

Annex VII to the Invitation to Tender - Open Call for Tenders PO/2017-06/A2

CASE STUDIES

Graphic design services

These Case studies are purely for evaluation purposes. They should not be considered in any way to be an indication of the priorities or the precise nature of future activities. They are no more than a simulation of a hypothetical request for services aimed at evaluating the quality of the services the contractor may be asked to provide.

Two Case studies have been developed that the tenderers will have to respond to. No actual implementation of the cases is requested.

Italic text in [*brackets*] represent instructions for the tenderers.

Case study 1

Towards a European Pillar of Social Rights

Context

In his 2015 State of the Union Address, President Juncker said: "I will want to develop a European Pillar of Social Rights, which takes account of the changing realities of the world of work and which can serve as a compass for the renewed convergence within the euro area", "I believe we do well to start with this initiative within the euro area, while allowing other Member States to join in if they wish to do so".

On 8 March 2016, the European Commission put forward a first, preliminary outline of what should become the European Pillar of Social Rights. The Pillar will identify a number of essential principles common to euro area Member States, focusing on their needs and challenges in the field of employment and social policies.

The European Pillar of Social Rights is divided into three main categories in the field of employment and social policies. Each of these headings contains a number of policy domains, to which different principles are attached.

The 3 categories are:

- Equal opportunities and access to the labour market: This includes skills development, life-long learning and active support for employment. All these elements are indispensable to increase employment opportunities, facilitate transitions between different employment statuses and improve the employability of individuals.
- Fair working conditions: Needed to establish an adequate and reliable balance of rights and obligations between workers and employers. They make sure that there is evenness between flexibility and security to facilitate job creation, job take-up and the adaptability of firms, and promoting social dialogue.
- Adequate and sustainable social protection: This includes access to health, social protection benefits and high quality services, including childcare, healthcare and long-term care, which are essential to ensure a dignified living and protection against life's risks. This enables citizens to participate fully in employment and, more generally, in society.

Objective

To create the design of a communication package explaining the three categories of the European Pillar of Social Rights:

- Equal opportunities and access to the labour market
- Fair working conditions
- Adequate and sustainable social protection

Target audience

The news media and members of the general public interested in employment and social affairs.

Description of the services required

The Contactor shall arrange the graphic design of a communication package including the content provided by the Contracting authority under "**Content for factsheets – Case study 1**" (see below).

The package shall be composed of:

- the main visual of the package;

- printed media:
 - three factsheets, physical format to be decided by the tenderer;
 - one A4 folder;
- Social Media graphics:
 - banners for Facebook and Twitter;
 - three animated infographics (GIFs);
- template for the quotes;
- presentation template (e.g. in PowerPoint);
- backdrop for the pressroom.

The Contractor will arrange the graphic design of:

- **The main visual**

This main visual will be used on the cover of the folder, the cover of the presentation template, factsheet headers, the backdrop for the pressroom and Social Media graphics (e.g. Facebook or Twitter banners). The main visual shall be a photo or composition designed in Illustrator or Photoshop, and it shall be bought, shot or drawn by the Contractor.

- **The factsheets**

The package shall be composed of three (3) factsheets designed in accordance with the European Commission's visual guidelines. The headers shall comprise the main visual. The content shall be illustrated with the use of infographics and vector icons. The style of individual factsheets must remain coherent with the overall style of the factsheet package. The content of the factsheets is provided under "**Content for factsheets – Case study 1**" – see below.

- **The folder**

The A4 folder shall be created in accordance with the European Commission's visual guidelines and include the main visual of the package. The title on the folder shall be "Towards a European Pillar of Social Rights".

- **Social Media graphics**

- Facebook banner: format 851 pixels on 315 pixels, based on the main visual.
- Twitter banner: format 1500 pixels on 421 pixels, based on the main visual.
- animated GIFs: three animated GIFs will illustrate some information extracted from the factsheets.

- **The quotes**

The template for the quotes shall be created with the use of presentation software (e.g. PowerPoint). The quote shall be illustrated together with the portrait of a given speaker. The style of the quote shall be coherent with the printed package. Chosen JPG files will be exported from the template and used across different Social Media channels.

- **Presentation template (e.g. PowerPoint)**

The Contractor shall deliver a presentation template (e.g. PowerPoint) with the main visual on the cover. The style of individual slides shall be coherent with other graphic materials included in the package and must respect the European Commission's visual identity guidelines.

- **Backdrop for the pressroom**

- size: width 2718 pixels / height 1200 pixels
- format: PNG file

Software

All the materials shall be compatible with the following software: InDesign, Illustrator, Photoshop and/or presentation software (e.g. PowerPoint), as this is the software licensed by the European Commission's graphic sector.

Budget

Tenderers will submit their budget proposal for this case study, clearly indicating price list items - in line with the price list in Annex V.

Timeline

An indicative delivery timeline will be provided for this Case study, taking into consideration the delivery deadlines detailed in Annex 1 (Tender Specifications).

Content for factsheets – Case study 1

FACTSHEET 1

Towards a European Pillar of Social Rights Equal opportunities and access to the labour market

1. Skills, education and lifelong learning

Basic skills in language, literacy, numeracy and ICT, which are the first building blocks for learning, remain a challenge for a significant share of the population, from children to adults. To increase quality and relevance of education outcomes, education and training systems need to become more effective, equitable and responsive to labour market and societal needs.

Visualise:

Basic skills attainment of adults

Indicator	EU (28 countries)
% of adults with low literacy skills (PIAAC)	20
% of adults with low numeracy skills (PIAAC)	24
% of individuals (aged 16-74) without basic digital skills	41

2. Flexible and secure labour contracts

Flexible contracts can facilitate entry to the labour market and promote career transitions, while allowing employers to respond to shifts in demand. However, large differences in employment conditions persist across different employment contracts. Moving towards types of contracts that have comparable guarantees and costs can allow temporary employment to become a stepping stone towards stable and secure employment, while increasing the resilience of labour markets to shocks.

3. Secure professional transitions

Working lives are becoming more diverse, including multiple jobs and forms of employment, career interruptions, increased mobility and professional changes within one's lifetime. Making the most of technological change and fast-changing labour markets requires faster and improved support for job and professional transitions, as well as support for regular up-skilling throughout the working life.

Visualise:

Top 3 growing occupations in the EU

- Software and applications developers and analysts
- Primary school and early childhood teachers
- Finance professionals

4. Active support to employment

Persistent, recurrent as well as long-term unemployment, in particular for young people and people with low skills, calls for adequate and targeted support for (re)entering work. Rapid and effective access to such measures can prevent labour market and social exclusion.

