



unreasonable requests. So Mostra carefully selects its teams who are assigned to handle press trips. They must be good at detailed planning, have the ability to stay calm and patient at all times, must know the details of the event and the logistical arrangements very well, and must be experienced in professional broadcasting, so that they understand requirements, speak the same language, and can sort out any technical issues easily.

Broadly speaking there are two kinds of events which may require hosting of selected groups of journalists.

- ☐ The large events in Brussels which will have members of the EU press corps and others attending, alongside those invited on the press trip.
- ☐ Events in other parts of Europe where there is less of a tried-and-tested routine, and the press trip will be the main vehicle for TV coverage.

**Please find a calendar of sample events in 2009 in the Annexes.**

### 5.3. A Brussels event

As interest in environmental subjects grows, the main DG ENV events are becoming bigger. Green Week 2009 had nearly 4,500 registered participants with several hundred journalists. Even the much smaller Mobility Week and Green Capital Awards last February was a full-house, with 16 TV cameracrews attending. The Mostra Media Relations and TV Production teams have got to know how to organise and 'host' members of a press trip alongside many other journalists, to get good TV coverage.

Here is a summary of the way we would approach an audiovisual press trip to a Brussels event such as Green Week, held in June each year, normally at the Charlemagne Conference Centre.

#### Preparation

- ☐ Many months in advance we would assign a team from our media relations unit, ensuring they would be available in the weeks leading up to the event. The project manager would have discussions with the DG Environment Communications team about the theme of the conference, the likely subjects for discussion, and the guest speakers, to establish the most newsworthy aspects.
- ☐ We would draw up a list of the recommended journalists to be invited in a special GW Database, bearing in mind their programmes and audience sizes. If 'Biodiversity' is to be the theme of GW 2010, we would consider wildlife programmes, ecological and science programmes, farming programmes and programmes aimed at schoolchildren, as well as the general news and magazine outlets. We would also take advice on the geographical targets prioritised by the DG. For example TV stations



- serving maritime regions, or those in central Europe might be preferred. The list would be submitted to the DG for approval.
- When choosing the journalists we would consider multi-media outlets. While television journalists will be the top priority, reporters working for main national radio programmes might be considered (several have attended Green Week in the past, in particular in 2009) and web-journalists are reaching more and more influential people. (See section on bloggers at the end of this chapter).
- The budget would be agreed, dictating the number of correspondents who could be invited.
- At least two months in advance we would approach individual editors/correspondents at the targeted TV stations by personal email and follow-up with phone-calls, gauge their interest and the likelihood of televised coverage, and confirm invitations.
- At the same time a general invitation to cover Green Week would be issued (with an agreed text in the form of a press alert highlighting the most newsworthy angles). Television correspondents based in their own countries would be invited to attend the DG event in Brussels or elsewhere, on the basis of the targets prioritised by the DG. For example broadcasters from Southern Europe, or the 'new' member states, or programmes serving younger viewers might be preferred, depending on the subject matter in hand.
- There would be clear agreements and arrangements for paying the cost of travel and accommodation for visiting journalists, according to the Commission's rules. We would liaise with the DG's travel agency over air tickets and hotel reservations.
- As the date of the event approaches our team will assemble a list of requests for interviews or other coverage, and create an hour-by-hour rota for our on-site cameracrews (and picture editing if necessary)
- A few days before, the journalists would receive press packs, containing briefing information on the event, logistical information such as the location of the venues with maps and details of train or bus transport from the airport, and a list of the video material which will be available to enhance their coverage. This would normally include some VNRs timed to mark Green Week.

#### During the event

- In the past, at events such as Green Week, we have established a base-position or 'Mostra helpdesk' near the main entrance, with an equipment room, and a stand with video-review facilities, so that reporters always know where to find our coordinators, and can look at available pictures. Here they can meet up with their assigned cameracrews, and get direct help from Mostra to shoot interviews, press conferences, stands from their own countries in the exhibition area, or reporters' stand-ups. An important part of this schedule is to establish a rota for interviews with



the Commissioner, so that these can be conducted in a planned way, in a good location, with no waste of time.

- Mostra would provide each of the journalists with tapes of video-material. These broadcast-quality tapes would contain any VNRs related to the event, stock shots to illustrate the subject, and the 'pool' coverage of the event shot each day by Mostra's cameracrews and the DG's live cameras, and immediately copied for the journalists.
- We would provide professional cameracrews for the visiting correspondents to record their own picture-sequences, interviews or stand-ups, to use with the video-pack material. The number of crews provided would depend on the number of reporters on site. (At Green Week 2008, we had 4 cameracrews working with 21 journalists; in 2009 it was decided to invite more radio journalists, so there were there were 3 cameracrews working for a smaller number of TV correspondents).
- If a correspondent requires editing and feeding by line or satellite on the day, Mostra can arrange that, either by booking facilities with the DG Press Audiovisual Planning Desk, or by using Mostra's own facilities, either at Globe Village, or on-site at the event venue.

#### After the event

- We would follow-up with individual contacts with those who had been on the press trip, to establish usage and quality evaluation. This would be added to our usual monitoring of usage of VNRs by other broadcasters, general coverage of Green Week by Brussels correspondents, and use of our own daily reports sent out by EbS and possibly EVN, or used by Euronews by prior agreement.
- A full report on audiovisual coverage would be provided for the DG, with usage data, and with evaluation of the press trip and any lessons learned for future events.



#### **5.4. A one-off event in a member state.**

The process of planning, selection of journalists and evaluation of results would be similar for press trips anywhere in Europe. But in our experience, organising a press-trip to a one-off event in another country can require more demands, especially if it involves a special 'Press Programme' for the visiting journalists. We are used to organising visits by journalists to events in many different places and we know that it is important to customise planning for each trip. It is important to work with the EC representation. Their local expertise can be very useful. Having interpreters on site who understand broadcast-news can often make a big difference. Often we can use our established national consultant. Or sometimes we make arrangements with the main national/regional broadcaster at the location to provide some help. For example a media event in Poland would benefit from the presence either of our consultant there who can speak perfect English, or from someone assigned from the international relations office of the national broadcaster TVP.

#### **Images are everything: customise the trip for AV crews**

Also we know that if programme editors are going to send a reporter to an event in another country, they will want some interesting pictures! Broadcast journalists have very different needs than print journalists. Print journalists tend to appreciate press conferences, debates, in-depth presentations. AV journalists need images as well as interviewees. They don't want to film a room full of people talking about alternative energies; they want to visit a wind-farm or biomass plant. They don't want to film exterior shots of a science institute, they want to be inside the laboratory seeing an experiment being conducted. They don't just want to see a tram going by, they want to be onboard talking to the passengers. Television needs much more logistical planning than other media, and this must be reflected in the organisation of a press trip to illuminate a particular subject.

#### **Setting up the trip with the local expert**

For most of these press trips, Mostra would want to send one of its media relations team to the venue in advance, to meet the assigned local expert, and work out the best arrangements for a fruitful Press Programme which would achieve the desired coverage. This is especially important where language might be a barrier. Good relations with local contacts is essential if TV journalists are to get good access to pictures and people.

A local expert's role is to oversee all logistical details, and provide advance information on how to best co-ordinate practicalities, for example, local transport. In locations where public transportation is not an option, and/or where car hires are undependable, having someone with local connections and personal knowledge of reliable service providers is essential. During the trip, the experts



would accompany all visits to ensure smooth logistics, including keeping an eye open for safety and security concerns.

#### **Safety and security**

The Mostra team knows the importance of assessing and minimising any risks during a press trip. For example expensive TV equipment can be a target for thieves in some places. We would consult the European Commission office staff and our own experts to minimise risk, and give appropriate advice in the briefings.

#### **Example - Press Trip to Stockholm, Green Capital 2010.**

This example shows the kind of audiovisual press trip Mostra would aim to set up. The scenario assumes there would be an event in Stockholm to mark the start of its year as the first European Green Capital in January.

In this scenario, representative of cities and municipalities from around Europe, including representatives of 'The Covenant of Mayors' would be invited to the launch, which would be preceded by a one-day conference called 'Greening our Cities - towards Zero Emissions'. We are assuming that the Environment Commissioner would be there to formally launch Stockholm's Green Capital Year. An additional news peg would be the announcement of the 8 finalists in the competition for Green Capital 2012 (to be awarded in Brussels in February).

The conference (estimated 200 people) would have presentations in the morning, then workshops in the afternoon for discussions between city officials on best practice and sharing technology. During the workshops there would be a press tour showing some of the ways Stockholm is leading the way in environmental action. The number of journalists to be invited would depend on the budget - perhaps 15 to 20. If necessary we could handle 30 TV journalists (with all member states and candidate countries represented), and could provide up to 5 cameracrews - for shooting the 'pool' material that would be copied and given to each reporter, (and edited into a report for Eurovision/EBU), and to allow the reporters to conduct interviews or record stand-ups.

We would work closely with the City of Stockholm hosts, as well as members of the DG Environment staff and the Press Officer at the European Commission Representation in Stockholm. We hope our suggestions for good TV opportunities would help to create an attractive event for TV coverage - such as in the provisional programme below:

<b>Official Launch of European Green Capital 2010 and                      'Greening Our Cities - Towards Zero Emissions' Conference                      Stockholm, 6th-7th January 2010</b>	
<b>Thursday 7th January</b>	
<b>Arrivals</b>	Shuttle bus for delegates and journalists from airport to central Stockholm hotel.
<b>18.30 - 20.30</b>	<b>Welcome event – Drinks and buffet food</b> Hosted by Ulla Hamilton, Deputy Mayor and head of Green Capital project. Programme Overview. Conference registration. Informal networking
<b>Friday 6th January</b>	
<b>09.30 - 11.00</b>	<b>Conference Session 1 - 'Towards Zero Emissions'</b> One of Sweden's IPCC scientists summarises the targets set in Copenhagen, and explains why the cities play such a big role in the fight against climate change. Gunnar Soderholm, Head of Stockholm's Environment and Health Administration, City of Stockholm, leads presentations on the measures the city has taken to reduce emissions, (25% since 1990) and how they think they can reach their target of a carbon-neutral Stockholm by 2050. <i>(Mostra could provide video illustrations of the various initiatives)</i>
<b>11.30 - 13.00</b>	<b>Conference Session 2 - 'Green Technologies and Integrated Management'</b> Presentations from big local companies H&M, Ericsson and IBM on greening business and the opportunities for a green economy based on new technologies. Stockholm officials explain how they have fully integrated businesses into their environmental action plan. Debate.
<b>13.00 - 14.00</b>	Lunch

<b>14.00 - 18.00</b>	<p>While delegates attend conference <b>workshops</b> on various aspects of municipal environmental management, <b>the media group tours Stockholm</b> (by biogas bus) to see why the city won the first Green Capital title - with access to visually interesting locations. These would include:</p> <ul style="list-style-type: none"> <li>• 'Envac' underground waste management system (like a huge vacuum cleaner sucking waste into a subterranean collection station).</li> <li>• Cars going through the congestion charge electronic monitoring points.</li> <li>• Biogas and 'Etanol' buses being filled, with engineers using exhaust monitors to show their very low emissions.</li> <li>• The plant producing biogas from sludge taken from sewage.</li> <li>• The connected water purification system with large pumps feeding recycling tanks</li> <li>• Passengers using the new trams in the pedestrianised area</li> <li>• The 'CleanTech' research centre, which is largely powered by solar panels, where businesses get advice and support for environmental improvements.</li> </ul> <p>Mostra edits a story for EVN/EbS. Reporters who want to edit and feed their own stories (using our mobile laptop editing) would be assisted by our staff to take their tapes to SVT for feeding via Eurovision circuits.</p>
<b>19.30 - 20.00</b>	<p><b>Dinner</b>                      (Interview possibilities. Mostra staff copy the pool material from filmed by our cameracrews during the day)</p>
<b>Saturday 9th January</b>	
<b>09.30 - 11.00</b>	<p>(The European Environment Commissioner would attend the Saturday events)</p> <p><b>Hamburg 2011.</b> A presentation about the second Green Capital City.</p> <p><b>Green Capital 2012.</b> Announcement by the European Commission of the 8 finalists for the 2012 award, which will be revealed in Brussels in February. (Mostra could provide one-minute video profiles of the finalists)</p> <p><b>The Environment Commissioner</b> - keynote speech.</p>

	<b>The Mayor of Stockholm – closes conference</b>
<b>11.00 – 12.00</b>	<b>Official launch of Stockholm – Green Capital 2010</b>  The Commissioner, officials, delegates and journalists take a tram or walk to the Town Hall. The Commissioner <i>unveils the Green Capital plaque</i> by the main door, and unfurls the 'Green Capital flag' on the flagpole, alongside the City banner, with a fanfare from a local school band.  Schoolchildren set off on a sponsored bike-ride 2,012 biodegradable green balloons carrying the logo are released over the harbour – each one sponsored in support of the 'greening our schools' initiative to introduce solar panels at every school in the city.  Mostra edits a TV story for EVN/EbS and copies the coverage for the journalists who return to their TV stations, most in time to carry a screen that evening if required
<b>12.00</b>	<b>Departures</b>

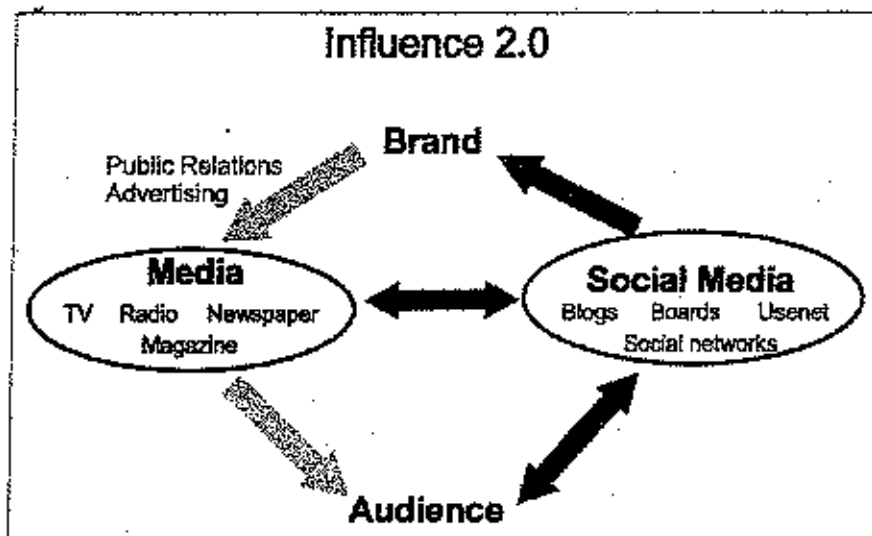
The key to ensuring good audiovisual coverage of events such as these is planning well in advance. We believe there is potential for higher-profile coverage of DG Environment events if we can be involved in discussions about content and picture opportunities when events are in the early planning stages.

#### Consider including bloggers on Press Trips

Although it is not specifically requested in the terms of reference, we have outlined below the reasons why we might consider including some carefully selected bloggers, when organising media coverage of a big event, such as Green Week.

