute to the successful implementation of the contract.

Key 1: Team Leader / Senior Communication Expert

Key 2: Strategic Communication Planner

Key 3: Creative Director / Visual Designer

Key 4: Social Media and Digital Ads Manager

Key 5: Video Producer / Content Creator

Key 6: Media Relations and PR Officer

Key Experts will be scored against the requirements stated in the Terms of Reference. For the evaluation of the key experts, 80% will serve as a guideline. This means that when an expert is technically acceptable on a particular criterion (when

he/she fulfils the requirement for that criterion as it is described in the ToRs), 80% of the maximum score foreseen for that criterion will be allocated. If the expert exceeds the requirement described in the ToRs for that criterion, a percentage between 81 and 100% of the maximum score foreseen for that criterion will be allocated, depending on by how much the expert exceeds the requirement.

If the expert's experience goes below the requirement described in ToRs for that criterion, he/she will be scored accordingly, a percentage below 80% will be allocated, depending on by how much the expert's experience is below the requirement.

Total points for criterion (2): 80

Total points for the criteria: 100

The minimum technical score (St) required to pass is: 75

Following the completion of the evaluation of the Technical Proposals, the Client will open of Financial Proposals.

For the purpose of the evaluation, the Client will exclude:

- (a) all local identifiable indirect taxes such as sales tax, excise tax, VAT, or similar taxes levied on the contract's invoices with the exception of reimbursables which should include any applicable indirect taxes; and
- (b) all additional local indirect tax on the remuneration of services rendered by non-resident experts in the Client's country.

The single currency for the conversion of all prices expressed in EUR.

12.2. Award criteria

Best price-quality ratio.

The weights given to the Technical (T) and Financial (P) Proposals are:

T = 80% and

P = 20%

The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:

$Sf = 100 \times Fm / F$, in which "Sf" is the financial score, "Fm" is the lowest price, and "F" the price of the proposal under consideration.

13. APPLICATION

13.1. The Consultant must submit:

- (a) Technical Proposal.
- (b) Financial Proposal.
- (c) Covenant of Integrity.

The Proposals must be submitted no later **than:25.07.2025**

The Proposal submission address is: cancelaria@onipm.gov.md;

The validity of a Proposal shall not be less than 90 days from the date of its submission.

13.2. Opening and evaluation

- Technical Proposals will be opened and assessed by the Client's Evaluation Committee following the submission deadline.
- There will be a 10-day standstill period after the Technical Proposal evaluation. This period will encompass notifying Offerors of their pass/fail status and the commencement of the Financial Proposal opening.

14. Contract Award

14.1. Notification of Contract Award Decision:

The Promoter will withhold the contract signature process for a period of 10 calendar days following the dispatch of the contract award/rejection notification to the Offerors. This is to ensure that consultants have access to effective remedies.

14.2. Signing of the Contract:

The contract will be signed after the conclusion of the specified standstill period from the notification of the contract award/rejection decision.

COVENANT OF INTEGRITY TEMPLATE

[Name of lead tenderer] hereby declare and covenant, on our behalf and on that of our joint venture partners, if any, for [name of the contract] managed by [name of promoter] (the “Contract”), that neither we nor anyone, including any of our directors, employees, agents or subcontractors for the Contract, acting on our behalf with due authority or with our knowledge or consent or facilitated by us (together, the “Associated Entities and Persons”), nor any of our parent, subsidiary or affiliate companies,

- (i) have engaged in any Prohibited Conduct¹⁸ in connection with the tendering process, nor will we or the Associated Entities and Persons engage in such Prohibited Conduct during the execution of the Contract;
- (ii) are listed or otherwise subject to EU/United Nations sanctions;¹⁹
- (iii) are the subject of a current decision of exclusion by the European Investment Bank;
- (iv) during the 5 (five) years immediately preceding the date of this Covenant, have been convicted in any court or sanctioned²⁰ by any authority (irrespective of whether such conviction or sanction is still in force) of any offence on grounds comparable to Prohibited Conduct in connection with a tendering process or any provision of works, goods or services; or
- (v) are excluded or subject to enforcement actions or otherwise sanctioned²¹ by the EU institutions or bodies, or any multilateral development bank,²² on grounds comparable to Prohibited Conduct, or have been under such exclusion, enforcement action or sanction the effectiveness of which ceased no more than 5 (five) years immediately preceding the date of this Covenant.