Box: Youth unemployment (visualise)

The challenge remains to adequately support young people, who are less experienced, often employed through short-term contracts and thus, more easily laid off in an economic downturn. They are over twice as likely to be unemployed than the average worker. There is also a high share of young people that are neither in employment, education or training (NEETs): 12.5% of young people are NEETs out of which 6.4% are unemployed and 6% are either not available for work or not seeking a job (inactive).

5. Gender equality and work-life balance

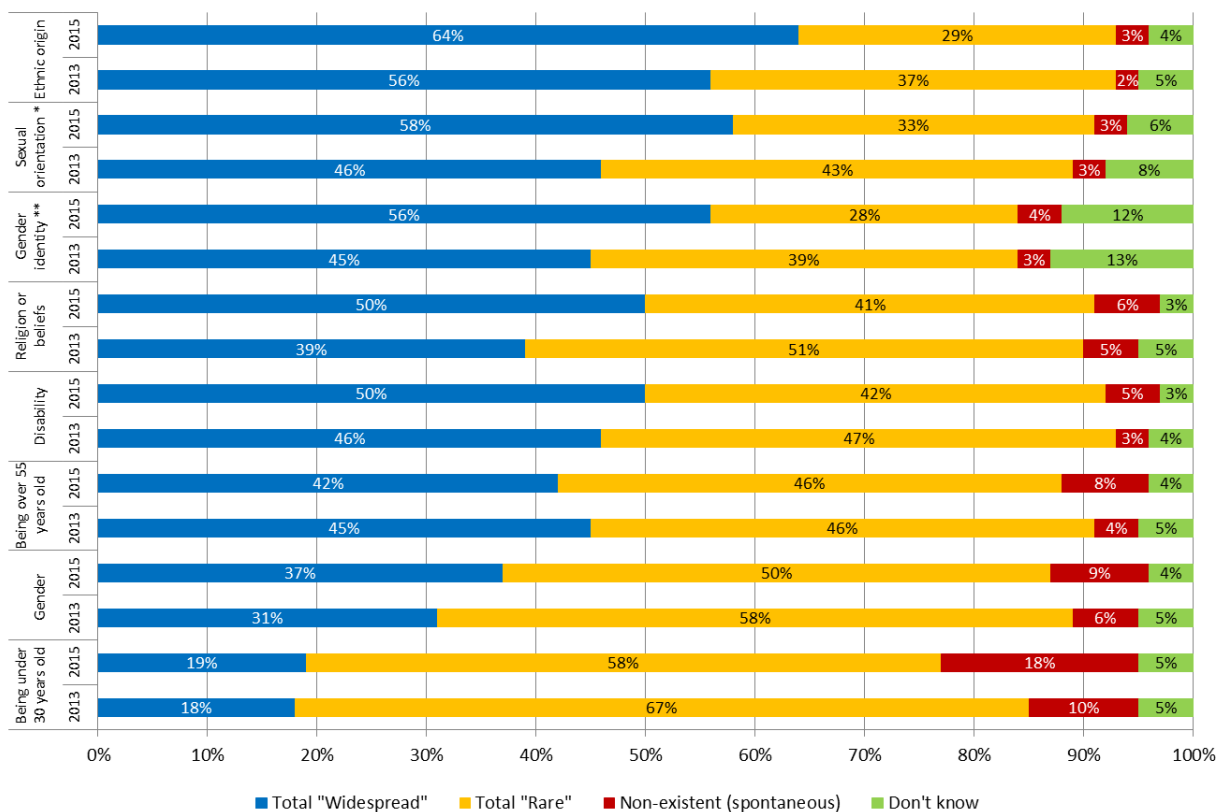
Women continue to be underrepresented in employment, overrepresented in part-time work and lower-paid sectors, and receive lower hourly wages. Supporting their labour market participation is fundamental for ensuring equality of opportunities. Barriers to female participation in the labour market include lack of adequate work-life balance policies, fiscal disincentives for second earners or excessive taxation of labour, and stereotypes on fields of study and occupation. Flexible working arrangements can help facilitate work-life balance by allowing both people in employment and firms to adapt working schedules and patterns to their needs.

6. Equal opportunities

Discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation is illegal throughout the Union. However certain groups, such as third country nationals and ethnic minorities, face difficulties in accessing the world of work. Supporting their labour market participation is fundamental for ensuring equality of opportunities, and becomes an economic imperative in a context of ageing workforce.

Visualise:

Perceived incidence of discrimination in the EU in 2015 and 2012



Source: Eurobarometer Survey (437), 2015

FACTSHEET 2

Towards a European Pillar of Social Rights Fair working conditions

1. Conditions of employment

New forms of flexible employment require additional care to specifying the nature, volume or duration of work. Decentralised, self-organised forms of work can increase worker autonomy and boost business development, but can also lead to lower awareness of rights and unclear information requirements for employers.

The 'Written Statement' Directive gives workers the right to be notified in writing of the essential aspects of their employment relationship within a maximum period of two months (description of the work, duration, remuneration, working time, etc.).

A right to be protected in the event of unjustified dismissal is enshrined in the EU Charter of Fundamental rights (Article 30). Article 153 of the Treaty on the Functioning of the European Union provides for the possibility for the EU to support Member States in ensuring the protection of workers when their employment contract is terminated, and to adopt Directives laying down minimum standards.

2. Wages

Minimum wages with an adequate level ensure a decent standard of living for workers and their families and contribute to tackle the incidence of in-work poverty. A wide coverage avoids distortions leading to a two-tier labour market. A predictable evolution of wages is important for a stable business environment. Minimum wages need to be set at a level maintaining employment prospects for the low skilled and make work pay for the unemployed and inactive. Maintaining an evolution of wages in line with productivity has proven crucial for competitiveness, particularly within the euro zone.

[Please insert chart with the minimum wages in EU Member States in the first semester of 2017. Data available here: http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=earn_mw_cur&lang=en]

3. Health and safety at work

New challenges for health and safety at work have emerged in light of less stable employment relationships, new working patterns and an ageing workforce.

Visualise:

- Ageing society

21 % of establishments in the EU-28 indicate that employees aged over 55 account for more than a quarter of their workforce. By country, the highest proportions are found in Sweden (36 %), Latvia (32 %) and Estonia (30 %) as opposed to Malta (9 %), Luxembourg (9 %) and Greece (10 %).

- New working patterns

13 % of establishments in the EU-28 report that they have employees working from home on a regular basis, with the highest proportions in the Netherlands (26 %) and Denmark (24 %) as opposed to Italy (4 %) and Cyprus (5 %).

Ensuring protection against occupational injuries and ill-health to all workers, irrespective of the form of employment and addressing "grey zones", such as 'dependent' and 'bogus' self-employment leading to unclear legal situations offers an important way to reduce precariousness, social costs and improve firms' productivity. Reinforcing reintegration and rehabilitation efforts requires more involvement of the employers for re-training or workplace adaptation. However, enforcing preventive and corrective measures by small enterprises remains burdensome.