Journalists who blog have a so-called horizontal relationship with the conventional media such as TV. It is a two-way process which can multiply the coverage.



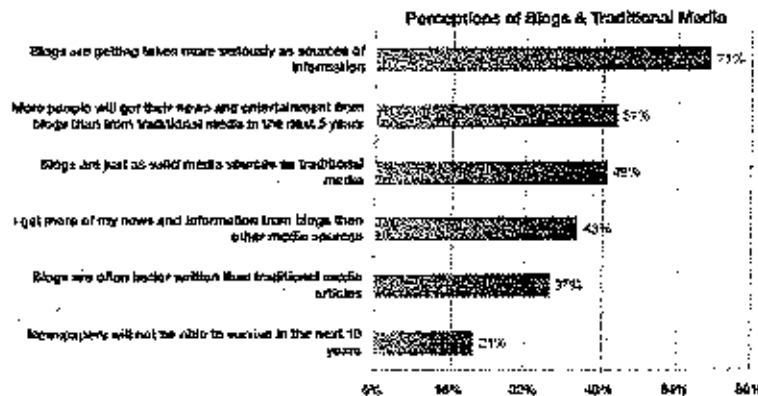


Source: Influence 2.0

**Definition of a blogger and how they should be reached.** The internet population read blogs: 43% of European internet users read blog posts on a regular basis (at least once a month. Source: Insites). 11% of the total European online population are identified as bloggers.

However, it is important to note that **most are not journalists**. The typical blogger is an individual sharing personal opinions, who is free to speak out his/her mind. Nevertheless bloggers can have impressive expertise on a given subject, as they spend hours researching, discussing and reflecting on one particular issue, whilst also being involved in an active community and sharing thoughts with peers. It seems many people trust established blogs more than conventional media. Bloggers also relay /collect the information they read on blogs using social media bookmarking sites like Del.icio.us and transfer them to their social network.

But bloggers do read and look at mainstream media and use the information on their areas of interest. So they can be used as effective relays or multipliers to the information. And in this two-way relationship, **journalists read blogs**. Bloggers have become more and more responsible for 'breaking stories' on their platforms. *75% of journalists are reading blogs for story ideas.* (source Technorati).



- 1) *How are blogs being used by journalists?* Over three quarters of reporters see blogs as helpful in giving them story ideas, story angles and insight into the tone of an issue.

(Percentages)	Very helpful	Somewhat helpful	Total helpful	Not very helpful	Not helpful at all	Total not helpful
Getting story ideas and news angles	23.4%	54.9%	78.3%	13.7%	8.0%	21.7%
Gaining insight into the tone of a debate or discussion	27.3%	48.9%	76.2%	18.5%	7.4%	23.9%
Getting information on breaking news	10.7%	36.2%	46.9%	33.3%	19.8%	53.1%
Identifying and validating news sources	7.3%	24.3%	31.6%	46.3%	22.0%	68.2%
Finding quotes and soundbites	3.4%	24.3%	27.7%	35.6%	36.7%	72.3%
Getting "scoops" or exclusive stories	4.6%	21.4%	25.4%	41.6%	32.9%	74.5%

Source: blog <http://crm.ducttapemarketing.com/2008/01/75-of-journalis.html>

Last but not least, **27% journalists are bloggers** too. It is becoming clear that communication no longer flows solely in a vertical pattern but also in a horizontal one. The power of disseminating the information is switching from mass media to clusters of specialised media in their masses. Not including bloggers in a communication effort would be to ignore a growing and important segment of today's media.

**Selecting bloggers for an event such as Green Week.** Our media relations team already looks at some of the more popular blogs on environmental issues. We would research them carefully, to make sure their facts are reliable and opinions are not wild or offensive. We would look for authority on the subject, frequency of posting stories, and their geographical sphere of interest. Here are two examples of larger blog-sites that could be invited to an event such as Green Week.

## 1. Treehugger.com



**Description:** the top worldwide sustainability platform covering more than 10 countries via a team of 50+ writers, more than 55,900 newsletters subscribers, + 31,000 rss subscribers.

**Reason why:** leadership position (Alexa ranking #5,362/ Technorati rank #19/ GoogleRank#8), targeted significant audience, European contacts for writers.

Within the same category **Worldchanging.com** and **Ecorazzi** could qualify for similar reasons - large audiences and credibility.

## 2. Environmental Graffiti



**Description:** UK based top environment blog destinations: "Born in May 2007, Environmental Graffiti is an eclectic mix of the most bizarre, funny and interesting environmental news on the planet. We search the vast realms of the Internet on behalf of all environmentalists who don't take themselves too seriously and compile it into a daily blog."

**Reason why:** European Leadership position (Alexa: 64273/ Technorati: 1032/GoogleRank: 6).

Within the same category, there are sights such as **Ecofriend** (though all identified contacts so far are located in India, it might be best to keep these bloggers to relay the information - good European coverage audience)





## C. Creativity and New Ideas.





## 1. A Creative Culture

Creative solutions to communication challenges have always been a hallmark of Mostra's work. When recruiting journalists, graphic experts or TV production staff, we always look for people who have original ideas. Whether it be creating an eye-catching logo for the Sustainable Energy Europe campaign, the design style for air travellers rights information, or amusing posters to advertise the European Health card, we aim for flare as well as clarity and functionality. In VNRs we regularly produce animated graphics to illustrate difficult concepts such as carbon emissions trading (using factory smoke in different colours) or European science career opportunities (using a Rubik's Cube concept).

Mostra has a record of using digital technology to constantly improve quality and efficiency. As mentioned earlier, we are now launching full downloading of VNRs by broadcasters, using powerful servers we have developed and tested in-house, to give reliable MP4 compression and encoding.

In this proposal for we would like to offer some new ideas to raise the profile of DG Environment's actions in the important period of the coming few years.



## 2. Greenlink Europe and Environment Helpdesk

We are proposing a new dedicated online portal for broadcast professionals devoted entirely to the range of environmental actions, to be called 'Greenlink Europe' and supported by a special Helpdesk.

At present journalists are faced with a wide range of information sources when trying to find information about European environmental policy, for example DG Environment's website, the Rapid Press Release Service, and TV Link's environmental section, as well as independent sources. But none are specifically designed for hard-pressed audiovisual journalists, who complain that it can take a long time to trawl through the websites to find what they need. As Mark Kinver (BBC, UK) says, 'It's difficult for broadcast-journalists to have a concrete point of reference with the European Commission, and they feel that they lack continuity in their relationship with the EU'.

We believe that 'Greenlink Europe' can satisfy the needs of European journalists by providing mediated information on the most relevant and topical environmental material selected by expert journalists at Mostra. By clicking [www.greenlinkeurope.org](http://www.greenlinkeurope.org) producers or correspondents anywhere in Europe could get a dedicated service of expert information, stories and broadcast-material. It would also be interactive, able to respond to enquiries via the Helpdesk. Greenlink would provide:

- ☐ All Environment DG VNRs streamed for immediate viewing and ordering, with accompanying script material and background information;
- ☐ Click and Download in broadcast quality by FTP (MP4 files);
- ☐ Early alerts to new video material being prepared for specific events;
- ☐ A list of available TV stock-shots on environment subjects;
- ☐ A long-term calendar of environmental events (see example in the annex);
- ☐ European Environmental News updated daily, with a core of stories from 'ENDS Europe';
- ☐ The latest Press Releases from DG Environment;
- ☐ Quick links to other information sites such as Green TV, ENDS Europe, the relevant pages on the DG Environment Website;
- ☐ A 'Greenlink Helpdesk'. Journalists would be able to email the helpdesk, for example with an interview request, or phone to discuss story ideas or to check some facts.

This would require journalistic supervision with a Greenlink editor who would be particularly well-informed about European environment subjects, supported by





the Mostra Media Relations Team. We would hope to rota staff to provide a 7-day service. TV news programmes do not stop for weekends, and many journalists are planning their next week's programmes on a Sunday.

It should be emphasised that DG Environment material would still be prominently featured on TVLink. This website and video distribution platform has become very well known, and is used by journalists wanting 'European stories'. There would be click-through links between the two sites.

In recent months we have been conducting a survey of broadcast contacts to find out if they would use such a service. The responses are generally very positive.

*I think it would be very important to have a dedicated platform containing environmental information that we could use.*

**Joana Guedes Pinto, RTP (PT)**

Our research has identified the following features of Greenlink as being of most value to broadcasters:

Feature of Greenlink	Percentage of journalists finding it 'useful' or ('very useful')
Downloadable video material	93
Story ideas	88
Breaking news	87
Environmental events calendar	90
Topical Newsletter	72

*For me the calendars are really important. I would like to receive a calendar where important events are anticipated, if possible 3 months before.*

**Rosa Hasip, TVE (ES)**

*I would find breaking environmental news and the calendar the most useful.*

**Katerina Christofilidou, SKAI (EL)**

*A central media platform would be extremely important for us.*

**Male Kilsel, TV3 & Green Gate (EE)**



It would be interactive. Journalists would be invited to make direct contact with Greenlink's editor at the Helpdesk, whenever they need advice or assistance. And it could have a 'Twitter' feature. This could be similar in format to the recently-launched DG Communication Twitter site [http://twitter.com/EC\\_AVService](http://twitter.com/EC_AVService) but devoted to environment topics.

*A Twitter feed would help me too.*

**Luis Castro, RTP (PT)**

DG Environment's comprehensive and content-rich website is designed to meet the needs of any stakeholder seeking detailed information about its policies and politicians. It has not been designed specifically for journalists. Greenlink would provide journalists with fast and easily accessible relevant information, human examples and case studies demonstrating its policies having a real impact. It would also respond to individual interview requests, suggesting relevant Commission officials and experts, liaising with the Spokesperson or Communication Unit as necessary, to find good interviewees who speak the right language.

*I would like to receive help finding EC experts willing to discuss specific national topics.*

**Tsvetelina Atanasova, BNT (BG)**

*It can be useful, if you can find experts and information. That's a good idea.*

**Xavier Durán, TV 3 Catalunya (ES)**

Green Link would also provide links to useful websites for journalists, to help them find the information that is specific to their region that they need. DG Environment already has a wealth of such websites, like the DAISIE database for invasive species, the LIFE projects and the Natura 2000 network. These would be presented in a practical and accessible way to journalists, alongside other non-institutional sources of information such as [www.worldclimatecommunity.com](http://www.worldclimatecommunity.com) and [www.ENDSEurope.com](http://www.ENDSEurope.com). Greenlink should be directly accessible from DG Environment's website, via a link - 'Information for broadcast journalists'.

**Please find sample designs for Greenlink hereafter.**

## Videos

### Climate Change - Adaptation is Vital



27/11/2009  
Eurem ipsum dolor sit amet  
Vivamus leo mi, adipiscing eu consequat sed.  
In quis justo bibendum, tortor dui  
auctor mauris, lobortis adipiscing tellus odio  
sed mauris.

> View all > Search > Filter by > Filter by

### Get videos !



Consectetur adipiscing elit. Nunc convallis, enim nec suscipit bibendum, tortor dui auctor mauris, lobortis adipiscing tellus odio sed mauris.

> Download videos

### Stock footages



Consectetur adipiscing elit. Nunc convallis, enim nec suscipit bibendum, tortor dui auctor mauris, lobortis adipiscing tellus odio sed mauris.

> See the list

## News

### Lorem ipsum dolor sit amet



25 Aug 2009  
Consectetur adipiscing elit. Nunc convallis, enim nec suscipit bibendum, tortor dui auctor mauris, lobortis adipiscing tellus odio sed mauris.

Lorem ipsum dolor sit amet

25 Aug 2009  
Consectetur adipiscing elit. Nunc convallis, enim nec suscipit bibendum, tortor dui auctor mauris, lobortis adipiscing.

Lorem ipsum dolor sit amet

25 Aug 2009  
Consectetur adipiscing elit. Nunc convallis, enim nec suscipit bibendum, tortor dui auctor mauris, lobortis adipiscing.

### DG ENV Press Releases

Lorem ipsum dolor sit amet

25 Aug 2009  
Vivamus leo mi, adipiscing eu consequat sed.

Lorem ipsum dolor sit amet

25 Aug 2009  
Vivamus leo mi, adipiscing eu consequat sed.

### Story Ideas

Lorem ipsum dolor sit amet

25 Aug 2009  
Vivamus leo mi, adipiscing eu consequat sed.

Lorem ipsum dolor sit amet

25 Aug 2009  
Vivamus leo mi, adipiscing eu consequat sed.

Lorem ipsum dolor sit amet

25 Aug 2009  
Vivamus leo mi, adipiscing eu consequat sed.

## Helpdesk



Consectetur adipiscing elit. Nunc convallis, enim nec suscipit bibendum, tortor dui auctor mauris, lobortis adipiscing tellus odio sed mauris.

- > Contact us by phone
- > Contact us by Email
- > Fill our contact form
- > All about HELPDESK services

## Calendar Events



Consectetur adipiscing elit. Nunc convallis, enim nec suscipit bibendum, tortor dui auctor mauris, lobortis adipiscing.

> Check Environmental Events

## E-Newsletters



Consectetur adipiscing elit. Nunc convallis, enim nec suscipit bibendum, tortor dui auctor mauris, lobortis adipiscing.

> Subscribe to our Newsletters

## Top Stories

Lorem ipsum dolor sit amet



Consectetur adipiscing elit. Nunc convallis, enim nec suscipit bibendum, tortor dui auctor mauris, lobortis adipiscing.

Lorem ipsum dolor sit amet



Consectetur adipiscing elit. Nunc convallis, enim nec suscipit bibendum, tortor dui auctor mauris, lobortis adipiscing.

## Useful links

Lorem ipsum dolor sit amet

25 Aug 2009  
Vivamus leo mi, adipiscing eu consequat sed.

Lorem ipsum dolor sit amet

25 Aug 2009  
Vivamus leo mi, adipiscing eu consequat sed.

Lorem ipsum dolor sit amet

25 Aug 2009  
Vivamus leo mi, adipiscing eu consequat sed.

greenlink europe	NAVIGATE	SERVICES	ABOUT
	<ul style="list-style-type: none"> <li>News</li> <li>Videos</li> <li>Top Stories</li> <li>Upcoming Events</li> <li>Press Releases</li> </ul>	<ul style="list-style-type: none"> <li>Videos &amp; Stock Footages</li> <li>Need experts or Interviews ?</li> <li>Scripts &amp; Background Infos</li> <li>E-Newsletters</li> <li>Story Ideas</li> </ul>	<ul style="list-style-type: none"> <li>Terms of use</li> <li>Helpdesk</li> <li>FAQs</li> <li>Your Account</li> <li>Contact us</li> </ul>





### 3. Radio and Websites

Although radio is not mentioned specifically in the Terms of Reference, it is an important element in the audiovisual landscape. It is still very popular. As more people listen to radio on their computers, radio listening is increasing in most European countries. Speech radio is favoured by politicians, business leaders and opinion-formers because it offers more in-depth coverage and opportunities for longer interviews. And according to surveys it is trusted more than newspapers and television. Radio tends to set the news agenda in the mornings, influencing TV coverage in the evenings. Many public broadcasters operate TV and Radio services with close links between newsrooms specialist programmes.