We will immediately inform you if any instance described under (i) to (v) above in respect of us or any of the Associated Entities and Persons comes to the attention of any person in our organisation having responsibility for ensuring compliance with this Covenant at any time during the tendering process and, if successful, during the Contract.

We further declare and covenant that, if successful, neither us nor any of the Associated Entities and Persons will act in contravention of EU/United Nations sanctions during the execution of the Contract.

If applicable, we provide below the details of all convictions, exclusions or other sanctions, exclusion/sanctions proceedings, and/or enforcement actions, listed above under paragraphs (i) to (v), in respect of us or any of the Associated Entities and Persons, together with details of the measures taken, or to be taken, to ensure that no Prohibited Conduct is committed in connection with the tendering process or with the execution of the Contract (*if not applicable, please indicate not applicable in the table below*):

Name of entity	Details of disclosure	Measures taken or to be taken

¹⁸ Corruption, fraud, collusion, coercion, obstruction, theft at EIB Group premises, misuse of EIB Group resources or assets, money laundering or financing of terrorism, all as defined in the EIB Group Anti-Fraud Policy, available at <https://www.eib.org/en/publications/anti-fraud-policy> and as amended from time to time.

¹⁹ EU sanctions or restrictive measures pursuant to Chapter 2 of Title V of the EU Treaty and the objectives of the Common Foreign and Security Policy set out in Article 21 of the EU Treaty and Article 215 of the Treaty on the Functioning of the EU, either autonomously or pursuant to the sanctions decided by the United Nations Security Council on the basis of Article 41 of the United Nations Charter.

²⁰ Including a fine or any other financial penalty, irrespective of whether paid yet or not.

²¹ Including any decision having an effect similar to conditional non-exclusion, temporary suspension, letters of reprimand, or self-restraint.

²² Including the World Bank Group, the African Development Bank, the Asian Development Bank, the European Bank for Reconstruction and Development, the European Investment Bank and the Inter-American Development Bank

We, or any of the Associated Entities and Persons, have paid, or will pay, the following commissions, gratuities or fees with respect to the tendering process or execution of the Contract *[insert complete name of each recipient, its full address, the reason for which each commission, gratuity or fee was paid, or will be paid, and the amount and currency of each such commission, gratuity or fee]*:

Name of recipient	Address	Reason	Amount

For the duration of the tendering process and, if we are successful, for the duration of the Contract, we will appoint and maintain in office an officer who shall be a person reasonably satisfactory to you and to whom you shall have full and immediate access, having the duty, and the necessary powers, to ensure compliance with this Covenant.

We grant the *[name of promoter]*, the European Investment Bank, and any persons appointed by it and/or any authority or European Union institution or body having competence under European Union law, the right to (i) visit the sites, installations and works, (ii) interview our representatives and any other relevant person and (iii) inspect and copy our books and records in connection with the tendering process or the Contract, and we shall require our Associated Entities and Persons with knowledge of the Contract to respond to questions from the European Investment Bank and to provide to it any information or documents necessary for the investigation of allegations of Prohibited Conduct.

We agree to preserve our books and records and ensure that the books and records of the Associated Entities are preserved generally in accordance with applicable law but in any case, for at least 6 (six) years from the date of tender submission and, in the event, we are awarded the Contract, at least 6 (six) years following the date of substantial performance of the Contract. We shall ensure that in any agreements with Associated Entities concerning the execution of the Contract provisions to the effect of this paragraph are included.

We acknowledge that any failure to comply with the obligations under this Covenant of Integrity (including any omission or misrepresentation, made knowingly or recklessly, of a past conviction, exclusion, other sanction or enforcement action), or any unauthorised amendment to the Covenant, may be considered a breach of the EIB Group Anti-Fraud Policy and thus result in the rejection of our tender for the Contract and/or cause the initiation of exclusion proceedings by the EIB against us and/or any of the Associated Entities and Persons.