The EU minimum requirements have contributed to developments towards a stronger focus on the risk management cycle at national level. However, the application of the rules varies significantly from one Member State to another, entailing different levels of workers' health protection. For example, as illustrated below, there are significant differences as regards whether risk assessments are carried out regularly.

4. Social dialogue and involvement of workers

Well-functioning social dialogue requires autonomous and representative social partners with the capacities to reach collective agreements. Given the decreases in terms of organisational density and representativeness, social partners need to further build their capacities to engage in a better functioning and effective social dialogue. The engagement of social partners at EU and national level is crucial for the success of design and implementation of economic and social policies, including in efforts to safeguard employment in periods of economic downturns. Moreover, new forms of work

organisation such as in the services sector and in the digital economy make the involvement of workers uneven, and their information and consultation more complex.

FACTSHEET 3

Towards a European Pillar of Social Rights [Adequate and sustainable social protection](#)

1. Integrated social benefits and services

In some cases, the multiplicity of benefits and services, agencies, and application procedures make it difficult for people to access all the support that they need. Lack of integrated benefits and services also reduces their effectiveness in addressing poverty, as well as supporting social and labour market integration. A three-fold alignment between social benefits, active support and social services is key to effective support. Such alignment should concern eligibility and coverage, coordinated offers of support and maintaining some entitlements when re-entering work or self-employment. Better integration of benefits and services can improve the cost-effectiveness of social protection.

2. Health care and sickness benefits

Population ageing is putting increased pressure on the financial sustainability of health systems and the ability to provide adequate healthcare for all. For instance, high cost of treatment relative to income, or too long waiting periods can lead to unmet needs for medical care. Ensuring universal access to high quality care while guaranteeing the financial sustainability of health systems, encouraging the cost-effective provision of care, and encouraging health promotion and disease prevention requires increased efforts in improving the efficiency and effectiveness of health systems, and can improve the ability of healthcare systems to cope with the challenges. Arrangements for sickness benefits and/or paid sick leave vary considerably in what concerns waiting days, duration, replacement levels and control mechanisms. Securing an adequate minimum replacement level of sickness benefits and encouraging rehabilitation and reintegration while, simultaneously, maintaining the financial sustainability of such schemes remains a challenge.

3. Pensions

Rising longevity and a shrinking working age population raise a double challenge of ensuring the financial sustainability of pensions and being able to provide an adequate income in retirement. Linking the statutory age to life expectancy and reducing the gap between the effective and statutory retirement age by avoiding early exit from the labour force are important for reconciling the long-term sustainability of public finances while maintaining inter-generational fairness. Pension inadequacy is an additional challenge in several Member States. A high gender pension gap also exists in most countries, with women's lower earnings and accumulated career gaps leading to lower pension contributions, and ultimately lower pension entitlements. The self-employed and those in atypical employment also experience higher pension adequacy risks and lower coverage of occupational pensions.

[Please Include graph on Median age of population, 2005-15 (years)

[http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Median_age_of_population,_2005%E2%80%9315_\(years\)_YB16.png](http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Median_age_of_population,_2005%E2%80%9315_(years)_YB16.png)

4. Unemployment benefits

Effective unemployment benefits succeed to allow job search and improve skills matching, provide economic security during unemployment spells, prevent poverty and allow automatic stabilisation in economic downturns. In some cases the coverage of unemployment benefits is very low due to strict eligibility requirements. The duration of benefits in some Member States, as well as the enforcement of conditions for job search and participation in active support are a concern.

5. Minimum income

Minimum income for persons in or at risk of poverty and lacking other means of subsistence is provided by most but not all Member States. However, current challenges include inadequacy of benefit levels making it impossible for beneficiaries to escape poverty, low coverage, and non-take-up of minimum income support due to complexity in accessing these arrangements.

6. Disability

People with disabilities are at much higher risk of poverty and social exclusion than the general population. They face the lack of adequate accessibility in the work-place, discrimination and tax-benefit disincentives. The design of disability benefits can lead to benefit traps, for example when benefits are withdrawn entirely once (re-)entering employment. The availability of support services can also affect the capacity to participate in employment and community life.

[Please visualise EU Member States grouped in 3 categories:

Category 1: Austria, Italy, Belgium, Latvia, Bulgaria, Lithuania

Category 2: Croatia, Luxembourg, Cyprus, Malta, Czech Republic, Netherlands, Denmark, Poland, Estonia, Portugal, Finland, Romania

Category 3: France, Slovakia, Germany, Slovenia, Greece, Spain, Hungary, Sweden, Ireland, United Kingdom]

7. Long-term care

Population ageing, changing family structures and women's increased participation in the labour market all contribute to the increased demand for long-term care services. Ensuring access to adequate long-term care services, while guaranteeing the financial sustainability of long-term care systems, requires increased efforts in improving the provision and financing of long-term care.

8. Childcare

Childcare services improve the cognitive and social development of children and enhance educational and labour market prospects later on in life. Limited access and quality, however, remain major obstacles and hamper children's development.

9. Housing

Lack of adequate housing and housing insecurity continues to be a large concern across the EU, leading to increasing financial risk taking, evictions, arrears in rental and mortgage payments, and in some extreme cases, homelessness. Lack of adequate housing also remains a barrier for the establishment of young people on the labour market and for fulfilment of life plans and independent living.

10. Access to essential services

Essential services, such as broadband, transport, energy (such as electricity and heating) and financial services (such as a bank accounts), are not always available or accessible to everyone in need of them. Barriers to access include affordability, lack of infrastructure, or failure to meet accessibility requirements for people with disabilities.

Visualise:

Approved EFSI financing: EUR 31.5 bn

Expected to trigger EUR 168.8 bn in total investment

Visualise data in the table below:

Country	Projects	SMEs	total (EUR)
Multi-Country	1,444	1,954	3,398
United Kingdom	2,369	549	2,918
Italy	1,808	983	2,791
France	1,894	823	2,717
Spain	2,175	312	2,487
Germany	555	586	1,141
Belgium	350	247	597
Greece	535	60	595
Poland	503	61	564
Portugal	300	210	510
Slovakia	500	6	506
Ireland	300	86	386
Finland	225	75	300
Lithuania	220	1	221
Sweden	12	193	205
Netherlands	120	69	189
Austria	40	100	140
Czech Republic	-	137	137
Denmark	33	96	129
Croatia	50	16	66
Estonia	-	66	66
Luxembourg	-	55	55
Romania	20	25	45
Bulgaria	-	32	32
Hungary	-	13	13
Slovenia	-	8	8
Latvia	-	1	1
Cyprus	-	-	-
Malta	-	-	-
Total (EUR)	13,453	6,763	20,215

Case study 2

State of the Union 2015

Context

The State of the Union is the annual speech addressed by the President of the European Commission to the European Parliament during the plenary session in September. This speech is the European Commission's contribution to the informal meeting of the EU Heads of State or Government following in September. It also kick-starts a dialogue with the European Parliament and Council to prepare the Commission's next year Work Programme. The Framework Agreement thus also foresees that the President of the European Commission sends a letter of intent to the President of the European Parliament and the Presidency of the Council of the European Union that sets out in detail the actions the European Commission intends to take by means of legislation and other initiatives until the end of the following year.