The broadcasters' Websites have become increasingly influential in recent years. They have dedicated journalists adapting broadcast material and writing background stories.

We believe that the Greenlink and Environment Helpdesk proposal above would be a multi-media offer. We have recently conducted a survey of radio broadcasters. The general view is that they would welcome the Environment Helpdesk idea, for easy access to the latest developments, background information, and in particular to help find interviewees in their own language. They appreciate that they could download audio from VNR interviews to make their own audio 'packages'.



#### 4. European Network of Environment Journalists

Mostra's research into European environmental journalists' needs has established that the overwhelming majority of them would be very interested in joining a 'European Network of Environmental Journalists', helping them to include the European dimensions of the developing environment agenda by getting access to stories quickly and sharing ideas. 28 of the 32 journalists we spoke to expressed unreserved enthusiasm for the Initiative. They work in a mixture of newsrooms and magazine shows, including the following major national European broadcasters:

ORF (AT)	RTBF (BE)	BNT (BG)
CT (CZ)	DR (DK)	ERT (EL)
SKAI (EL)	TVE (ES)	YLE (FI)
LTV (LA)	PBS (MT)	RTP (PT)
TVR (RO)	STV (SK)	BBC (UK)

These journalists feel they should have easier access to European-level stories, and would like to be able to compare what is happening in their own countries with other parts of Europe facing the same issues. Mostra is well placed to manage such a network.

Members who sign up (free of course) could elect to have an email service of European environment stories as they arise, in addition to VNR alerts. VNRs are a highly effective means to spread messages via the audiovisual media, particularly in Southern and Eastern Europe. However, in Northern Europe they tend to be less effective. Here journalists from public broadcasters have the resources available to produce their own material, and a different approach is required to generate journalistic coverage, based on good stories with a pan-national dimension.

The proposed Greenlink site could include a message board for members of the network to contact other environment journalists. 'Does anyone have a good example of a free city bicycle scheme?' 'Does anyone have an example of a carbon-neutral village or town?', etc.

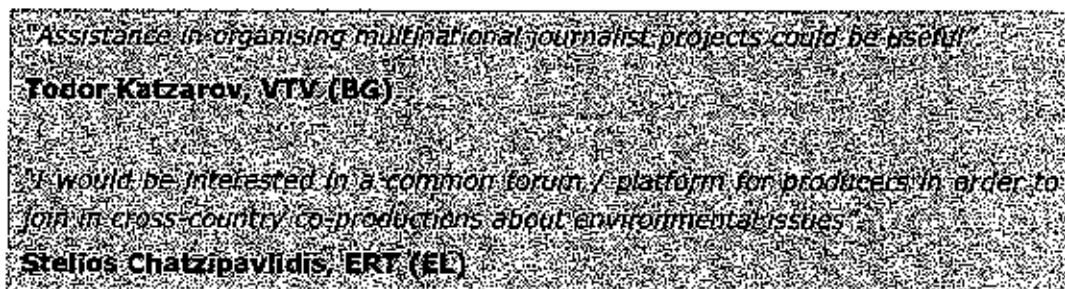
A good way to launch such a network would be to offer it as a tangible and lasting result of the Senior Editors Briefing described earlier, where specialist environment correspondents and producers would get-together in Brussels and agree to exchange stories or pictures bilaterally.



The network could become an online community, (some feedback from survey indicates they could find this useful).

Potential community-based features could be:

- ☐ Discussion forums, where topics can be introduced and discussed, and journalists' recent reports and interesting articles could be posted and shared.
- ☐ It could also be a very useful networking tool (for journalists, and potentially Commission officials).
- ☐ The starting point for cross-border collaboration in productions.



Please see sample letters of intent from journalists in the Annexes.



## 5. Extending Partnership Projects with Broadcasters

Whether or not this Network is formally established, we are interested in developing some more ambitious partnership arrangements with groups of European broadcasters.

For example, following the Copenhagen Climate Change Conference in December, it is very likely that there will be an increasing desire among journalists to report the efforts to reach new targets on mitigation and adaptation, and their likely impact on businesses and citizens' daily lives. If required, Mostra could organise and facilitate a Climate Change Exchange between participating TV stations. This would provide a monthly pool of TV reports on climate change issues, some provided by Mostra, others offered to the exchange by the broadcasters. All the reports would be offered to participants as a monthly package (by download or on tape) for broadcasters to use either in special programmes, or in news and magazine programmes as a special feature. Mostra could provide a brief animation to be used before the reports, marking it as a special item – perhaps called "Climate Watch Europe", or the equivalent in various languages.

Some of the bigger broadcasters have a problem in giving away their TV feature items, because they market packages of programmes in different parts of the world. But the majority of broadcasters do not have this problem with news and feature items, and should be willing to send a story or two each month in the knowledge they could access many more from other parts of Europe.

Another suggestion is to target the business channels and business programmes with a *special series on 'Business Going Green'*. This would be a series of relatively short video reports (3 minute) with a single example of a particular type of business each time, shot in different parts of Europe. Again they could be accompanied by a generic animation to mark the series. These could be issued weekly, for as many weeks as would be cost-effective. (The number of business activity areas are almost endless).

We are establishing contact with the Director of Television at the EBU – the European Broadcasting Union which represents all the national public broadcasters in Europe – and expect to follow-up with discussions after the summer break. With climate change becoming a very big issue, EBU members might appreciate free high-quality material from various parts of Europe that they cannot produce themselves.



## 6. The EU Carbon Index – raising awareness of the emissions challenge

In this section on creative thinking, we would like to offer a new idea to use television to raise public awareness of the scientific basis of climate change, and the urgency of the fight to reduce greenhouse gas emissions.

The UNIPCC scientists are certain that climate change is caused substantially by the steady increase in greenhouse gases (GHGs) since industrialisation. The main GHG is carbon dioxide. Its concentration in the atmosphere is measured in parts per million by volume (ppmv). The American Charles Keeling first established the connection between CO<sub>2</sub> and climate in 1958. The Keeling curve is widely known by scientists to show the rising trend of GHG, a rise that is currently accelerating at about 2% per year.  
[http://en.wikipedia.org/wiki/Keeling\\_Curve](http://en.wikipedia.org/wiki/Keeling_Curve)

At the moment the rate of increase is leading scientists to project the 'worst case scenario' for global warming – possibly more than 6 degrees above pre-industrial levels before the end of the century. The EU is committed to holding the increase to 2 degrees. UNIPCC experts speaking at Green Week 2009 pointed out that GHG emissions must peak by 2015 and start to fall by 2020 at the latest, if there is to be any chance of holding the temperature rise to 2 degrees.

This is why governments are urgently trying to reach a global agreement to dramatically reduce emissions. But does the general public understand this urgency? According to surveys most have only a vague idea of the connection between emissions and climate change.

This proposal is to work with climate change experts to develop a simple graphic for television and websites which will give periodic updates on the level of emissions. We suggest this could be called the 'GHG Index' or preferably the **"EU Carbon Index"** which would emphasise EU action against climate change and might work better in all languages

We have consulted Bernd Eggen, the Chief Science Adviser at the **Hadley Centre for Climate Science in the UK**. He says the idea is 'very interesting' and 'could be a major contribution to public awareness' that might lead to stronger support for difficult mitigation and adaptation decisions. Professor Eggen says world carbon ppmv is measured daily along with other emission levels, which can be converted into a carbon equivalent figure to give the overall GHG concentration. There are variations within each 24-hour period and annual variations (lower figures in the spring as growing plants absorb carbon and highest levels in winter) – and of course there are geographical variations. But he believes that a global average could be calculated and compared with the



same period in the previous years to show the trend. This could be the basis of a *monthly EU Carbon Index figure*

In theory, Mostra could develop an animated graphic for the Index which would be easily understood and would work in any language. The monthly data with some explanation could be provided to Mostra by the Hadley Centre or another institute collecting the data, and this could be made available to all broadcasters in the same way that VNRs are distributed at present. The Index could become the standard for communicating to the public at large in very simple terms the rising carbon emissions – as a monthly news story. The service would be likely to be supported and promoted by the EBU and the regional network CIRCOM.

We envisage this to be used by the *television weather departments* of national and International broadcasters – perhaps on the last day of each month. If this idea is thought to be worth development, we would consult the **Climate Broadcasters Network - Europe**, established with the support of DG Environment in 2006 specifically to communicate to citizens more effectively the science and impacts of climate change.

So the three partners of the project would be:

1. A Climate Science Centre such as the respected Hadley Centre providing accurate data and some suggested explanatory text.
2. Mostra - turning the information into a TV/website graphics sequence each month, with a suggested script, and distributing to all participating broadcasters
3. The Climate Broadcasters Network who would give advice and feedback from the users.

We would be happy to set up a meeting with one or two climate scientists, representatives of the Climate Broadcasters Network, and the EBU Director of Television, and produce a pilot project.



## D. Project Management.

Invitation to tender n° ENV.A.1/FRA/2009/0040  
"Framework contract for awareness raising, promotion of the EU's  
environmental policy and dissemination of environmental information  
through audio-visual media"

European Commission - DG Environment

Technical Proposal/ Page 108



## 1. Team Organisation.

This offer is submitted by **Mostra** who will be providing the overall design and management of the audiovisual services related to the Framework Contract – *"Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"*.

We will be supported by **GoViral** as our specialised subcontractor in disseminating AV products over the web.

We do not offer the DG ENV a complicated consortium structure. Mostra is responsible for the implementation of the contract and of the subcontractor who knows its role precisely and will be closely monitored by the Project Leader.

### 1.1. An experienced project leader...

For the purpose of implementing the activities related to the contract, we will appoint a Project Leader dedicated to the framework contract with deep knowledge and significant experience in communications around environmental issues. S/he will be in charge of coordinating all projects and of liaising with the European Commission. S/he will provide the Commission with a **single point of contact** and will ensure consistency between different tasks performed by the various teams.

S/he will be supported by our Senior TV/Media Experts, in charge of defining strategies and ensuring quality of audiovisual production. Our Senior TV/Media Experts will also support the Identification of challenges on a specific topic and help the project leader in developing the necessary strategies and plans.

### 1.2. ... supported by specialised teams...

The project leader will be supported by (1) an audiovisual production team, (2) a translation team, (3) a media relations team.

These specialised teams will be in charge of (1) preparing and producing the audiovisual products such as reportages, documentaries, video news releases, spots, video clips, animated films, (2) translating the content of audiovisual products in all required languages, (3) fostering media coverage and monitoring media uptake and measuring the impact of audiovisual products.





#### 1.4. Day-to-day organisation of work

High-quality services will result from efficient day-to-day teamwork, including between Mostra's staff members and DG ENV representatives involved in the contract.

The Project Leader will be the main "point of contact" between the DG ENV and the project team. S/he will be "one face to the customer". The 'one face to the customer' principle means DG ENV will always know who to address requests, and it guarantees continuity and coherence between the different aspects of the campaign. The Project Leader will be the overall coordinator of each project. S/he will be responsible for distributing and organising work, as well as for controlling quality.

**Please see Mostra's Quality Management Plan in the Annexes.**

#### 1.5. Working together with the DG ENV

The Project Leader will be responsible for submitting all outputs (audiovisual products, media plans, training programmes, etc) for prior approval to the Commission. All strategic meetings with the Commission will be attended by the Project Leader, who will request other staff members to participate according to the status of the meeting and the agenda items to be discussed. Meetings with DG ENV will be organised on a regular basis. In addition to these regular meetings, as our team is based in Brussels, face-to-face meetings can be arranged at very short notice at the Commission's offices in Brussels.

Furthermore, the Project Leader will always be available at short notice whenever DG ENV wants to:

- ☐ get up-to-date Information about the status of the project;
- ☐ request some changes or discuss new ideas;
- ☐ check the quality of work being performed.

#### 1.6. Internal communications

To ensure the smooth running of the project, the members of the team will be in close contact at all times. The Project Leader will be responsible for maintaining clear lines of communication with all team members involved in the project via our internal communication channels.

In order to ensure an optimum flow of information, all key members of the team:



- ☐ Will be kept permanently informed of project progress, preferably through e-mail communication;
- ☐ Will receive a copy of progress reports and meeting minutes;
- ☐ Will participate to regular internal review meetings (aimed at ensuring that the project is meeting its deadlines and achieving the expected results);
- ☐ Can easily access at any time all important documents related to the project, which are stored on our centralised server;
- ☐ Can be contacted at short notice, whenever necessary, by mobile telephone.

Consequently we can ensure that our teams will stay in touch and up-to-date with an overall picture of what is happening at all times. They can also easily share best practices, relevant information and creative input between their different fields of work.

#### 1.7. A 'project-based' organisation of work

Each project will be subdivided in tasks. Each task will generate a number of specific products. And for the project:

- ☐ **a Project Management Plan**, breaking the project into phases, will be established and submitted for approval to the DG ENV;
- ☐ **a job number reference** will be assigned by our Financial controller, allowing appropriate monitoring of (internal and external) resources consumed during the project;
- ☐ **a specific folder** will be created on our computer server, allowing archiving of all information related to the project (which is easily accessible to all key members of the team).

The Project Leader will monitor the successful completion of the different phases of the project.

#### 1.8. Management of sub-contractors

Mostra will directly undertake most of the work linked to the services required by the contract. We will call upon our subcontractor to draw on their specific know-how. However, Mostra will remain the sole interlocutor and have the sole legal and financial liability vis-à-vis DG ENV. As the contractor, Mostra will assume entire responsibility for the quality of the work of the sub-contractors, who will be required to meet the agreed quality criteria.

Our sub-contractors will be:

- ☐ closely monitored (during the production process and on delivery of the product or service);





#### 1.4. Day-to-day organisation of work

High-quality services will result from efficient day-to-day teamwork, including between Mostra's staff members and DG ENV representatives involved in the contract.

The Project Leader will be the main "point of contact" between the DG ENV and the project team. S/he will be "one face to the customer". The 'one face to the customer' principle means DG ENV will always know who to address requests, and it guarantees continuity and coherence between the different aspects of the campaign. The Project Leader will be the overall coordinator of each project. S/he will be responsible for distributing and organising work, as well as for controlling quality.

**Please see Mostra's Quality Management Plan in the Annexes.**

#### 1.5. Working together with the DG ENV

The Project Leader will be responsible for submitting all outputs (audiovisual products, media plans, training programmes, etc) for prior approval to the Commission. All strategic meetings with the Commission will be attended by the Project Leader, who will request other staff members to participate according to the status of the meeting and the agenda items to be discussed. Meetings with DG ENV will be organised on a regular basis. In addition to these regular meetings, as our team is based in Brussels, face-to-face meetings can be arranged at very short notice at the Commission's offices in Brussels.