SIGNED by a duly authorised representative with the requisite power and authority to sign on behalf of its company and, in the case of a joint venture, on behalf of each member thereof:

Date:

Name of company:

Name of signatory:

Position of signatory:

Signature:

Note: This Covenant must be sent to the Bank together with the contract in the case of an international procurement procedure (as defined in section 3.3.2). In other cases, it must be kept by the promoter and be made available, upon request, to the Bank.

TECHNICAL PROPOSAL SUBMISSION FORM

{Location, Date}

To:

Dear Sirs:

We, the undersigned, offer to provide the consulting services for Consultancy to Perform National Communication Campaign for the Waste Management System in Moldova in accordance with your Terms of reference (ToR) dated [Insert Date] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

{If the Consultant is a joint venture, insert the following: We are submitting our Proposal a joint venture with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: "of our letter of intent to form a joint venture" or, if a JV is already formed, "of the JV agreement"} signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

{OR

If the Consultant's Proposal includes Sub-consultants, insert the following: We are submitting our Proposal with the following firms as Sub-consultants: {Insert a list with full name and address of each Sub-consultant.}

We hereby declare that:

- (a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client.
- (b) Our Proposal shall be valid and remain binding upon us for the period of time specified in the ToR.
- (c) We have no conflict of interest.
- (d) We, along with any of our sub-consultants, subcontractors, suppliers, or service providers for any part of the contract, are not ineligible under the Client's country laws or official regulations or pursuant to a decision of the United Nations Security Council;
- (e) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Client.

We understand that the Client is not bound to accept any Proposal that the Client receives.

We remain,

Yours sincerely,

Signature (of Consultant's authorized representative) {In full and initials}:

Full name:{insert full name of authorized representative}

Title: {insert title/position of authorized representative} Name of Consultant (company's name or JV's name):

Capacity: {insert the person's capacity to sign for the Consultant}

Address: {insert the authorized representative's address}

Phone/fax:{insert the authorized representative's phone and fax number, if applicable}

Email: {insert the authorized representative's email address}

CONSULTANT’S ORGANIZATION AND EXPERIENCE

A brief description of the Consultant’s organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant’s Key Experts and Sub-consultants who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant’s role/involvement.

A - Consultant’s Organization

1. Provide here a brief description of the background and organization of your company, and – in case of a joint venture – of each member for this assignment.
2. Include organizational chart, a list of Board of Directors, and beneficial ownership, the successful Consultant shall provide additional information on beneficial ownership, using the Beneficial Ownership Disclosure Form.]

B - Consultant’s Experience

1. List only previous similar assignments successfully completed in the last 5 years.
2. List only those assignments for which the Consultant was legally contracted by the Client as a company or was one of the joint venture members. Assignments completed by the Consultant’s individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant’s partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the Client.

Duration	Assignment name/& description of main deliverables/outputs	brief	Name ofClient & Country of Assignment	Approx. Contract value (in EUR equivalent)/ Amount paid to your firm	Role on the Assignment

TEAM COMPOSITION

Expert Name	Expert title	Expert Role
	Key 1: Team Leader / Senior Communication Expert	
	Key 2: Strategic Communication Planner	
	Key 3: Creative Director / Visual Designer	
	Key 4: Social Media and Digital Ads Manager	
	Key 5: Video Producer / Content Creator	
	Key 6: Media Relations and PR Officer	

CURRICULUM VITAE (CV)

Position for the implementation of the contract:	
General data	Name, Surname:
	Date of birth:
	Specialty:
Data about the employer (provider)	Name of the employer:
	Employer's address:
	Telephone:
	E-mail:
	Contact person:
	Position at the unit:
Period activated in the given position:	

Reverse chronological description of the accumulated professional experience (highlighting the technical and specific tasks performed):

From	Until	Company, position, project, description of the activities carried out

Description of the professional education and studies carried out (vocational training courses, specialized sessions) in reverse chronological order:

From	Until	University/Institution of training, specialization/qualification/title obtained

FINANCIAL PROPOSAL SUBMISSION FORM

{Location, Date}

To:

Dear Sirs:

Dear Sirs:

We, the undersigned, offer to provide the consulting services for Consultancy to Perform National Communication Campaign for the Waste Management System in Moldova in accordance with your Terms of reference (ToR) dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount of {Indicate the corresponding to the amount(s) currency(ies)} {Insert amount(s) in words and figures}, [Insert "including"] of all indirect local taxes in accordance with ToR.