Objective

To communicate about the content of the 2015 State of the Union speech, both in real-time (live) and days after.

Target audience

- the Members of the European Parliament and Heads of State and Government (print content);
- the Citizens of the European Union ([on the web](#) and across the European Commission's Social Media channels: [Facebook](#), [Twitter](#), [Instagram](#), [LinkedIn](#), [Google+](#)).

Description of the services required

The Contactor shall arrange the graphic design of a communication package including the content provided by the Contracting authority under "**Content for booklet – Case study 2**" (see below).

The package shall be composed of:

- printed media and web content:
 - the cover of the booklet;
 - the booklet including the content of the State of the Union speech, together with the spotlights of the speech and the spotlights of the 10 priorities of the European Commission;
 - 3 web banners showing the visual of the cover and the hashtag #SOTEU. The formats of the 3 banners:
 - 1400x320 pixels
 - 342x243 pixels
 - 719x277 pixels
- Social Media graphics:
 - 3 animated infographics (GIFs or Flash movies) in the format 1200 X 695 pixels

The Contractor will arrange the graphic design of:

- **The cover of the booklet**

The cover shall be delivered in A4 format and created in accordance with the European Commission's visual identity guidelines. It should comprise:

- a picture or illustration,

- the title 'State of The Union 2015',
- the subtitle " by Jean-Claude Juncker, President of the European Commission, 4 September 2015"
- and the additional text:
#SOTEU
ec.europa.eu/soteu

It shall be a photo or composition designed in software compatible with Adobe Illustrator or Photoshop, and it shall be bought, shot or drawn by the Contractor. As a custom, the picture represents the Flag of the European Union. The colours of the flag must not be changed.

Please take into account that this visual will be disseminated and used by other members of the State of The Union communication teams (Webmasters, Social Media team, Representations etc.).

- **The booklet**

The content of the booklet shall be composed of two chapters and shall include:

- the speech of the President (around 20 pages);
- the report on the progress concerning the European Commission's 10 priorities (around 10 pages);

Spotlights of the speech inside the booklet

Some parts of the speech included in the booklet shall be illustrated as simple infographics, easy to read and understand. The spotlights shall be composed of one or two sentences, and a vector icon illustrating either the content or the meaning of the sentence (15 spotlights). The size of the spotlight should be 1200 X 695 pixels, in order to be easily converted into Twitter material.

Spotlights of the 10 priorities

The ten priorities shall be illustrated as simple infographics, easy to read and understand. The spotlights shall be composed of one or two sentences, and a vector icon illustrating either the content or the meaning of the sentence (10 spotlights, one for each priority). The size of the spotlight should be 1200 X 695 pixels, in order to be easily converted into Twitter material.

- **Animated spotlights for Social Media**

Three of the spotlights shall be illustrated as animated infographics which will be published on different Social Media platforms such as Facebook or Twitter. You are free to choose which spotlights to animate. The content shall remain unchanged, but the horizontal logo of the European Commission must be added on the bottom-right corner, in accordance with the Commission's visual identity guidelines for social media. The animation shall be understood either as an Animated GIF or a Flash movie.

Software

- the layout booklet shall be created in InDesign (minimum CS6). At the end of the mission, the package with all the files shall be sent to the requesting department;
- the animated GIFs shall be created in Photoshop or Animate CC (Flash);
- the movies shall be created in Animate CC (Flash).

Budget

Tenderers will submit their budget proposal for this Case study, clearly indicating price list items - in line with the price list in Annex V.

Timeline

An indicative delivery timeline will be provided for this Case study, taking into consideration the delivery deadlines detailed in Annex 1 (Tender Specifications).

Content for the booklet – Case study 2

PART 1

State of the Union 2015: Time for Honesty, Unity and Solidarity

Take the full speech transcript from:

http://europa.eu/rapid/press-release_SPEECH-15-5614_en.htm

The content for the 15 speech spotlights is in the table below. Place them close to the text referring to the information included in each spotlight.

Since the beginning of the year, nearly 500,000 people have made their way to Europe. Greece - over 213,000 refugees, Hungary - over 145,000, Italy -over 115,000
Refugees represent just 0.11% of the total EU population. In Lebanon, refugees represent 25% of the population.
Over 122,000 lives saved at sea.
Around €4 billion have been mobilised by the European Commission and Member States in humanitarian, development, economic and stabilisation assistance to Syrians.
We need more Europe in our asylum policy. We need more Union in our refugee policy.
Emergency Trust Fund for Africa starting with €1.8 billion the EU to address the crises in the Sahel and Lake Chad regions, the Horn of Africa, and the North of Africa
Now that the new programme is in place, I want it to be a new start, for Greece and for the euro area as a whole.
Greece: a €35 billion package for growth
€315 billion Investment Plan for Europe
The Five Presidents' Report includes a full agenda of work for the years to come: economic, financial, fiscal and political Union.
We need a stronger representation of the euro on the global scene.
The country where a company generates its profits must also be the country of taxation.
European pillar of social rights - for a fair and truly pan-European labour market
Completing the Single Market, slashing red tape, improving the investment climate for small businesses
A binding, economy-wide emissions reduction target of at least 40% by 2030, compared to 1990 levels

PART 2

Progress on the European Commission's 10 priorities

Include the text below. Fit each of the 10 priorities on one page and include the corresponding spotlight. The content for the spotlight is available in a box at the end of each section.

1. A New Boost for Jobs, Growth and Investment

"My first priority as Commission President will be to strengthen Europe's competitiveness and to stimulate investment for the purpose of job creation."

Jean-Claude Juncker, Political Guidelines, 15 July 2014

The Investment Plan for Europe finances research into Alzheimer's and heart disease, new energy connectors across Europe, making industries such as steel and pulp production greener, support for family healthcare in rural areas and reducing energy costs for citizens thanks to more energy efficient buildings - these are just a few examples.

We promised to bring Europe back to jobs and growth. With the Investment Plan, **we have delivered:** just one month into office, the Juncker Commission **unveiled an ambitious plan to mobilise at least €315 billion of investment over three years**, without creating new debt. This is now operational and yielding tangible results.