Furthermore, the Project Leader will always be available at short notice whenever DG ENV wants to:

- ☐ get up-to-date information about the status of the project;
- ☐ request some changes or discuss new ideas;
- ☐ check the quality of work being performed.

#### 1.6. Internal communications

To ensure the smooth running of the project, the members of the team will be in close contact at all times. The Project Leader will be responsible for maintaining clear lines of communication with all team members involved in the project via our internal communication channels.

In order to ensure an optimum flow of information, all key members of the team:



- ☐ Will be kept permanently informed of project progress, preferably through e-mail communication;
- ☐ Will receive a copy of progress reports and meeting minutes;
- ☐ Will participate to regular internal review meetings (aimed at ensuring that the project is meeting its deadlines and achieving the expected results);
- ☐ Can easily access at any time all important documents related to the project, which are stored on our centralised server;
- ☐ Can be contacted at short notice, whenever necessary, by mobile telephone.

Consequently we can ensure that our teams will stay in touch and up-to-date with an overall picture of what is happening at all times. They can also easily share best practices, relevant information and creative input between their different fields of work.

#### 1.7. A 'project-based' organisation of work

Each project will be subdivided in tasks. Each task will generate a number of specific products. And for the project:

- ☐ a **Project Management Plan**, breaking the project into phases, will be established and submitted for approval to the DG ENV;
- ☐ a **job number reference** will be assigned by our Financial controller, allowing appropriate monitoring of (internal and external) resources consumed during the project;
- ☐ a **specific folder** will be created on our computer server, allowing archiving of all information related to the project (which is easily accessible to all key members of the team).

The Project Leader will monitor the successful completion of the different phases of the project.

#### 1.8. Management of sub-contractors

Mostra will directly undertake most of the work linked to the services required by the contract. We will call upon our subcontractor to draw on their specific know-how. However, Mostra will remain the sole interlocutor and have the sole legal and financial liability vis-à-vis DG ENV. As the contractor, Mostra will assume entire responsibility for the quality of the work of the sub-contractors, who will be required to meet the agreed quality criteria.

Our sub-contractors will be:

- ☐ closely monitored (during the production process and on delivery of the product or service);

- and continuously evaluated.

As mentioned previously GoViral has been chosen to support Mostra with its specific niche expertise. You will find a short description of GoViral hereafter.

#### Go Viral

GoViral is one of the leading distributors of branded content online (videos, widgets and flash games). Founded in 2005, with offices in London, Copenhagen, Stockholm, Frankfurt and Paris, they have planned and delivered over 400 campaigns worldwide. In 2008, Go Viral's clients reached over 115,000 websites globally - distributing branded content within local language environments. Their campaigns deliver high-volume brand engagement which is tracked, reported and billed on a performance basis.

#### 1.9. Support from our EU partner networks

Mostra's combined networks provide us with truly European coverage in all the communications activities we carry out and for all the audiovisual products we produce. This does also refers to receiving professional country-specific advice and specific services.

The following sections describe the three different networks that enable us to cover the whole of the EU:

##### The Mostra European Network

This is not a network that was put together for the purpose of this specific project. As a member of the Public Relations Organisations International (PROI) Network, the oldest network of independent PR agencies ([www.proi.org](http://www.proi.org)) Mostra has built upon this basis and forged strong links with "preferred partners" in EU Member States where there are no PROI members. We are therefore ready to provide our services across all **Member States of the EU**. As well as having a partner in all EU Member States (as well as in **candidate countries, neighbouring countries and EFTA countries**), the cooperation that we have with these agencies is structured to ensure that we remain in touch and can cooperate effectively when required. Mostra has a **Network Coordinator**, whose role is to coordinate the network, and ensure that we never fall out of touch.

In addition to the Network Coordinator's work we have two **coordination meetings** each year, where representatives of each company can meet face to face and strengthen the bonds that exist between them. At these meetings we are also all able to share ideas, learn from each other's experiences and share best practices. The link between us and our partners, therefore, is a strong one based on human contact.



In each company we have a specific contact employee, which enables us to have guaranteed **fast response** when it is time to act.

**A brochure presenting Mostra's European network can be found in Part 2 of our proposal.**

#### **Pan-European network of production partners**

To facilitate decentralised video productions in countries across the EU, Mostra has built up an international network of production partners. All our partners have an established track-record for good-quality factual television production. They provide us with an efficient and economical production service across the EU.

**Please refer to the table in Part 2 of our proposal.**

#### **Our network of national media experts**

As well as the partnerships that we have with our PR partner agencies, we have also built up a network of national media experts across the EU. These individuals, who are established high-calibre media professionals, can be called upon when we require a service specific to the country's culture or language. Such tasks could include a description of the local media landscape, personal contacts with the national media, or a translation that may need to be reworded to take into account the national context. This network is an invaluable resource, as we have individuals who are on the ground in all the EU's Member States, and who possess overall media expertise.

**Please refer to the CV's of our media experts in Part 2 of our proposal.**

#### **1.10. Allocation of Tasks**

##### **CORE TEAM**

###### **Project Leader**

- ☐ monitoring the overall quality of the services provided;
- ☐ monitoring the correct financial management of the contract;
- ☐ handling serious complaints from DG ENV;
- ☐ allocating the human resources required to implement the contract.

###### **Assistant Project Leader**

- ☐ responsible for the overall management of the individual projects;
- ☐ submitting project outputs to DG ENV;
- ☐ ensuring compliance of all deliverables with the contract requirements;

- ☐ monitoring respect of the work plan established for each main task;
- ☐ reporting periodically to DG ENV about the progress of each project.

#### **Senior TV/Media Expert**

- ☐ analysing target groups and defining target group strategy;
- ☐ supporting the identification of communication challenges on a specific topic
- ☐ developing the communication strategies and plans to the required standard of quality and within the constraints of time and cost;
- ☐ developing key messages and proposals for presentation in the most appropriate way through the audiovisual products best adapted to the target audience/s;
- ☐ preparing media landscapes;
- ☐ co-production advice;
- ☐ preparing audiovisual action plan;
- ☐ conducting DG staff training;
- ☐ developing media plan for online dissemination.

#### **PRODUCTION TEAMS (KEY STAFF)**

##### ***a) Audiovisual Production Team***

#### **Production Director**

- ☐ preparing production budgets for each project;
- ☐ supervising the work of production assistants;
- ☐ coordinating the work of journalists, directors, computer graphics experts (if applicable), video editors and sound engineers

#### **Production Assistant**

- ☐ organising the production process of all audiovisual products;
- ☐ coordinating the work of journalists, shooting crews, translators

#### **Researchers**

- ☐ researching and gathering information.

#### **Journalists / Editors**

- ☐ carrying out preparatory research for the contents of the VNRs;
- ☐ drafting scripts for VNRs.



#### **Video Directors**

- ☐ directing shooting of VNRs and other AV products;
- ☐ managing editing work of VNRs and other AV products.

#### **AV Producers**

- ☐ carrying out quality controls (consistency of concept, quality of shooting and editing).

#### **b) Translation Team**

##### **Translation Manager**

- ☐ managing the required translations of the content of the AV products .

##### **Translators**

- ☐ carrying out the required translations of the content of the AV products .

#### **c) Media Relations Team**

##### **Press Officer**

- ☐ Promoting AV products to broadcasters;
- ☐ Drafting press releases;
- ☐ Following up each boost to media coverage.

##### **Assistant Press Officers**

- ☐ Distributing AV products to broadcasters;
- ☐ Sending out press releases and press packs to promote dissemination of the AV products;
- ☐ Measuring usage of VNRs and other AV products;
- ☐ Preparing usage reports.

## 2. Proposed Team.

We offer you a highly professional team:

- ☐ with a long experience of implementing European projects in the area of communication;
- ☐ with a good knowledge of EU policies in general and of the environmental issues in particular;
- ☐ with all the professional skills and competences required, gained from relevant past experience, in relevance to the tasks they will be assigned;
- ☐ with an already proven capacity to work together as a team, demonstrating their autonomy, creativity and flexibility;
- ☐ with very good working English, as well as French and other EU languages;
- ☐ with proficiency in the use of the audiovisual products necessary to be able to communicate with each other and the DG ENV;
- ☐ with the availability of additional team members if further skills are required.

Here are the roles and names of the staff that will be entrusted with the implementation of this particular project.

### *a) Core Team*

#### **Elena Linczenyiova, Project Leader**

Elena Linczenyiova has ten years' experience in communication and in particular in the audiovisual sector. Throughout her career, she has designed, produced and presented a wide range of TV programmes focused on politics and European affairs. For five years, based in Brussels she covered European news as a correspondent for the main Slovak television channel. She has worked as a communication consultant for both the European delegations in Bratislava and Prague. Currently she is responsible for the supervision of press relations and audiovisual production for various DG's of the European Commission.

#### **Maria Van Hemeledonck, Assistant Project Leader**

Maria is a senior TV professional with 10 years of extensive audiovisual and journalistic expertise which she gained while working for the RTL Group in Germany and New York as bureau manager and senior producer. Her native languages are German and Spanish and she is fluent in English and Dutch with a sound-knowledge of French. She has been managing the production of AV products for various DG's of the European Commission.



#### **Nathan Zylbersztejn, Assistant Project Leader**

Nathan Zylbersztejn graduated in economics and started his career as researcher and teaching assistant at ULB. As he was writing articles in the economic pages of the daily newspaper La Libre he was asked by a contractor of EuropAid to deliver trainings and seminars about development project management and economic evaluation of development projects. He delivered about 30 seminars in Brussels and many ACP countries. Passionate by filmmaking (he produced and directed short films screened in international festivals) he then started up in a film production company where he produced corporate documentaries for European associations as well as TV campaigns for international advertisers such as Danone, Nestlé, Lactalis or Aviva. Today, Nathan is an audiovisual project manager at Mostra where he reconciles his passion for storytelling with his experience of content analysis.

#### **Rick Thompson, Senior TV/Media Expert**

Rick Thompson worked for the BBC for twenty-five years, holding senior positions at the regional national and international levels, including Foreign News Editor Television, and Head of Newsgathering for the World Service and BBC World TV. Since 1997 he has worked as a consultant in European broadcast-news development, leading many TV training courses in the former Communist bloc. He is the Visiting Professor of Broadcast Journalism at the University of Central England, and the author of the authoritative book on writing for broadcast news. For the past 8 years, Rick has brought his wide experience to bear as Mostra's Senior Consultant, helping to develop Mostra's journalistic style, advising on the quality of our video production, and extending our contacts in European broadcasting. (Languages : he is English-speaking and has a good knowledge of French).

#### **Mark Rogerson, Senior TV/Media Expert**

Mark Rogerson is an experienced communications professional with a background in broadcast journalism. As an Executive Director of Consilia Ltd, he has developed and co-ordinated a range of communications programmes for clients throughout the UK and the European Community, including France, Scandinavia, and Germany. Media Training - the art of preparation for interviews with the written and broadcast press - has been a speciality of his for more than fifteen years. Projects have included: news management for an international airline faced with damaging disclosures about staff behaviour; crisis management for an oil company facing a terrorist threat in South America; an aggressive promotional campaign for a retailer wishing to maintain its position in the face of new entrants to its sector; tactical media advice for a political party wishing to increase its presence on national radio; and support PR for a group of customers seeking redress from a failed banking institution. In the European context, he currently advises a number of European Commissioners and their spokesmen on policy presentation. He managed media relations in Brussels for



the Greek Ministry of Finance during the Greek presidency. He advised DG Agriculture on the design and implementation of an Information and Promotion programme to restore confidence in the European beef market; and he worked with the team which developed the mid-term review of the Common Agricultural Policy. In the Parliament, he has advised the European Socialist Group on media presentation.

**Amy Johnson, Senior TV/Media Expert**

Amy Johnson is a communications consultant, specialising in marketing and public relations, with a focus on international media relations. She also has extensive experience training groups and individuals in both official government roles and private sector, as well as in the university classroom setting. Much of her current work focuses on communicating about energy and environment issues. Having directed multi-national campaigns from the United States and Europe, she has background in both consumer marketing and corporate communications, complemented by an appreciation of wider business principles gained while pursuing her MBA. Amy's background enables her to advise on integrated marketing communications and international campaign management, including industry/commodity branding. Amy launched her own consultancy (amy johnson communications) in 2004. One of her largest clients (2004-2005) was Hill & Knowlton (Brussels), where she served as a media consultant providing support to the Public Policy division for clients such as the European Commission Directorate General Research, and DG Employment, Social Affairs and Equal Opportunities. An American national, she has lived and worked across Europe (UK, France, Belgium) for nearly 10 years

**Carl de Gussem, Senior TV/Media Expert**

Carl De Gussem is a former movie critic, and was in advertising for over 20 years, having been Copy-Writer, Account Director, then Strategic Planner and Director of Strategic Planning in international advertising groups as Publicis and Young&Rubicam, before launching his own "communication boutique", specialised in Strategic Planning, Qualitative Consumer Approach, and 360° Communication. He joined Mostra during the Summer of 2008 in order to establish a Strategic Planning implant and help the agency and its clients to "speak the citizen's language".

**Claus Moseholm, Senior TV/Media Expert (GoViral)**

Claus Moseholm has over 10 years experience in user driven marketing, digital advertising, branded content distribution, viral marketing and emerging media. Claus has a background in PR, integrated marketing and above the line advertising.



#### **b) Audiovisual Team**

##### **Veronique Laurent, Production Director**

Former TV Producer for an advertising agency based in Brussels, former production manager for film production companies, Véronique Laurent is currently head of the audio-visual production at Mostra. She is responsible for a team of more than twenty people, in charge of the realization and production of VNRs (Video News Releases), clips and documentaries for the European televisions. Within Mostra she produced more than hundred VNRs mainly for the European Institutions - Commission, Parliament, Council of the European Union. She is in charge of all administrative and financial aspects of the contracts.

##### **Bea Thoelen, Production Assistant**

Bea Thoelen has worked in a number of audiovisual production companies producing TV programmes, advertisements, and corporate and institutional films. Bea joined Mostra's Video Department in 2001 as a Production Manager. Her duties include preparing and organising on-site filming, drawing up and making sure that production and post-production schedules are adhered to, as well as ensuring the quality of the finished product. Languages: French (5) / Dutch (5 - mother tongue) / English (4)

##### **Arrate Velasco, Production Assistant**

Arrate Velasco has worked as a journalist for different Medias in Spain. She came to Brussels in order to work on the organisation of a Film Festival and also worked for the European Commission's MEDIA Programme. Arrate joined Mostra's Audiovisual Department in January 2008. Her duties include preparing and organising on-site filming, the overall organisation and planning of the shoot and the follow-up of production and post-production schedules, as well as ensuring the quality of the finished product.