The estimated amount of local indirect taxes is {Insert currency} {Insert amount in words and figures} which shall be confirmed or adjusted, if needed, during negotiations

Our Financial Proposal shall be valid and remain binding upon us, subject to the modifications resulting from Contract negotiations, for the period of time specified in ToR.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Signature (of Consultant's authorized representative) {In full and initials}:

Full name:{insert full name of authorized representative} Title: {insert title/position of authorized representative} Name of Consultant (company's name or JV's name): Capacity: {insert the person's capacity to sign for the Consultant}

Address: {insert the authorized representative's address} Phone/fax:{insert the authorized representative's phone and fax number, if applicable}

Email: {insert the authorized representative's email address}

{For a joint venture, either all members shall sign or only the lead member/consultant, in which case the power of attorney to sign on behalf of all members shall be attached}

LUMP-SUM CONSULTING SERVICES CONTRACT

This Contract ("the Contract") is made on [insert date] between:

Client Name, with its principal place of business at [insert address] (hereinafter referred to as the "Client"),

and

Consultant Name, with its principal place of business at [insert address] (hereinafter referred to as the "Consultant").

WHEREAS the Client wishes to engage the Consultant to provide certain consulting services in connection with the project titled "[insert project title]";

NOW THEREFORE the parties agree as follows:

1. OBJECT OF THE CONTRACT

The Client hereby engages the Consultant to provide the services specified in Annex A ("Terms of Reference") under the terms and conditions set forth in this Contract.

2. CONTRACT VALUE AND PAYMENT

2.1 The total lump-sum remuneration for the services under this Contract is EUR [insert amount], inclusive of all taxes, duties, and expenses.

2.2 The payment shall be made according to the following schedule:

- e.g., 10% upon contract signature
- e.g., 30% upon delivery of inception report
- e.g., 60% upon final deliverable approval

3. DURATION

The Contract shall enter into force on the date of signature and shall remain in effect until the completion of the services, which shall be no later than [insert end date], unless extended by mutual agreement.

4. CONSULTANT'S OBLIGATIONS

The Consultant shall perform the services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any personnel not meeting the required standards.

5. CLIENT'S OBLIGATIONS

The Client shall provide the Consultant with all necessary information and access to personnel and documentation as may be reasonably required for the performance of the services.

6. INTELLECTUAL PROPERTY

All reports, documents, and outputs produced by the Consultant under this Contract shall become the property of the Client.

7. CONFIDENTIALITY

The Consultant shall not disclose any proprietary or confidential information relating to the services, this Contract, or the Client's business without the prior written consent of the Client.

8. TERMINATION

Either party may terminate this Contract by giving [insert number] days' written notice. In the event of termination, the Consultant shall be entitled to payment for services performed up to the effective date of termination.

9. APPLICABLE LAW AND DISPUTE RESOLUTION

This Contract shall be governed by and construed in accordance with the laws of [insert jurisdiction]. Any dispute arising out of this Contract shall be resolved through amicable settlement. If no settlement is reached, the dispute shall be referred to [insert arbitration/mediation mechanism].

IN WITNESS WHEREOF, the parties hereto have executed this Contract on the day and year first above written.

Signed for and on behalf of the Client:

Name: _____

Title: _____

Date: _____

Signed for and on behalf of the Consultant:

Name: _____

Title: _____

Date: _____

Annexes:

- Annex A: Terms of Reference
- Annex B: Consultant's Technical Proposal
- Annex C: Consultant's Financial Proposal
- Annex D: Convent of Integrity