Together with the European Investment Bank, which started the work early in 2015 already, the EU institutions worked at an unprecedented pace, in less than six months' time, to pass the necessary legislation. The Regulation establishing a **European Fund for Strategic Investments (EFSI)** entered into force in July 2015. Nine Member States have already declared their intention to add to the firepower of the EFSI, in most cases via their national promotional banks. Bulgaria (€100 million), Germany (€8 billion), Spain (€1,5 billion), France (€8 billion), Italy (€8 billion), Luxembourg (€80 million), Slovakia (€400 million) Poland (€8 billion), United-Kingdom (€8,5 billion/£6 billion).

The idea behind EFSI is to use public money as a guarantee and catalyst to stimulate private investment in the real economy, where it is most needed. It will be used to mobilise the abundant liquidity available to support strategic projects which would not receive financing otherwise, in areas such as research and innovation, renewable energy, broadband and healthcare.

This is not just about large infrastructure projects: a quarter of the EFSI-guarantees will be used to finance small and medium-sized enterprises (SMEs) and mid-caps, which have struggled to secure financing for their activities since the crisis.

Already now the European Investment Fund (EIF) has signed over twenty agreements with intermediaries across Europe, meaning millions of euros are being made available to SMEs from Prague to Poznan, Bucharest to Birmingham - and more are being signed every week.

An **Investment Project Portal** is being made available to advertise projects for potential investors and an **Investment Advisory Hub** will be launched shortly to assist project promoters.

To support its agenda for investment, structural reforms and fiscal responsibility, the Commission presented in January an interpretative Communication on making the best use of the **flexibility within the existing rules of the Stability and Growth Pact**.

As part of its broader effort to fight unemployment, the Commission proposed and the EU legislator agreed in May **to frontload €1 billion to speed up the implementation of the Youth Employment Initiative**. This will help up to 650,000 young people find jobs, apprenticeships, traineeships or continued education across Europe. The Commission will swiftly present a **recommendation to promote the integration of the long-term unemployed** in the labour market.

Nine Member States announced contributions to the European Fund for Strategic Investments . Bulgaria (€100 million), Germany (€8 billion), Spain (€1,5 billion), France (€8 billion), Italy (€8 billion), Luxembourg (€80 million), Slovakia (€400 million) Poland (€8 billion), United-Kingdom (€8,5 billion/£6 billion).

2. A Connected Digital Single Market

"We must make much better use of the great opportunities offered by digital technologies, which know no borders. To do so, we will need to have the courage to break down national silos in telecoms regulation, in copyright and data protection legislation, in the management of radio waves and in the application of competition law."

Jean-Claude Juncker, Political Guidelines, 15 July 2014

The Internet and digital technologies are transforming our world. Today we can watch our favourite TV show live on our smartphones while walking in the street; we can run our errands from home using the Internet to order food from our grocery shop; we can interact with our public administrations online. Tomorrow you will be able to read your book while your car is driving you to your friend's house; your fridge will directly make your food orders at the supermarket; your grandmother's doctor will be immediately alerted if she has forgotten to take her medicine.

The digital revolution is about having access to new goods and services that will make life easier for citizens and offer new opportunities to business. Europe must embrace this digital future by using the scale of the EU's Single Market. At present, barriers online mean citizens miss out on goods and services: only 15% shop online from another EU country and only 7% of SMEs sell cross-border.

In May, the Commission presented its Strategy to create a Digital Single Market. A **Digital Single Market could contribute €415 billion per year to our economy and create hundreds of thousands of new jobs.**

First, the Digital Single Market will offer **better access for consumers and businesses to digital goods and services across Europe.** The Commission will remove the barriers that today hamper you from buying online the pair of shoes you want from a shop based in another Member State. The Commission will also make sure that when you travel abroad you can still watch all the TV programmes you like most from your favourite channel as if you were at home.

Second, the Commission will **create the right conditions for digital networks to develop and innovative services to flourish.** It means that you will be able to have Internet access everywhere you go, even in the mountains or in isolated rural corners at an affordable price.

Thirdly, the Commission will work to **boost the digitalisation of our society and economy** notably by promoting standards that are interoperable. It aims at making life easier for citizens so that electronic devices are compatible between them and connect you with all online services you need from your kids' school, to the hospital or your gas supplier.

In 2015, important steps have already been taken. The EU institutions have agreed to **end roaming charges** and to guarantee an **open Internet.** The price for calling your home country from abroad could cost in 2005 up to €5 a minute. With the EU anti-roaming rules, costs to consumers have dropped significantly. In 2007 the roaming limits were €0,49 a minute for a call and are now €0,19 a minute. By June 2017, roaming charges will disappear altogether, it will cost you exactly the same price to call friends and family or download pictures and movies wherever you are in Europe as if you were at home. With the new rules, your Internet service provider will not be allowed to block you access to any Internet service you may wish to have.

The reform of our **personal data protection** rules should be finalised by the end of 2015. You will then have easier access to your data and you will be able to transfer your personal data when you change email address from your former account to the new one. You will be able to better manage your "online life" and you will have the right to be forgotten and delete the pictures you posted on a social

platform years ago. You will also get the guarantee that your personal data is protected by the EU rules even if handled by non EU companies.

A Digital Single Market could contribute €415 billion per year to our economy.
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3. A Resilient Energy Union with a Forward-Looking Climate Change Policy

"Current geopolitical events have forcefully reminded us that Europe relies too heavily on fuel and gas imports. I therefore want to reform and reorganise Europe's energy policy into a new European Energy Union."

Jean-Claude Juncker, Political Guidelines, 15 July 2014

It was urgent to put an end to the disorderly patchwork of energy and climate policies in the 28 Member States. In February the Commission presented detailed steps for an Energy Union that delivers the twin goals of **cutting the emissions** that provoke changes in the climate and making **energy systems more secure, sustainable and reliable**.

This requires combining infrastructures and interconnecting the markets so that energy can flow freely across borders. The grids must be designed so that the electricity produced in the wind farms of the Atlantic or in the solar farms of the plains can provide cheaper power to the industrial installations and to the homes where it is most needed.

This is why, in March, this **Commission agreed with France, Spain and Portugal to strengthen the connections on the Iberian Peninsula**. It has also supported **Italy and Malta to build the cable that in April ended with the isolation of the Maltese grid**. Blackouts will be less frequent as Malta is no longer an energy island.

This Commission has also **upgraded the Baltic Energy Market Interconnection Plan** to bring the electricity grid of that part of the EU closer to the European markets thereby strengthening the energy security of the Baltics. Likewise it has, since February, been working with the countries of **Central and South East Europe in designing the networks that will guarantee gas supply** in case of disruption of imports.