##### **Alexander Weiss, Production Assistant**

Alexander Weiss has worked in a number of audiovisual production companies, producing long and short feature films, television films, advertisements, documentaries, corporate and institutional films. He has also worked in the cultural sector, managing and coordinating contemporary art exhibitions and performances. Alexander joined Mostra's Video Department in 2007 as a Production Manager. His duties include preparing and organising on-site filming, drawing up and making sure that production and post-production schedules are adhered to, as well as ensuring the quality of the finished product. Languages: French (5-mother tongue) / English (5-mother tongue) / Dutch (3) / German (2)

##### **Olivier Amory, Production Assistant**

Olivier Amory graduated in Economics at the University of Louvain la Neuve. He started his career as production director at Libertytv. He has been working as



freelance production manager for 7 years, dealing with different types of tv productions. Olivier joined Mostra's Audiovisual Department in July 2008. His duties include preparing and organising on-site filming, the overall organisation and planning of the shoot and the follow-up of production and post-production schedules, as well as ensuring the quality of the finished product.

**Simon Coss, Video Director**

A freelance journalist, editor and television producer with over fifteen years experience. He has an in-depth knowledge of European politics and has written on numerous European Union related subjects from the plight of Roma gypsies in Slovakia, to concerns about genetically modified crops, and the recent French presidential election campaign. Prior to going freelance he was a staff journalist with 'European Voice', where he specialised in social affairs, environmental policy and justice and home affairs. He has also produced a number of films and VNRs for Mostra on different topical EU issues.

**Stéphane Lauwerijs, Video Director**

Freelance journalist and producer Stéphane Lauwerijs has been producing video re-ports for the European Commission (DG Research and DG Environment) for over two years. A trained journalist, his grounding comes from 12 years experience in the written press, radio and television. His multi-ability to use images effectively, combined with journalistic accuracy, is an important factor when producing various European reports that make up the principal part of his professional life.

**Yves Derenne, Video Director**

A journalist/producer with Mostra for over 20 years, Yves has had a passion for image creation and film making since his youth. Working on a variety of different subject matters for Mostra's clients in the EU sphere, Yves is experienced in all aspects of the creative process that may include the scenario, filming, editing and commentary. Known for his imaginative approach, his input ensures that the finished film is of a top-quality standard.

**Eric Figon, Video Director**

Eric Figon is a French film maker with wide experience in directing productions ranging from television series to documentaries. Figon is the founder of film production company sprl Movie where since 1987 he has been full time film producer. Fluent in French, German, English, Italian and Spanish, Figon has a wealth of film credits to his name ranging from short format fiction productions including the award winning 'La Malédiction du Docteur Schnitzel', to the successful TV series 'Une Fille D'enfer' and 'La main à la patte' (RTL). In addition to undertaking sports reportages and adventure films, he has also directed music clips for Sony Music and BMG for artists such as BJ Scott, Alain Delon and Stephanie de Monaco. He has also applied his talents to the production of governmental public information films and corporate videos.



**Gareth Harding, Journalist / Editor**

Gareth Harding has been living in Brussels for the past 13 years - the first three as an advisor in the European Parliament and Commission and the last 10 as a journalist for publications such as European Voice, Time Magazine and the Independent. For the last four years he has been Chief European Correspondent for United Press International but stepped down in order to work as a freelance for companies such as Mostra amongst others. He also has extensive experience in media training and documentary making. For two years he worked for - Wild Heart - making short films about foreign and development policy for the Commission. He can also do voice-overs, script writing and proof reading if requested.

**Vincent Galuszka, Journalist / Editor**

A journalist for over ten years, Vincent Galuska has worked for 'Le Soir', 'Dimanche Matin' and 'Media Marketing' for which he was editor-in-chief for three years. For five years he worked for the magazine 'TV Media Pub' (RTL-TV). Since he joined Mostra in 2000, Vincent has been responsible for matters related to environment and sustainable development. As an enthusiastic observer of environmental affairs, Vincent has been keeping a permanent watch on these matters ever since, leading our research and monitoring of environmental developments. He is French-speaking and fluent in English and Dutch.

**Nadia Weekes, Researcher (ENDS)**

A journalist by training, Nadia Weekes has written articles on the utilities, environment and infrastructure sectors for a number of business titles including the FT's Global Water Report, Il Mondo and The European newspaper. Before joining ENDS, Nadia was the editor of Utility Europe published by Reed Business Information and Water Services published by DMG Business Media. In early 2002 Nadia brought her extensive experience as an editor to ENDS Europe, a leading provider of EU environmental news and information with offices in Brussels and London published by global media company Haymarket. Nadia holds a master's degree in journalism studies.



**Nick Rowcliffe, Researcher (ENDS)**

Nick Rowcliffe is an environmental journalist with more than 20 years experience in the field. He has spent much of his career with the respected UK environmental publisher ENDS (Environmental Data Services), having also worked for the United Nations Environment Programme (UNEP) industry office in Paris. As Editor-in-Chief of ENDS Nick is responsible for the quality of ENDS titles and for product development. He is the organiser and a judge for the Green Business Awards, Editor of the Carbon Yearbook and Editor of an ENDS website on carbon offsetting. For ten years before becoming Editor-in-Chief of ENDS in 2007, Nick edited ENDS Europe. Prior to becoming a journalist, he worked as an environmental researcher, consultant, conservationist and campaigner with organisations including the Green Alliance, SustainAbility, Friends of the Earth and the British Trust for Conservation Volunteers. Nick holds a bachelors degree in environmental sciences.

**Paul-Jean Vranken, AV Producer**

Paul-Jean Vranken's main asset is his accumulated professional experience in the audio-visual field. His work in the sector includes stints in the fields of advertising, television, events, corporate films, documentaries and feature films. Beside this, he has an up-to-date knowledge of the most recent editing systems.

*c) Translation Team*

**Nick Oosterlinck, Translation Manager**

Nick Oosterlinck is a Brussels-based linguist and subtitling expert with more than 10 years of hands-on experience in multilingual subtitling for television, cinema, DVD and Blu-Ray. In London in the late 90s he was part of the core team at Visiontext pioneering the multilingual subtitling procedures which have now become the industry standard for DVD and other disk-based formats. Currently at Mostra in Brussels, he heads the linguistic team responsible for localising the EuroparTV output into 22 languages.

*d) Media Relations Team*

**Ana Aguilar, Senior TV/Media Expert**

Ana Aguilar is a Spanish journalist who has worked in Brussels for the past 8 years managing Pan European media relations for several public clients in Brussels-based consultancies. Some of the issues covered include environment, energy, transport, industry, health, research, culture and education. She has a sound knowledge of the EU27 media landscape, both print and audio-visual. Further to the management of media relations, she is also involved in the media strategy planning, the production of media information material and reports and the management of international teams. Spanish and Catalan are her mother tongues; Ana also speaks English, French and Italian. Ana is head of Mostra's Media Relations unit.

**Eddie Wright, Press Officer**

In his role as media relations officer at Mostra, Eddie is responsible for facilitating the flow of information from the EU to its journalists. The tasks encompassed in this work vary from the marketing and distribution of videos about EU policy to the placement of articles in European newspapers, or the selection and invitation of journalists for EU events. He has an extensive knowledge of the EU's media landscape, with a particular focus on the UK, Ireland, Germany, Austria and the Czech Republic. As a confirmed Europhile with a love of the media it is his professional goal to improve citizens' understanding of the EU, regardless of whether they love it or hate it. In addition to his MAs in French and German (from the University of Cambridge) and in European Political and Administrative Studies (from the College of Europe in Bruges), he also has 3 years' experience as an English teacher and speaks fluent French and German.

**Raffaele Ferrando, Press Officer**

Bilingual French and Italian, Raffaele studied Journalism and Communication Sciences.

He holds a Master in Political Science and international relations, he speaks fluently English and he has a basic knowledge of Dutch. He has a six-month experience as an intern in the Press Unit of the Council of the EU (Brussels), where he performed the duties of a Press Officer: he dealt with writing press releases, preparing press materials and organising press conferences and institutional events for journalists. Throughout this experience, he also could develop a strong knowledge of the European working environment and the EU institutions daily functioning. Before beginning this Internship, he started working to a law office in Brussels, as an Italian/French/English translator. During his University studies, he combined his studies with practical experience by working for some Belgian media (written, online and audiovisual press).



**Julie Kovatchev, Assistant Press Officer**

Native French speaker, Julie studied Journalism (Radio-Television-Written Press) at the University of Brussels. She speaks fluently English and has a basic knowledge of Dutch.

She has worked as intern in the field of both journalism and communication: she has experience of writing articles and press releases, making reportages and interviews, preparing press materials and organising some small events. She acquired this experience during her internships at the RTBF radio - La Première, the Brussels daily newspaper La Capitale and Ash communications (communication agency based in London), where she could develop her practical skills. Dynamic and sociable, she has a particular interest in European environment and she is able to work independently as well as in team.

**Ina Iankulova, Assistant Press Officer**

As an assistant press officer, Ina is responsible for promoting EU messages and policies with the European media. Among other issues, she is involved in identifying communication objectives, liaising with journalists, organising media events and distributing media materials. Ina holds a Master's degree in European Politics and Policy from New York University and a Bachelor's in Political Science and International Relations. Before joining Mostra she trained with DG RELEX at the European Commission and the EastWest Institute in Brussels, as well as several non-governmental organisations in New York. Ina speaks fluent English, French and Bulgarian and has a working knowledge of Russian.

**Vera Oliveira, Assistant Press Officer**

As Assistant Press Officer at Mostra, Vera is responsible for facilitating the flow of information from the EU to its journalists. Her tasks vary from the marketing and the distribution of videos about EU policy, to the placement of articles in European newspapers, or the selection and invitation of journalists to EU events. Her Communication studies have allowed her to achieve an overall knowledge of political and media communication through readings and research papers. In addition to her Degree in Communication Science (from the University Nova de Lisboa) and a course in Radio Journalism, she has also experience in Radio and Audiovisual Journalism and she speaks fluently Portuguese, English and Spanish and has a good understanding of French and German. Further to that she has worked at the European Parliament as assistant of a MEP. She has followed the work of different committees and working groups, organized conferences/events, drafted press releases and prepared many research papers in different areas concerning European current affairs.

**The complete CVs of our proposed team are to be found in Part 2 of our proposal.**





## E. Environmental characteristics.

Invitation to tender n° ENV.A.1/FRA/2009/0040  
"Framework contract for awareness raising, promotion of the EU's  
environmental policy and dissemination of environmental information  
through audio-visual media"

European Commission - DG Environment

Technical Proposal/Page 128

---





**Mostra's approach to good  
environmental management practices.**



## 1. Introduction.

At Mostra, Corporate Social Responsibility (CSR) is at the very heart of our production processes. In addition to our focus on achieving the highest standards of quality and efficiency in the deliverables that we submit to our clients, we also take great care to ensure that the internal day to day running of the company as well as the external activities we carry out are as environmentally friendly as possible.

In general, Mostra regularly informs its staff of environmentally-friendly behaviour (e.g. coming to work by public transport, switching off lights, only printing what needs to be printed). A key part of improvements that Mostra is going to introduce to its environmental management is to set up a system to monitor its consumption (of water, energy etc.) and its waste (e.g. water, waste).

In this document, we;

- describe the measures that we have already put in place to run an environmentally sound company (Chapter 2),
- the actions that we are in the process of putting in place to acquire both the Eco-dynamic company label certification and the Eco-Management and Audit Scheme (EMAS) certification (Chapter 3) and
- the system that we have put in place to ensure that all activities we carry out for the European Commission's Directorate General Environment under this framework contract will be carbon neutral (Chapter 4).

### Basic Company Information:

In 2005, the number of Mostra employees rose by around 40 to the current figure of around 140. Its office space covers an area of 2,200 square metres squared. It has been based in a renovated building in Globe Village, on the Chaussée d'Alsemberg (Uccle, Brussels) since May 2004.

## 2. Environmental awareness.

**What is Mostra currently doing as a company to ensure that it is environmentally sound?**

**Our environmentally-friendly approach to doing business**

In the day to day work of Mostra employees, measures are taken to ensure that as little waste, energy, lighting or unnecessary harmful transport is consumed.

Indeed, whenever clients commission Mostra to print a brochure, produce a poster or publish a magazine, Mostra recommends that they use paper which respects the environment (either recycled or whitened without chlorine).

Moreover, we use electronic communication with our external partners whenever possible to avoid a large number of meetings requiring a lot of transport to and from our offices and the EC buildings. If transport (for client or other external meetings or for deliveries) is needed, we always choose the most environmentally friendly means of public transport.

When implementing projects on behalf of our clients, the same measures apply, whereby we try and cut down transport of not only our staff, but the guests invited to specific events of the European Commission - e.g. we try and ensure that travel arrangements for Mostra team members to meet Sustainable Energy Europe campaign associates and/or partners, as well as for journalists invited to the EU's Sustainable Energy Week will be mainly by train rather than by plane.

### **An example - the European Union's Sustainable Energy Europe campaign**

For the Sustainable Energy Europe campaign (<http://www.sustenergy.org>) Mostra's chosen printing partner, Snel, is certified by the Forest Stewardship Council and the Programme for the Endorsement of Forest Certification Schemes.

For all the printed materials for the campaign (brochures, newsletter, folders, stationery), only vegetal inks, solventless glues and recycled papers are used. Mostra's recommendation is to print only the number of brochures or other printed materials required. A reprint will be done if demand exceeds what was initially foreseen. All brochures and newsletters will be also available in electronic format (pdf) which means that they can be uploaded onto websites and are easy to exchange by e-mail. The aim is to encourage people to look at the brochures and newsletters online so that they will not need printed



In terms of equipment, we have around 206 computers and 30 servers (equipped with UPS batteries), as well as 15 printers and copiers. We have taken the following energy-efficiency measures in this area:

- ❑ All the computers are equipped with an energy-saving system which makes them hibernate once they are not used for 30 minutes on average;
- ❑ Equipment for staff use (e.g. coffee-making facilities, dishwasher) has been chosen to keep energy consumption down.

#### Heating/cooling

Mostra uses a Ygnis 200 kilowatt natural gas condensing boiler. We have taken the following energy-efficiency measures in this area, Mostra:

- ❑ uses natural ventilation for most of the building (only the audiovisual production facilities and information technology servers have air conditioning to cool down this heat-producing equipment);
- ❑ Uses a thermostat that makes it possible to regulate the temperature separately in each of the nine office areas;
- ❑ Switches off the heating at night and during weekends - employees working during these times have an automatic system switching on the heating (for a maximum of three hours, after which time they need to switch the system on manually to have the heating again) just in the area where they are working;
- ❑ Has efficient insulation thanks to double glazed windows limiting heat loss;
- ❑ Uses materials with good thermal insulation (wood and concrete);
- ❑ Has sinks in the bathrooms with no hot water - only the sinks in the kitchens have hot water, produced by a small boiler.
- ❑ Has introduced a class 3 declaration<sup>5</sup> at the commune of Uccle for its 200 kilowatt boiler.

#### Lighting

In terms of electricity, Mostra is estimated to use approximately<sup>6</sup> 250 kilowatthours per full time equivalent employee per year.

We aim to reduce our consumption of electricity by setting up a monthly monitoring system for energy consumption and create an indicator

<sup>5</sup> A class 3 declaration is a piece of office equipment pertaining to a given class that must be declared by law to the local authorities.

<sup>6</sup> This may be slightly overestimated because the figures are extrapolated on the basis of February's usage, when more lighting was used because there was not so much light.

(electricity/gas consumption per number of full time equivalent staff) in order to benchmark with existing industry norms of environmental friendly consumption.

In addition, we have taken a number of environmentally-friendly measures:

- ☐ Halogen lighting is limited to meeting rooms;
- ☐ Other lights have low consumption bulbs;
- ☐ Low consumption bulbs are used in the lights for the lighting outside the building;
- ☐ In most rooms users can adjust the intensity of artificial lighting so that they can take maximum advantage of natural lighting;
- ☐ The arrangement of the offices enables the optimal use of natural light;
- ☐ Thoroughfares (stairwell, corridors etc) have an automatic light switching off system;
- ☐ The last employee to leave the offices has the task of turning off the lighting in the whole building to reduce electricity consumption.

#### Air quality

Mostra has taken a number of environmentally-friendly measures:

- ☐ Natural gas is used in the condensing boiler to reduce atmospheric pollutants (CO<sub>2</sub>, SO<sub>x</sub>, NO<sub>x</sub> etc.), to avoid the impact of stocking oil and to achieve a better performance;
- ☐ The air conditioning unit used to cool down the audiovisual production facilities and information technology servers does not contain products harmful to the ozone layer;
- ☐ Natural ventilation is used for most of the building;
- ☐ There is no asbestos in the building.

#### Water

Mostra uses around 600 cubic metres of water per year (an average based on data recorded between 9 and 23 February 2009), which corresponds to around 4.3 metres cubed per full time equivalent employee per year. This is a low level of consumption compared to SME's of a similar size<sup>7</sup>

Mostra has taken a number of environmentally-friendly measures:

- ☐ Toilet flushes have a stop system so that users can regulate how much water is evacuated;
- ☐ The new toilets have a double flush system;

<sup>7</sup> The size here is measured by the current number of employees.



- ☐ Energy-efficient household equipment (A, A+ or A++ labels) and equipment that does not use much water are favoured. e.g. the dishwasher was chosen for its low level of water consumption.
- ☐ The monthly recording of water consumption makes it possible to evaluate changes in water consumption and to detect possible leaks.

#### **Waste**

At Mostra, paper, cardboard and household waste are put into two individual 660-litre containers while plastic waste is put into a 240-litre container. Paper, cardboard and plastic waste containers are taken away by the Agence Bruxelles-Propreté once a week while household waste is taken away twice a week.

Mostra has taken a number of environmentally-friendly measures:

- ☐ Ink cartridges (Ecotone) and used fax machines (Ricoh) are taken back for recycling by the suppliers;
- ☐ Sorting of rubbish - paper/cardboard, plastics, glass, as per Agence Bruxelles-Propreté provisions;
- ☐ Every work station has a paper bin - other bins (for plastics and household waste) are placed in strategic places in the building to limit the number of rubbish bags, which are themselves waste;
- ☐ Employees are requested to print on the front and back of a page to reduce paper consumption;
- ☐ Maximum use of telecommunications, electronic filing and IT document management to achieve the 'zero paper' objective;
- ☐ Buying recyclable material - paper, ink cartridges etc;
- ☐ Priority is given to collective networked printers rather than individual ones;
- ☐ TL tubes are stored in a dedicated container (a fee is applied for this type of storage);
- ☐ Recovering parts from used computers and giving used computers to members of staff - computers that cannot be recycled or given away are taken to the waste disposal centre;

#### **Mobility/transport**

Mostra hires about thirty parking spaces in 'Globe Village'<sup>8</sup> for staff and visitors, a far lower number than the number of its employees. The offices are located close to a train station, tram stops and bus stops:

<sup>8</sup> Mostra's offices are situated in an area called 'Globe Village' in Uccle that is occupied by several companies.





- ☐ The Uccle-Calevoet station (300 metres away) on the Brussels-Charleroi rail line (this will be a station for the future fast RER train);
- ☐ The number 38 and 43 buses which go along Chaussee d'Alsemberg and stop at Uccle-Calevoet station;
- ☐ The number 55 tram, which goes along Chaussee d'Alsemberg and stops at Uccle-Calevoet station.

Mostra has set up a bicycle parking rack at the entry to the building and already encourages its employees to travel to work by bicycle.

#### Noise

All the technical facilities are located in closed areas within the building. The ventilation is natural (there are no ventilators on the roof) and the air conditioning systems use modern technology that does not produce much noise. No noise nuisance can therefore be heard outside the building.

#### Soil

Mostra does not store dangerous products, apart from Ink and fax machine cartridges, which are picked up by the suppliers for recycling.

#### Green areas and areas not built on

The areas not built on and the green areas on which the Mostra building is built are managed by the coownership of the 'Globe Village' and Mostra is not therefore directly concerned with this.

#### Other measures

There is no carpet in the building to keep vacuum cleaner useage down and to reduce energy consumption.



### 3. Mostra is getting certified.

#### **What is Mostra doing to gain an eco-dynamic company label and an Eco-Management and Audit Scheme (EMAS) label?**

Mostra has subcontracted a company called AGECO, an environmental consultancy, to guide it through the EMAS certification process. It will be a two-step process. The first step is to obtain an eco-dynamic company label. Mostra has signed the 'Eco-dynamic company' label<sup>9</sup> charter and has thereby undertaken to improve its environmentally-friendly practices in general and in the following areas: energy, air, water, waste, mobility, noise, soil, nature and green areas.

#### **Energy**

Mostra:

- ☐ Will have the temperature regulation system checked annually;
- ☐ Will make staff aware about the need to turn off lights and electrical appliances at the end of the working day;
- ☐ Will look into the possibility of installing a lighting system which allows for lighting to be adjusted by office area (automatically being switched off and turned on within particular time periods, as for the heating).

#### **Air**

Mostra:

- ☐ Will increase awareness among employees about the possible use of public transport and alternative means of transport (e.g. bicycle, motorcycle) to avoid the use of vehicles, which are a source of emissions, including CO<sub>2</sub>;
- ☐ Will carry out annual maintenance of the air conditions system to minimise the risk of a leak of R407c<sup>10</sup> used to into the atmosphere;
- ☐ Will check the condensing boiler annually to optimise its performance and minimise atmospheric pollutant emissions.

<sup>9</sup> For more information on this label please visit the Brussels Environment website:  
<http://www.bruxellesenvironnement.be/Templates/news.aspx?id=20244&langtype=2060&site=2060>

<sup>10</sup> Refrigerant that undergoes a phase change from a gas to a liquid and bac.



#### Water

##### Mostra:

- ☐ Will formalise the systematic use of cleaning products that are not dangerous for the environment in a contract with an external company;
- ☐ Will look at the possibility of recovering rainwater from the roof for the toilets;
- ☐ Will look at installing double flush systems in all the toilets.

#### Waste

##### Mostra:

- ☐ Will use recycled paper as much as possible;
- ☐ Will set up a system with indicators to monitor the production of waste;
- ☐ Will look into the possibility of suppliers taking back old IT equipment;
- ☐ Will look into the possibility of specialised companies taking away TL tubes;
- ☐ Will create environmental criteria in our purchase of stationery and equipment;
- ☐ Will regularly hold staff awareness campaigns about waste management;
- ☐ Will make staff aware of the right way to get rid of waste from computers provided by Mostra and even organise their collection.

#### Mobility

##### Mostra:

- ☐ Will carry out a survey to find out about staff habits and expectations in terms of travelling to work – the survey will help us determine what other steps to take (e.g. buying bicycles for staff use, refunding public transport season tickets, having a bigger bicycle storage area, car-sharing management etc.);
- ☐ Will check with the co-owners of 'Globe Village' that the car park has a 1B class environment permit for open air car parks.

#### Noise

No particular measure related to noise is envisaged because none is currently required.

## Soil

### Mostra:

- ☐ Will regularly check the state of the car park (e.g. for a possible oil spill from an engine) and, where necessary, take steps to deal with the problem arising;
- ☐ Will check with the IBGE<sup>11</sup> (if the area of land occupied by Mostra is on the Brussels-Capital Region's list of potentially polluted sites and, if so, carry out a study of the soil.

### Green areas and areas not built on

No action is needed.

## Conclusion

We have sent an application for this label to the IBGE (the Brussels Institute for Environmental Management). Certification is due to take place in September 2009.

The measures put in place for this certification will help us to obtain the EMAS certificate. EMAS is an EU management tool for companies and other organisations to evaluate, report and improve their environmental performance. The European Commission and European Parliament both use EMAS.

Mostra plans to apply to EMAS Easy and will therefore ensure that it

- ☐ Actively involves staff;
- ☐ Carries out internal audits to verify that the environmental management system is working smoothly;
- ☐ Evaluates the system and corrects it via management reviews;
- ☐ Communicates to the public via an environmental declaration showing that it has total control over its impacts and that it has an ongoing commitment to improve the environment.

**As part of its move towards obtaining the Eco-dynamic enterprise label and registering for the EMAS system, Mostra will be producing an overall carbon footprint assessment for all its activities (internal activities and services offered).**

<sup>11</sup> [www.bruxellesenvironnement.be](http://www.bruxellesenvironnement.be)



#### **4. Ensuring DG ENV projects are carbon neutral.**

##### **Analysis of the environmental impacts of Mostra's services**

An environmental management system can open up thinking not just in terms of the environmental impacts of Mostra's activities (such as consuming resources) but also those of the services that it provides.

For example, the organisation of an event can be broken down into the raw materials (including water and energy) needed to prepare it and the event itself, which generates waste and emissions.

##### **Areas where Mostra will work:**

- ☐ Calculating the carbon footprint of an event so as to integrate carbon compensation mechanisms into the approach;
- ☐ Defining targets to reduce the carbon footprint of events;
- ☐ Using sustainable raw materials (recycled paper or paper from Forest Stewardship Council labelled forests, fair trade products);
- ☐ Reducing the quantity of waste generated by the event (choice of packaging, bulk packaging etc.).

##### **Carbon footprint assessment for audiovisual services for DG Environment**

Mostra's aim is to become carbon neutral in the audiovisual services that it provides to DG Environment and to become carbon neutral for all its activities broken down into types of service provided (using ISO standard 14064).

##### **Mostra will bear all additional costs related to achieving a carbon neutral footprint for audiovisual projects for DG Environment.**

We have carried out a carbon footprint assessment for mainly audiovisual services in connection with DG Environment call for tender ENV.A.1/FRA/2009/0040.

Given the number of trips concerned (e.g. for staff and journalists), CO2 emissions relating to hotel accommodation (electricity and heating) and use of equipment (paper for reports, DVDs, tapes etc) are regarded as negligible. Our assessment is based on the 'transport' element of the services we would provide. This covers trips made by the production team and Mostra staff to meetings with DG Environment (for example the one-day meeting with senior TV correspondents and editors in Budapest), as well as for media coverage of certain events in Europe (plane and car); the distribution of videos to broadcasters via international courier services (plane) and trips by European



journalists tasked with covering specific events in Brussels (plane and car).  
There are four distinct tasks.

**Task 1 - Preparation, production and distribution of 12 VNRs (Video News Releases) per year (each time to 60 broadcasters in Europe in five different countries)**

- ☐ CO2 generated = 59.82 tonnes per year (4.98 tonnes for one VNR produced)
- ☐ 39% of the CO2 emissions are generated by sending video via international couriers

**Task 2 - Distribution of 15 existing VNRs per year to 30 different broadcasters in Europe (in five different countries)**

- ☐ CO2 generated = 14.58 tonnes per year (0.97 tonnes for one VNR produced)

**Task 3 - Video coverage of one or two events in Brussels every year plus trips by the Environment Commissioner to Crete and Estonia as requested in the price schedule of the present call for tender**

- ☐ CO2 generated for one event in Brussels per year plus the Commissioner's trips = 2.31 tonnes per year
- ☐ CO2 generated for two events in Brussels per year plus the Commissioner's trips = 4.63 tonnes per year

**Task 4 - Organisation of media coverage of a week of events specific to Brussels (Green Week) by 27 European journalists**

- ☐ CO2 generated = 16.42 tonnes per year
- ☐ 99.8% of these CO2 emissions are generated by travel by journalists - Mostra would not be directly responsible for the emissions related to the means of transport and origin of the journalists but will look into potential ways to reduce the carbon footprint of their travel.

In total, this comes to 95.45 tonnes of CO2 emissions per year (62.7% from Task 1, 15.3% from Task 2, 4.8% from Task 3 and 17.2% from Task 4) and 381.79 tonnes over the four year period of the contract.

Mostra has come up with nine potential actions to be taken to reduce the overall carbon footprint of audiovisual production projects for DG Environment. Of the nine actions envisaged, five are feasible in certain conditions while three will be much harder to put into practice. The ninth action is possible as long as the budgets allocated make it possible to select hotels close to the conference venues (European Commission):



### **Feasible solutions:**

- ☐ Using an FTP platform for the approval phases of videos, which could reduce the number of meetings with DG Environment, editors and correspondents by half (Task 1);
- ☐ Making an FTP platform available through Mostra's existing facilities in order to reduce the distribution of videos to broadcasters by couriers by half;
- ☐ For the remaining 50% of deliveries, using a courier company that promotes sustainable means of transport when that is possible (rail for distances under 1,000 kilometres if the destination is well served combined with delivery by bicycle in and around the city from the station (Tasks 1 & 2);
- ☐ Gradually creating a high quality network with local production teams, making it possible to cut the number of plane trips by Mostra staff by half (Tasks 1 & 3) (This could be gradually put in place as it requires time and investment to train local teams);
- ☐ Promoting the use of the train for journalists' travel when the distance is less than 500 kilometres (Paris - London - Amsterdam - Luxembourg) (Task 4).

### **Medium feasibility:**

- ☐ Promoting to guests invited to a specific DG ENV event the use of public transport for travel in Brussels by choosing a hotel close to conference venues (Task 4) (most of the hotels close to the European Commission charge high prices - to be considered depending on the budgetary constraints imposed by DG Environment). Therefore, this scenario is only feasible if hotels are close to the conference venue used.

### **Not feasible solutions:**

- ☐ Promoting the use of video conferences for meetings in Brussels with DG Environment (this action could harm relations with DG Environment as there would be less interaction and reactivity) (Task 1);
- ☐ Rationalising the dispatch of videos (reducing the number of them by batching together deliveries) (Tasks 1 & 2) (in practice, broadcasters are not located in the same places and deliveries take place at different times);
- ☐ Promoting to Mostra staff the use of public transport for travel in and around the city to and from the client for meetings and approvals (EC buildings) (Task 2 - Green Awards in Brussels) - As Mostra's offices are a

considerable distance away from the EC buildings, when taking traffic into consideration, this option is not feasible).