In July, the Commission presented proposals to help consumers benefit from new technologies to reduce their bills. First, it proposed to make the **energy efficiency label easier to read and providing manufacturers with the incentives to design and sell more energy efficient appliances**. Once in place, the new rules will bring additional energy savings equal to today's energy consumption of the three Baltic countries combined. Second, it presented measures to **support the use by consumers of smart home-metering appliances** which make it simpler to manage consumption and to switch suppliers by benefiting from increased comparability of prices.

Also in July the Commission began **adapting the electricity markets to new forms of energy production** such as renewables and has reformed **the EU Emissions Trading System**. The goal is to offer the incentives leading the energy-intensive industries to modernise their plants and make use of innovative solutions to reduce and capture carbon emissions.

The transformation to a low-carbon economy drives disruptive innovation. Today renewable energy caters for the needs of 78 million Europeans, or one quarter of EU electricity consumption. It employs over one million people and generates €130 billion turnover, including €35 billion worth of exports. European companies today hold 40% of all patents for renewable technologies and the pace of technological change increases the potential for new global trade in green technology. The future

electricity-powered cars and planes will require venturing into the new technologies that will boost the low-carbon transition such as smart appliances, solar power and electric batteries. To that end strategic focus on research and innovation is being given in the implementation of the Energy Union and to making the EU the world number one in renewables.

This combined action helps the EU to fulfil its pledge **to reduce domestic greenhouse gas emissions by at least 40% by 2030** and sends a clear signal of leadership in the run-up to the **United Nations Climate Change Conference in Paris** in December.

The renewable energy sector employs over one million people and generates €130 billion turnover, including €35 billion worth of exports.
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4. A Deeper and Fairer Internal Market with a Strengthened Industrial Base

"Our internal market is Europe's best asset in times of increasing globalisation. I therefore want the next Commission to build on the strength of our single market and to fully exploit its potential in all its dimensions."

Jean-Claude Juncker, Political Guidelines, 15 July 2014

The European Commission has been improving the Internal Market in the field of taxation, finance, goods and services.

Ensuring that all companies active in Europe pay their fair share of taxes is paramount for a well-functioning single market. We are ensuring that companies will no longer be able to exploit differences and loopholes in national tax regimes. We have asked all Member States to provide information on tax-rulings and several **in-depth investigations** will be completed this autumn. We proposed in March 2015, and are now working hard with the Council Presidency, to conclude an agreement on the **automatic exchange of information** between Member States on their tax rulings by the end of this year.

In June 2015 we launched the Action Plan for Fair and Efficient Corporate Taxation. At its heart is the principle that **the country in which a company generates profits is the country where this company should pay taxes**. The work on a common consolidated corporate tax base has been re-launched in this context.

The Commission is also working closely with Member States to adopt the modalities of a **Financial Transaction Tax**. Success will be a major institutional move to pave the way for future enhanced cooperation in the field of taxation.

The **Capital Markets Union** is essential for financial stability and will make it easier for businesses big and small to tap into capital markets and find the funding they need to boost activities; and it will also spur cross-border investments and investment in infrastructure. After consultations launched in February, an Action Plan and detailed proposals will be unveiled shortly, including legislation on safe, standardised and transparent securitisation, reduced capital charges for infrastructure investments and a review of the Prospectus legislation. Revived securitisation markets alone would mean that banks would be able to provide an additional amount of credit to the private sector of around € 100billion.

In the coming months, the Commission will launch its **Internal Market Strategy for goods and services**, including actions to facilitate cross-border activities and strengthen integration in European and global value chains, enhancement of mutual recognition, harmonisation and standardisation measures, and

improved enforcement of the rules. All these actions have a single purpose: to simplify the life and create more opportunities for consumers, businesses, entrepreneurs and public authorities investing, buying and selling goods and services in the European Internal Market.

Furthermore, the Commission will present a **Labour Mobility Package**, supporting labour mobility, strengthening the European job mobility portal (EURES) and the cooperation between employment services, tackling abuse by means of better coordination of social security systems, and a targeted review of the Posting of Workers Directive to ensure that social dumping has no place in the European Union.

An **Internal Market Strategy** to simplify the life and create more opportunities for consumers, businesses, entrepreneurs and public authorities

5. A Deeper and Fairer Economic and Monetary Union

"Over the next five years, I want to continue with the reform of our Economic and Monetary Union to preserve the stability of our single currency and to enhance the convergence of economic, fiscal and labour market policies between the Member States that share the single currency."

Jean-Claude Juncker, Political Guidelines, 15 July 2014

We have learnt the lessons of the crisis. In June 2015, President Jean-Claude Juncker, in close cooperation with the President of the Euro Summit, Donald Tusk, the President of the Eurogroup, Jeroen Dijsselbloem, the President of the European Central Bank, Mario Draghi, and the President of the European Parliament, Martin Schulz, presented an ambitious and yet pragmatic roadmap **for completing Europe's Economic and Monetary Union**.

This so-called [Five Presidents' Report](#) proposes concrete steps for turning our vision for a deeper and fairer economic, financial, fiscal and political union into a reality.

In **Stage One ('DEEPENING BY DOING')** - from 2015 to 2017 – we are building on existing instruments and making the best possible use of the existing Treaties, while in **Stage Two ('COMPLETING EMU ARCHITECTURE')**, more far-reaching actions will be launched to make the convergence process more binding, through for example a set of commonly agreed benchmarks for convergence which would be of legal nature. This would go hand-in-hand with the creation of a common macroeconomic stabilisation function to better deal with shocks that cannot be managed at the national level, as well as the establishment a euro area treasury.

The first concrete proposals under the first stage will be swiftly presented, including steps towards a **European Deposit Insurance/Reinsurance Scheme**, a renewed approach to the **European Semester**, a proposal on a more **unified representation of the euro area** within international financial institutions (such as the IMF) and conferences, a targeted stability-oriented **revision of the 6-pack and 2-pack legislation** to strengthen and simplify economic governance and to enhance the **democratic dialogue** between the Commission and the European Parliament with regard to the Annual Growth Survey and the implementation of Stability Support Programmes.

The Commission will also work on a **pillar of social rights**, building on the EU rules, in order to identify common principles and reference benchmarks which can serve greater convergence of employment and social performance over time.

The Commission played a key role in the talks related to **financial stability in Greece**. As foreseen in the Treaty establishing the European Stability Mechanism (ESM), the Commission, in liaison with the ECB

and, wherever possible, together with the IMF, was entrusted with the task of negotiating a Memorandum of Understanding (MoU) with Greece for a new Stability Support Programme. After months of discussion, the MoU was signed on behalf of the ESM on 19 August 2015. The Commission also published its assessment of the programme's social impact. It will play a central role in the monitoring of the programme implementation.

In July 2015, the Commission presented a **Jobs and Growth Plan for Greece** to help the country make the best use of available EU funds. €35 billion could be made available faster to invest in people and businesses, providing a powerful additional stimulus.