If those actions with medium to high feasibility of implementation could be carried out and all their objectives were to be achieved, the related CO2 emissions could be cut by 47%. This leaves 53% of emissions, which will be dealt with via the United Nations compensation scheme whereby companies gain credits for investing in carbon saving projects in developing countries. In terms of costs, we have looked at two scenarios – around 12 euro per tonne of CO2 (not including VAT) as a minimum and around 25 euro per tonne of CO2 (not including VAT)<sup>12</sup>, based on a UN Framework Convention on Climate Change 'Gold Standard' project. Based on the 53% of emissions that cannot be avoided (i.e. 50.43 tonnes per year), the amount of compensation, based on current prices, could vary between 612 and 1,275 euro per year (not including VAT), i.e. between 2,448 and 5,100 euro respectively (not including VAT) over the four years of the contract.

There are several types of compensation projects in developing countries to choose from under the UN compensation scheme. They all come under UNFCCC6:

- ☐ **Renewable energy:** these projects target the use of renewable resources such as **wind, hydraulic or solar** energy. The use of these energies will replace electricity produced using fossil fuels, which will reduce CO2 emissions.
- ☐ **Energy efficiency: efficient use of energy** helps in the transition from high to low carbon energy consumption. Projects like those that promote the use of energy-saving light bulbs help to reduce power plant emissions at the user end.
- ☐ **Methane captures:** methane is an important greenhouse gas, generated by animal production, filling and coal mines. Projects that aim to capture these emissions have a clear environmental advantage.
- ☐ **Forestry:** trees absorb CO2 to produce wood by releasing oxygen into the atmosphere. Therefore, **forestry projects** contribute to carbon absorption over the long term.

When a company or a project is carbon neutral it is granted the internationally recognised "**Carbon Neutral**" label.

<sup>12</sup> Because the compensation scheme is listed on the stock exchange, the current price per tonne is set at 12 Euros, however the realistic cost related to Mostra's consumption averages 25 Euros irrespective of market fluctuations.





### Examples of projects:

As part of investments to promote carbon compensation projects, AGECO recommends the United Nations' certified *Gold Standard projects*. Please find hereunder examples of projects actually followed by the AGECO partners:

- ❑ **The use of agricultural waste produced by local farmers to create green electricity (Biomass) in South-East India (UNFCCC code no. 0362);**

Type of project: Sri Balaji 6 MW Non-Conventional Renewable Sources Biomass Power Project

Duration / Country: 2004-2011 / India

Local ameliorations:

- Proper use of surplus biomass;
- Generate eco-friendly green power;
- Avoid burning agriculture waste;
- Reduce CO2 emissions.

Impact on the carbon rate: 28590 estimated emission reduction in metric tonnes of CO2 equivalent per year.

- ❑ **The use of agricultural waste produced by local farmers to create green electricity in Rajasthan in North India (UNFCCC code no. 0347);**

Type of project: Chambal Power Limited's (CPL) proposed 7.5 MW biomass based power project at Rangpur, Kota District, Rajasthan, India

Duration / Country: 2006-2013 / India

Local ameliorations:

- Appropriate use of surplus biomass;
- Avoid to burn wasted agricultural residues;
- Generate environmentally friendly green power;
- Reduce green house gas (GHG) i.e. CO2 emissions.

Impact on the carbon rate: 50327 estimated emission reduction in metric tonnes of CO2 equivalent per year.

- ❑ **Wind pump projects in the Maharastra region in India (UNFCCC code no. 0744);**

Type of project: Bundled Wind Power Projects in Satara & Supa (Maharashtra in India) managed by Tata Motors Ltd.

Duration / Country: 2001-2011 / India

Local ameliorations: The project's aim was to construct, operate, maintain and aggregate wind power projects in the Indian state of Maharashtra in order to provide renewable power to the state electrical grid and for capture purposes, thereby reducing greenhouse gas emissions and reliance on fossil fuels.

Impact on the carbon rate: 32433 estimated emission reduction in metric tonnes of CO2 equivalent per year.

Please find more information on: <http://cdm.unfccc.int/>



**Mostra will bear all costs related to these compensation schemes to ensure that the carbon impact of our Audiovisual Services for DG Environment is zero.**



## G. Annexes.

Invitation to tender n° ENV.A.1/FRA/2009/0040

**"Framework contract for awareness raising, promotion of the EU's  
environmental policy and dissemination of environmental information  
through audio-visual media"**

European Commission - DG Environment

Technical Proposal/Page 146

---





## **1. Letter of Intent / ENDS.**

**Please refer to the page hereafter.**

Invitation to tender n° ENV.A.1/FRA/2009/0040  
**"Framework contract for awareness raising, promotion of the EU's  
environmental policy and dissemination of environmental information  
through audio-visual media"**

European Commission - DG Environment

**Technical Proposal / Page 148**

---

**mostra**

Haymarket Business Media, 15-17 Waverley Gardens, London W4 7EV, UK  
 Editors: Tel: +44 (0)20 8267 8145 Fax: +44 (0)20 8267 8150 email: editor@hbm.co.uk  
 Subscriptions: Tel: +44 (0)20 8267 8100 Fax: +44 (0)20 8267 8155 email: subs@hbm.co.uk  
[www.hbm.co.uk](http://www.hbm.co.uk)

**REFERENCE:** ENV.A.1./FRA/2009/0040

**SUBJECT:** DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"

We have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, we hereby declare our willingness to provide Mostra Communications our support as a content collaborator on environmental news and information for the audiovisual products and services covered under this call for tender.

London, 3 August 2009

**Name:** Nadia Weekes  
**Address:** 11-17 Wolverton Gardens, London W6 7DY, UK  
**Organization:** ENDS Europe  
**Position:** Editor







## **2. Survey of EU (TV and radio) broadcasters' attitudes to environment subjects.**

**Please refer to the pages hereafter.**



Eddie Wright, Basic Member


[Home](#) [Create Survey](#) [My Surveys](#) [My Contacts](#)
[Support/Help](#) | [My Account](#) | [Log Out](#)

## DG ENV softsound

[Edit & Review Results](#) [Write & Deploy](#) [Analyze Results](#) [Share Results](#)  
[Individual Responses](#) [Raw Data Export](#)
**Results Overview**  
 Filter: No filter applied

## Report

[Results Overview](#)  
[New Cross Tab Report](#)  
[Comparison](#)  
[New Comparison Rpt](#)

## Filter

[New Filter](#)  
[Statistics](#)  
[Show Statistics](#)

## Responses

☒ Complete  
☐ Partial  
☐ Screen Out  
☐ Over Quota  
[APPLY](#)


Survey Coach

[Learn how to use filters](#)  
[View a demo of reporting](#)

 Want to ensure your results are statistically valid? Send your survey to more people using Zoomerang Sample - its fast and affordable. [Get a quote](#)
[Print](#) | [Excel Export](#)

## DG ENV softsound

Survey Status: Active Launched: 7/8/2009 8:10 AM Closed: N/A

Email Invited: 0 Visits: 71 Participants: 0 Screen Outs: 0 Over Quota: 0 Completed: 32 (32% not including blank responses)

European Environmental Policy is becoming increasingly influential, and its impact on citizens' lives is also growing. For this reason the European Commission wants to provide journalists with a service that will enable them to become better informed about European Environmental Policy. Your answers to the short questions below will greatly help us to make European Environmental Policy more accessible to journalists across the EU. It should take no more than 5 minutes.

1. Please enter your name and / or country

View 32 Responses

2. Do you work for the news or a magazine show, or both?

News		10	31%
Magazine		6	19%
Both		10	31%
Other, please specify		6	19%
View Responses			
Total		32	100%

3. Is your media public or private?

Public		26	81%
Private		6	19%

4. Do you feel well informed about EU Environmental policy?

View 32 Responses

5. Would your reporting be helped by an online platform providing information and multimedia content for journalists (such as videos, graphics, interviews etc.)?

View 31 Responses

6. If so, how useful would you find the following potential services, which could be provided by the platform?

Top number is the count of responses selecting the option. Bottom % is percent of the total responses selecting the option.	Useless	Not particularly useful	Useful	Very useful
Downloadable video material	0 0%	2 6%	10 31%	20 62%
Ideas for stories	0 0%	4 12%	14 44%	14 44%
Breaking environmental news	0 0%	4 12%	10 31%	18 56%
A calendar of important environmental events	0 0%	3 9%	9 28%	20 62%
Monthly newsletters	4 12%	5 16%	16 50%	7 22%

7. Would you be interested in joining a European Network of environmental journalists? This would grant you privileged access to Commission officials and networking opportunities with key environmental players from across the EU.

View 11 Responses

## 8. Would any of the following services help you cover European Environmental issues better?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Useful	Not particularly useful	Useful	Very useful
Video News Releases	1 3%	4 12%	10 31%	17 52%
Unedited footage	1 3%	2 6%	10 31%	19 59%
Press trips to relevant projects	0 0%	5 16%	16 50%	11 34%
Finding interviewees	0 0%	5 16%	12 38%	13 47%
Finding experts for discussions	1 3%	4 13%	14 45%	13 39%

## 9. Are there any other services that would help you?

View 20 Responses

## 10. Do you have any other comments about DG Environment, its policies and the way that it communicates them to the EU's national media?

View 19 Responses

Thanks very much for your invaluable help. It stands to help journalists and the European Commission improve citizens' understanding of environmental issues.

Eddie Wright, Basic Member

Upgrade now to PRO

Home Create Survey My Surveys My Contacts

Support/Help My Account Log Out

## DG ENV Radio softsound

[Edit & Review](#)   [Invite & Deploy](#)   [Analyse Results](#)   [Share Results](#)  
[Results](#)   [Individual Responses](#)   [Raw Data Export](#)

Results Overview  
Filter: No filter applied

## Report

[Results Overview](#)  
[New Cross Tab Report](#)  
[Comparison](#)  
[New Comparison Rpt](#)

## Filter

[New Filter](#)  
[Statistics](#)  
[Show Statistics](#)  
[Responses](#)  
☒ Complete  
☐ Partial  
☐ Screen Cuts  
☐ Over Quota  
[APPLY](#)



## Survey Coach

[Learn how to use filters](#)  
[View a demo of reporting](#)

Want to ensure your results are statistically valid? Send your survey to more people using Zoomerang Sample - it's fast and affordable. [Get a quote](#)

[Print](#) | [Excel Export](#)

## DG ENV Radio softsound

Survey Status: Active   Launched: 7/22/2009 1:06 AM   Closed: N/A

Email Invited: 0   Visits: 15   Partial: 0   Screen Cuts: 0   Over Quota: 0   Completion: 9 (Does not include blank responses)

European Environmental Policy is becoming increasingly influential, and its impact on citizens' lives is also growing. For this reason the European Commission wants to provide radio journalists with a service that will enable them and their audience to become better informed about European Environmental Policy. Your answers to the short questions below will greatly help us to make European Environmental Policy more accessible to radio journalists across the EU. It should take no more than 5 minutes.

1. Please enter your name and country

[View 9 Responses](#)

2. Do you work for the news or a magazine show, or both?

News		5	56%
Magazine		0	0%
Both		2	22%
Other, please specify		2	22%
<a href="#">View Responses</a>			
Total		9	100%

3. Is your media public or private?

Public		6	67%
Private		3	33%

4. Where do you get your ideas and information for your stories? (select as many as you want)

Blogs		2	22%
Social media (eg Twitter, Facebook)		0	0%
EU information services (eg Commission website)		5	56%
Environmental portals		5	56%
News agencies		6	67%
Personal contacts		8	89%
Specialised publications		5	56%
Generalist written press		5	56%
TV		2	22%
Radio		1	11%
Events		5	56%
PR agencies		2	11%
Other, please specify		1	11%
<a href="#">View Responses</a>			

5. How often do your stories feature a European angle?

Never		0	0%
Rarely		3	33%
Regularly		5	56%
Very often		1	11%
Total		9	100%

6. Would your reporting be helped by a website providing information (such as factsheets, links etc.) and audio content for journalists (such as interviews, speeches, soundbites etc.)?

View 8 Responses

7. If so, how useful would you find the following potential services, which could be provided by a website?

The number in the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Useless	Not particularly useful	Useful	Very useful
Background sounds (eg wind turbine sound, noise of waves)	2 29%	2 29%	2 29%	1 14%
Speeches	2 29%	2 29%	3 43%	0 0%
Pre-recorded interviews	2 29%	2 29%	2 29%	1 14%
Ideas for stories (story library)	0 0%	3 43%	2 29%	2 29%
Recorded case studies (human examples)	1 17%	0 0%	3 50%	2 33%
Database of contacts (interviewees, discussion partners etc.)	0 0%	0 0%	4 57%	3 43%
Breeding environmental news	0 0%	0 0%	2 29%	5 71%
A calendar of important environmental events	0 0%	0 0%	2 29%	5 71%
Monthly newsletters	1 14%	2 29%	3 43%	1 14%

8. Do you feel well informed about EU Environmental policy, and do you have any other comments about DG Environment, its policies and the way that it communicates them to the EU's national media?

View 7 Responses

9. Would you (or a colleague) be interested in joining a European Network of environmental journalists? This would grant you privileged access to Commission officials and networking opportunities with key environmental players from across the EU.

View 8 Responses

10. Are there any other services that would help you?

View 5 Responses

Thanks very much for your invaluable help. It stands to help journalists and the European Commission improve citizens' understanding of environmental issues.



### **3. Europe's environmental media landscape survey - executive summary.**

**Please refer to the pages hereafter.**

**"Framework contract for awareness raising, promotion of the EU's  
environmental policy and dissemination of environmental information  
through audio-visual media"**

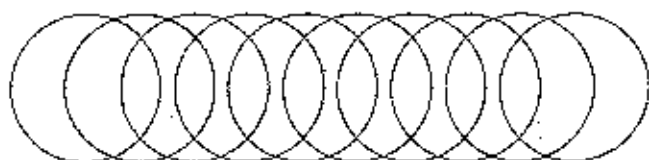
European Commission - DG Environment

Technical Proposal/ Page 152

---





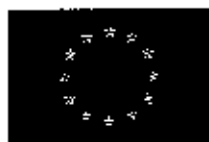


**DG Environment Help Desk**

# **A Survey on Europe's Environment Media Landscape**



Service Request 12/2008  
Specific contract.  
2005/501996/A1  
Framework Contract.  
A1/2005/0033



European Commission  
DG Environment



## Executive Summary

The report on Europe's environment media landscape documents in detail the results of the research undertaken over a period of 2.5 months in examining how the theme of Environment is covered by the AV media of all 27 EUMS. The report comes up with a set of recommendations on what issues DG Environment's AV productions should focus upon and what Mostra considers as the basic requirements for enhancing the receptivity of this material.