The Commission established the **Structural Reform Support Service** in July 2015 to strengthen the support and provide technical assistance to Member States in implementing growth-enhancing administrative and structural reforms. This service will work with European and international partners to pool experience and share best practices across Europe.

Stage One ('DEEPENING BY DOING') - from 2015 to 2017 – building on existing instruments
Stage Two ('COMPLETING EMU ARCHITECTURE'), more far-reaching actions launched to make the convergence process more binding

6. A Reasonable and Balanced Free Trade Agreement with the U.S.

"Under my presidency, the Commission will negotiate a reasonable and balanced trade agreement with the United States of America, in a spirit of mutual and reciprocal benefits and transparency. [...] I will also be very clear that I will not sacrifice Europe's safety, health, social and data protection standards or our cultural diversity on the altar of free trade."
Jean-Claude Juncker, Political Guidelines, 15 July 2014

Following intensive consultations with the European Parliament, Member States, national Parliaments and civil society, the Juncker Commission gave a **new push** to the negotiation of the Transatlantic Trade and Investment Partnership (TTIP) with the United States.

The Commission implemented an **increased level of transparency** and made public key documents, including thirteen legal textual proposals and sixteen negotiating position papers. We have also set up an **independent TTIP Advisory Group** drawn from business and trade unions, consumer bodies and environmental and public health groups to benefit from their expertise in the preparation of negotiating rounds.

This agreement will give a **strong boost to the economy, create jobs, bring real benefits to consumers and help businesses, especially Small and Medium-sized ones, export to, or get investment from the US**. TTIP will breathe life into the world's most significant strategic and economic partnership and increase Europe's influence on the world stage through standard-setting.

Europe will reiterate **its high standards on food safety, health, social and data protection, and cultural diversity**. These goals were reaffirmed and agreed in [a joint EU-US statement](#) last March on public services. Like every other trade agreement, **TTIP will guarantee EU governments' ability to adopt or maintain regulations** to ensure the high quality of services and to protect important public interest objectives, such as the protection of health, safety, or the environment.

The Commission will also deliver on the creation of a **reformed investment protection system** that enshrines the **right of governments to regulate** and that **in no way limits the EU courts' jurisdiction**. With TTIP, our objective is to move towards a system of **tribunals that operate like traditional courts**. The Commission is furthermore committed to taking initiatives to move towards the creation of a fully-fledged **Permanent International Court for Investment**.

The 11th negotiating round is scheduled for October 2015 and the Commission continues to stand ready to conclude a deal within the mandate of the administration of U.S. President Barack Obama.

We are equally ready and prepared to speed up these negotiations, as requested by the European Council and with the critical support of the European Parliament. Substance will however always prevail over speed. The Commission will not rush into concluding an agreement that does not fully satisfy the conditions that were clearly set out.

TTIP will guarantee EU governments' ability to adopt or maintain regulations
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7. An Area of Justice and Fundamental Rights Based on Mutual Trust

"I intend to make use of the prerogatives of the Commission to uphold, within our field of competence, our shared values, the rule of law and fundamental rights, while taking due account of the diversity of constitutional and cultural traditions of the 28 Member States."

Jean-Claude Juncker, Political Guidelines, 15 July 2014

Terrorism, organised crime, and cybercrime are complex and evolving security challenges that cross European borders. Dramatic events unfolding this year such as the attacks in Paris, Copenhagen and most recently on the Thalys cross-border train confront Europe with challenges **that defy the capacity of individual countries to act alone and require a coordinated and collaborative European approach.**

Europeans must feel confident that, wherever they are in Europe, their freedom and their security are well protected. In April, the Commission took the lead by presenting an **EU Agenda on Security** focusing in the areas where the EU makes a difference. The Agenda is the basis for cooperation and joint action in the next five years. Strong emphasis is put on exchanging information and on police and judicial cooperation.

In this context, the Commission adopted **new measures to support the fight against terrorism. Improvements made to the Schengen Information System (SIS) have enabled national authorities to exchange information** about persons who have joined terrorist groups outside the EU.

We are pushing for the adoption by the co-legislators of important laws, such as the EU **Passenger Name Record Directive**, the reform of **Europol** and **Eurojust** as well as the reform of the **EU Data Protection** laws.

We have also taken steps to **counter radicalisation, cut terrorist financing and enhance the capacities of Europol.** We will now move swiftly to strengthening the legal framework on **firearms.** There are an estimated 80 million legally-held civilian firearms in the EU and almost half a million of them have been lost or stolen and remain unaccounted for. **Firearms cannot be illegally traded across Europe.** To disrupt the illicit manufacturing and trafficking of firearms the Commission will improve the rules for the marking, registering and the exchange of information to help detecting faster stolen and lost weapons.

The Commission is on the way to conclude the **EU-U.S. data protection umbrella agreement**, which notably provides for judicial redress for EU citizens in the U.S. This agreement will protect personal data transferred between the EU and the U.S. for the prevention, detection, investigation and prosecution of criminal offences, including terrorism.

The Commission is pushing for the adoption of the proposal for the establishment of the **European Public Prosecutor's Office** to investigate and prosecute EU-fraud affecting the Union's financial interests.

80 million legally-held civilian firearms in the EU and almost half a million of them have been lost or stolen and remain unaccounted for.

8. Towards a New Policy on Migration

"The recent terrible events in the Mediterranean have shown us that Europe needs to manage migration better, in all aspects. This is first of all a humanitarian imperative. I am convinced that we must work closely together in a spirit of solidarity."

Jean-Claude Juncker, Political Guidelines, 15 July 2014

Migration and refugee movements form one of the biggest challenges the EU is facing. The number of **asylum applicants** registered across the EU has increased by 44% from 435,000 in 2013 to 626,000 in 2014. There has been a major **increase of irregular border crossings**, in the first 5 months of 2015 over 153 000 migrants were detected at Europe's external borders. This represents a 149% increase when compared to the same period in 2014.

We have taken action to provide a European response. In May, the Commission presented the **European Agenda on Migration** and implemented its first measures. We have taken swift measures to alleviate the crisis. We clamped down on smugglers networks. With Member States assets we have tripled European presence in the Mediterranean enabling the rescue of over 120,000 people.

The Commission acted swiftly and repeatedly stressed that a **European approach was essential**. Every day, refugees are arriving at our shores and borders. The need for ambitious EU action based on shared solidarity and responsibility is clear.

In July 2015, we have proposed to assist Italy and Greece by **relocating 40,000 people who have arrived on their shores to other Member States** for processing of asylum applications. Member States have endorsed our proposals **to resettle people from refugee camps outside the EU**, and we will soon resettle more than 22,000 refugees.

We must go further. To deal with the emergency nature of the current refugee crisis, on 9 September we proposed to relocate an **additional 120,000 refugees from Italy, Greece and Hungary**. This is part of a broader package of measures including a list of **safe countries of origin**, a **permanent relocation mechanism** to be automatically triggered in future emergency situations as well as diplomatic action to stabilise the countries where the refugees are fleeing from.

We have also **doubled the emergency funding to assist the most affected Member States** from €25 million to €50 million a year. In our new **'Hotspots'** approach, EU agencies work on the ground with national authorities to swiftly identify, register and fingerprint incoming refugees. This also allows us to swiftly return all those who do not require international protection.

The Commission proposed an Action Plan to **step up investigation and prosecution of criminal networks of smugglers**, and a **Common Security and Defence Policy operation** to gather intelligence and in a second phase to intercept and destroy smugglers' vessels.

Partnerships with countries of origin and transit are essential to contribute to development opportunities and assistance. For this, the EU will be deploying migration liaison officers in EU Delegations, and will offer €96.8 billion in EU external cooperation assistance for 2014-2020.

The number of **asylum applicants** registered across the EU has increased by 44% from 435,000 in 2013 to 626,000 in 2014.

9. A Stronger Global Actor

"We need a stronger Europe when it comes to foreign policy. The Ukraine crisis and the worrying situation in the Middle East show how important it is that Europe is united externally."

Jean-Claude Juncker, Political Guidelines, 15 July 2014

The EU has played a central role in preserving the stability and integrity of Ukraine. It has granted unprecedented support to stabilise Ukraine's economy including **€3,41 billion in three Macro-Financial Assistance programmes**. The assistance is tied to crucial reforms. The EU's policies have ensured progress as regards respect of the rule of law, the fight against corruption and the efficiency and transparency of the energy sector. The EU has **mediated talks on the supply of gas from Russia to Ukraine**, to ensure that Ukraine has sufficient supplies to pass the winter and that supplies to the EU remain secure. To confirm Ukraine's pro-European choice, the EU has shown resolve, insisting that the **EU-Ukraine Free Trade Agreement** – at the heart of the tensions between Ukraine and Russia – will enter into force on 1 January 2016.

In the Western Balkans, the EU facilitated **landmark agreements between Belgrade and Pristina**, turning points in the normalisation of their relations. Agreements for instance on the free movement of communities, the supply of energy will improve the lives of citizens. The EU was also central in brokering an agreement which aims to end the **political and parliamentary crisis in the former Yugoslav Republic of Macedonia**. Progress has also been achieved in better connecting countries within the region through priority investment projects. Over the past year, the EU has been a strong stabilising force in the region.

The EU actively supports democracies and economies along its Eastern and Southern border, and is in the process of reviewing its neighbourhood policy to **better respond to the challenges and crises** on its doorstep. This process, which has involved a broad public consultation, Summits, ministerial meetings and conferences will be brought to a conclusion in November.

In the Middle-East, The EU played a key role in reaching an **historic agreement on the peaceful nature of the Iran nuclear programme**. These difficult negotiations have lasted over a decade.

The EU remains the **world's first donor of development and humanitarian aid**. In 2014 alone, the EU and its Member States collectively provided €58,2 billion of development assistance to help partner countries. The EU's policies on **Poverty Eradication** influenced the Addis Ababa Action Agenda and the 2030 Agenda for Sustainable Development.

In **security and defence matters**, the EU has begun helping partner countries develop their security sectors to create a stable environment for their development. Security and poverty eradication go hand in hand. Work has continued on better organising the EU's defence markets, setting pan-European norms in areas such as drones and promoting research into new technologies.

The EU remains the world's first donor of development and humanitarian aid . In 2014, the EU and its Member States collectively provided €58,2 billion of development assistance.
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10. A Union of Democratic Change

"The proposal and election of the President of the European Commission in the light of the outcome of the European Parliament elections is certainly important, but only a first step in making the European Union as a whole more democratic. A European Commission under my leadership will be committed to filling the special partnership with the European Parliament. [...] I am also committed to enhanced transparency when it comes to contact with stakeholders and lobbyists. [...] I also intend to review the legislation applicable to the authorisation of Genetically Modified Organisms."

Jean-Claude Juncker, Political Guidelines, 15 July 2014

This year alone, the Commission organised **thirty-six Citizens' Dialogues in twenty-three Member States**. In these town hall meetings, Vice-Presidents and Commissioners, often accompanied by Members of the European Parliament, have directly engaged with more than 11,000 citizens in person. Our Better Regulation Package **opens the door to greater public consultation**. A record number of 500,000 people commented on our review of the Birds and Habitats Directives.

Our Better Regulation Agenda will **improve the quality of new laws**. We will constantly review existing laws, so that policies achieve their objectives effectively and efficiently.

One of the first actions of this Commission was **to be transparent about who we meet**. In December 2014 we started to publish information on meetings of Commissioners and senior officials with organisations or self-employed individuals. In January 2015 the Transparency Register was improved.

We have established a **special partnership with the European Parliament**. The Members of the College meet systematically with Members of the European Parliament. President Juncker appeared thirteen times before the plenary. In addition to plenary debates, the Commissioners have appeared collectively more than **one hundred times** in parliamentary committee meetings.

We have also established a new partnership with **national Parliaments**. To bring Europe even closer to citizens and their national representatives, Commissioners have **exchanged with national Parliaments almost two hundred times** since November 2014.

European problems require European solutions, national problems require national solutions. In respect of this principle, and because citizens' concerns about **Genetically Modified Organisms** may vary greatly among Member States, the Commission has proposed to return the power to restrict or prohibit the use Genetically Modified food and feed to national authorities.

Our Better Regulation Package opens the door to greater public consultation . A record number of 500,000 people commented on our review of the Birds and Habitats Directives.
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Case study 3

One-off project: workload surge

Most of Commission graphic projects are announced in advance and ordering services are usually able to organise and prioritise our tasks and allocate resources accordingly.

However, there are some cases where urgent developments generate the need for one-off projects.

For the purposes of this Case study, tenders will present their proposal to cope with such a project, to be covered by a combination of intra and extra-muros profiles.

The project is expected to cover four weeks, with an average of 3 full time equivalent (FTE)/day, with surges going to 4 FTEs/day and low periods of 2 FTE/day. Around 20% of the work days (4 days) will require 4 FTEs, however, they cannot be grouped in one solid streak. A 1 FTE permanence must be provided for the four weekends. This FTE is not counted in the average workload of 3 FTE/day. The lead time (from the moment when the surge is announced to the moment it starts) is 72 hours. Only Graphic Designer FTE will be needed.

The tenderers will present their proposed methodology to provide the services needed to deliver on the project.

Budget

Tenderers will submit their budget proposal for this Case study, clearly indicating price list items - in line with the price list in Annex V.