### In summary:

- 220 journalists from all across Europe were contacted by email and telephone calls
- More than 300 interviews were conducted over the phone.
- 156 new media contacts interested in receiving DG Env's AV productions were identified

The environment topics that are expected to dominate the agenda for 2009 and for which broadcasters expressed a strong interest in receiving AV material are the following 6+1:

1. Climate Change
2. Biodiversity
3. Renewable Energies
4. New Green Technologies
5. Water (Water Quality/Sea Pollution)
6. Natural/Manmade disasters +1: Copenhagen Summit

As a result of the findings of our survey and as regards the attractiveness of the AV productions of DG Env, Mostra has come up with the following set of conclusions:

- Editors look always for material with new insight that can have a strong visual impact with a direct human angle, a sensationalist manner and a degree of entertainment.
- The closer the better. Editors look for stories that could give them a local angle, however if an international story touches upon the daily life of the local population, i.e. gas crisis - "consumer angle" - stories that could be seen/shown as a paradigm to copy within the parameters of local realities, this issue can be overcome.

- Stories that attract attention are stories that are: **Newsworthy, Wild, Dramatic, Revealing, Scientific but certainly not incomprehensible, not too specialist, not too technical, no jargon!** Keep it fairly simple.
- Stories that give **Solutions** and don't just give an account of the problem
- **YOU stories:** stories that refer to the individual as a single entity and not as part of a mass, stories that can tell the individual what he can do for the environment.
- Editors look for footages that are **hard and costly to get**: Visual material that they have no other way to find access to - like images from countries and/or places that require a lot of travelling, images from "closed environments" - like under the sea, inside a lab etc - pictures that they can't get themselves.
- **A Clear Story-line**, which can be summarised in a short headline.
- **Topicality**. A reason for it to be broadcast now. A 'peg'. A 'today' angle.
- **Accurate and Trustworthy**. Broadcasters must not feel the video report is making exaggerated claims on behalf of the European institutions.
- **Memorable High Quality Pictures**. We must see this story, not just hear about it. Are there any good and memorable picture sequences?
- **Flexible**. The video report must be supported by rushes and scripts for easy editing and reformatting to suit each TV programme's style.

In conclusion, the main reasons that a story of a news report is usually rejected or not shown by AV media:

- Strong bias - imbalanced opinion
- Long interviews with politicians or bureaucrats
- No human angle
- No local angle
- Poor quality or boring footage/pictures
- No timely information
- Too technical
- Other problems: Too long, too generic, inaccurate information, not enough detail



#### **4. Letter of Intent / COPEAM.**

**Please refer to the page hereafter.**

**"Framework contract for awareness raising, promotion of the EU's  
environmental policy and dissemination of environmental information  
through audio-visual media"**

European Commission - DG Environment

Technical Proposal/ Page 154

---



0636226758



Conférence Permanente de l'Audiovisuel Méditerranéen  
المؤتمر الدائم للتواصل السمعي والبصري في حوض البحر الأبيض المتوسط  
Permanent Conference of Mediterranean Audiovisual Operators

## Letter of Expression of Interest

**REFERENCE:** ENV.A.1./FRA/2009/0040

**SUBJECT:** DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"

We have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, we hereby declare our willingness to support Mostra Communications for the activities under this contract, according to the modalities that will be agreed by the two parties.

Rome,

The 5<sup>th</sup> August, 2009

Signature:

**Name:** Alessandra PARADISI  
**Address:** Via Monte Santo, 52 - 00195 Rome (Italy)  
**Organization:** COPEAM - Permanent Conference of the Mediterranean Audiovisual Operators  
**Position:** Secretary General

1

2

3

4



## **5. Letter of Intent / MTV.**

**Please refer to the page hereafter.**







## Letter of Expression of Interest

**SUBJECT:** European Commission's Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"

We have been informed that Mostra Communication will submit a proposal for the framework contract related to audiovisual activities, which is to be awarded by the European Commission's Environment Directorate-General.

For MTV, environmental issues are of significant importance and a priority corporate social responsibility area. In line with this priority we are implementing numerous projects such as "MTV Switch" campaign on combating climate change ([www.mtvswitch.org](http://www.mtvswitch.org)) or "Communication Plan for energy-climate change 2009" project together with Mostra Communication on behalf of the European Commission's Communications Directorate General ([www.mtvplay4climate.eu](http://www.mtvplay4climate.eu)).

The present letter is to confirm our willingness to cooperate with Mostra and the European Commission on the awareness raising, promotion and dissemination activities on EU's environmental policy targeting youth.

Milan, 27 July 2009

**Name:** Guido Rossi  
**Address:** Corso Europa, 5 Milan  
**Organization:** MTV Italy  
**Position:** External Relations with Institutions



## **6. Mostra's Audiovisual Equipment.**

**Please refer to Mostra's audiovisual equipment hereafter.**

Invitation to tender n° ENV.A.1/FRA/2009/0040

**"Framework contract for awareness raising, promotion of the EU's  
environmental policy and dissemination of environmental information  
through audio-visual media"**

European Commission - DG Environment

**Technical Proposal/ Page 158**

---



## **Mostra's Audiovisual Equipment.**

As well as the standard office equipment used for sending and creating information, including a server-based computer network, Mostra has the following in-house equipment used in video production:

### **1. Shooting material**

- ☐ 7x Panasonic P2 Cameras (MiniCam - AG-HVX200 P2)
- ☐ 21x Flash P2 16GB memory cards (AJ-PC016HG)
- ☐ 7x Battery (Ianiro kit for HVX-200)
- ☐ 7x Tripod & head (sac Sachtler System FSB6)
- ☐ 7x Lamp kit (HVX-200 Ianiro)
- ☐ 7x Sennheiser microphones (EW 112-P G2 - Bodypack 100). (Bodypack transmitter + tie-clip mike + pocket receiver)
- ☐ 7x Micro main (Sennheiser SKM 135). Handheld transmitter dynamic cardioid for 100 series - (MD835 cel)
- ☐ 2x DV Cam Z1 Sony
- ☐ 2x DV Cam PD 150 Sony
- ☐ 1x Camcorder Betacam 400 AP

### **2. Editing equipment**

Editing system on AVID network, including:

- ☐ 7x editing suites (fixed editing stations)
- ☐ 7x portable editing stations on lap tops
- ☐ 2x graphic design stations for special effects:
- ☐ Images are uploaded on the Avid Unity server via 3 Open Cube
- ☐ Media management on Avid Interplay
- ☐ Archiving of images on SGT System in low and high resolution
- ☐ Back-up SUN FIRE server with 18 TB and robot archiving to LTO4 cassettes.
- ☐ The conversion and transcoding of the files via Telestream Flip Factory.

Graphic Design system, including:

- ☐ 4x Adobe After Effects CS4 FX workstations
- ☐ 2x Autodesk 3ds MAX 2009 workstations
- ☐ Wacom intuos

### 3. Sound

Two identical studios are equipped with the following material:

- 1 recording cabin
- 1 TLM 103 Micro Neumann
- 1 TLA Ivory 2 pre-ampli mike
- 1 Tascam FW-1884 mixing table
- 1 FAR AV-6CV pair of speakers
- 1 HP 8400 computer
- 1 Nuendo 4.0 software

### 4. Copying

**One FlipFactory New Media Broadcast Software License**

Inputs: MPEG-1, MPEG-2, DV, Windows Media, QuickTime, DPX, AVI, AAC, Avid, Media 100, Pinnacle Liquid, Final Cut, Autodesk, WAV and MP3 formats.

Outputs: Windows Media, QuickTime, Real, PacketVideo MPEG-4, H.264, MP3, Final Cut, DV and WAV formats, plus AMR, AAC, 3GPP, MPEG2, Keyframe, TimeCode burn in, Motion Resolve, Graphics Effects, and Secure FTP also included. MetaFlip Engine and Metadata transformation for iPod and reporting included. FlipFactory New Media plus all supported broadcast monitors and decoders. Abekas, Grass Valley, Harris, Quantel, Omneon, Avid, SeaChange, Sony MAV70, EVS (requires MXF), 360 Systems.



## **7. Email Alert for a VNR – sample.**

**Please refer to the sample hereafter.**

**"Framework contract for awareness raising, promotion of the EU's  
environmental policy and dissemination of environmental information  
through audio-visual media"**

European Commission - DG Environment

Technical Proposal/Page 160

---





Email alert.

## TVLINK EUROPE

THE EUROPEAN FEATURES SERVICE FOR BROADCASTERS



### Carbon capture and storage

FREE  
of  
CHARGE

Versions: EN | FR

### Carbon capture and storage

On December 17th 2009, the European Parliament is supposed to adopt a new directive framing the Carbon capture and storage (CCS) technology. This process enables to separate CO2 from other emissions (all produced by industrial activity) and to safely store the CO2 in a deep geological layer, rather than polluting the air.

The directive defines the rules of what sites can be selected, how those sites will be managed and monitored. By setting a European standard to store captured CO2 in geological layers, the European Commission aims to meet the necessary emission reductions. Brussels has a real ambition to install 12 large demonstration CCS-plants by 2015, thus taking a leading role in environmental technology.

You have the choice to receive the video between DVCAM Betacam and a download website (available as of December 12, 2009).

To access the download website, please follow this link:  
<http://www.mostra.com/video/index.stm?lg=EN&email=bn@mostra.com>

An embargo for the use of the images is set until the vote of the European Parliament.

Filmed in: Germany, Belgium

> Read the full article

To receive a copy of this package in broadcast-standard format, free of charge and copyright, please contact our Media Relations team:



E-mail

Press Relations Department  
Rafaela Ferrando



Phone

Press & Relations Department  
+33 2 637 44 69

To access Mostra's extensive archives of broadcast news reports, please visit

**TVLINK EUROPE.org**



Watch  
this video



Read  
this article



Who  
we are



Long version  
7'30"



Short version  
3'38"



B-Roll

**BETACAM SP**

**DVCAM**

Available languages:  
ENGLISH  
FRENCH  
INTERNATIONAL  
VERSION

THE  
FEDERAL  
BUREAU OF  
INVESTIGATION  
OF THE  
DEPARTMENT OF JUSTICE  
WASHINGTON, D. C.

1

2

3

4



## **8. Sample pages of new TVLink.**

**Please refer to the sample pages and brochures hereafter.**

**"Framework contract for awareness raising, promotion of the EU's  
environmental policy and dissemination of environmental information  
through audio-visual media"**

European Commission - DG Environment

Technical Proposal/ Page 162

---





## The European features services for TV professionals

[illegible]

## Themes



## Sustainable Production and Consumption: the way to a greener world

✶ [More like this](#)

## Latest videos

Sustainable Consumption and Production:  
the way to a greener world

WORLD | **Baritone** 5'35"

On July 16th 2008, the European Commission will launch the Sustainable Consumption and Production package, which will include a legislative proposal and an Action Plan for sustain...

vestibular | 1 schizoid | 23. May | 100.000 | 100.000 | 100.000 | 100.000 | 100.000 | 100.000

## Media Alerts

**Your Email:**

## RSS & Podcasts

### Top 5 Videos

1. Ecodrinking: a cleaner and veng: abe...  
 2. Ecodrinking: a cleaner and veng: abe...  
 3. Ecodrinking: a cleaner and veng: abe...  
 4. Ecodrinking: a cleaner and veng: abe...  
 5. Ecodrinking: a cleaner and veng: abe...  
 6. Ecodrinking: a cleaner and veng: abe...

Sustainable Consumption and Production:  
the way to a greener world



UNCLASSIFIED

On July 14th 2002,  
the European  
Commission set  
down the  
subsidable

全書總論 · 131076X09 | 73 H45

### Sustainable Consumption and Production The way to a better world



**W-CALD**

On July 18th 2009,  
the European  
Commission will  
launch the  
regulation

\*\*\* 02/07/2005 17:14:14 \*\*\*

## Upcoming

Circle action: plotting Europe's new energy  
Lower room rates all year. 600,000  
minimum down to 100,000 all year.  
consequence circle...

Simulate various pulling forces on the new design.  
 Ignor ignem dolor sit amet consectetur  
 adipiscing. Lorem ipsum dolor sit amet  
 consectetur. Ignor —

Lorem ipsum dolor sit aliquet conset  
scupimus egit est ac enim posuere do  
sollicitudin hij et facilisis hinc sed

Lorem ipsum dolor sit amet conset  
 suspendisse eget est ac enim posuere et

colliculū et ad facilius inq̃uē leges  
tortor ex p̃p̃a nōtū et in ad q̃uē sēd  
p̃p̃a p̃m̃is in facilius

Teen had died of HTV3.

CC

CC



## Environment

Search videos



World RSS

### Themes

- ENVIRONMENT
- TRANSPORT
- ENERGY
- EMPLOYMENT
- SOCIAL AFFAIRS
- HEALTH
- CONSUMERS
- EU & WORLD

### Media Alerts

Subscribe to our Media Alerts Mailing list to have up to date informations.

Your Email:

SEND

### See also

Sustainable Consumption and Production:  
the way to a greener world



WORLD  
Duration: 6'32"

On July 16th 2008,  
the European  
Commission will  
launch the  
Sustainable

★★★★ - 14/07/2008 | 73 hits |

Sustainable Consumption and Production:  
the way to a greener world



WORLD  
Duration: 6'32"

On July 16th 2008,  
the European  
Commission will  
launch the  
Sustainable

★★★★ - 14/07/2008 | 73 hits |

### RSS & Podcasts

Any question about RSS, Podcast and our  
subscriptions ? It's the right place to  
know how.

### Top 5 Videos

Views | Rate | Ordered

1. Eco-driving: a cleaner and vlog: abc...
1. Eco-driving: a cleaner and vlog: abc...
1. Eco-driving: a cleaner and vlog: abc...
1. Eco-driving: a cleaner and vlog: abc...
1. Eco-driving: a cleaner and vlog: abc...

## Natura 2000: Man and nature go together

Rate: ★★★★★



Bruno Reiter  
Director Schloss Hotel

nous avons offert 12 postes  
à des personnes sans emploi.

Download this video | Download the script | Order this video

Download  
this video

Download  
the script

Order  
this video

By devoting 20% of its territory to nature, the European Union wishes to put a stop to the erosion of its biodiversity. In 2007, the Natura 2000 European network of protected natural areas was extended to the 10 central European and Mediterranean countries that joined the European Union in 2004. In 2008, the sites in Romania and Bulgaria will also be included in the network, which will continue to incorporate new sites across the EU, particularly in marine zones.

+ Read more

### Informations:

- Script (SW)
- Documentations

### PR contacts:

Info@tvlink.org  
Tel: +32 2 537 44 00

### Versions:

- French
- English
- International
- B-Rpt

### Length:

no-fee: 9'56"  
n-call: 15'06"

### Format availables

HD

HD

HD

DVD

### Weblinks:

United Nations Environment Programme (UNEP)  
Natura 2000 - European Commission  
DG Environment



### Comments



Registered user says:

Nice find, James. It is kind of cool that visually these feel like a set,  
right down to enter palette. That's quite a feat to have a body of  
diverse work like that which still manages to fit the house style.

25 August 2008 at 08:15

8

8





## Environment

Search videos



World RSS

### Themes

View: Most recent | Most discussed | Most view | Top rated

#### ■ ENVIRONMENT

TRANSPORT

ENERGY

EMPLOYMENT

SOCIAL AFFAIRS

HEALTH

CONSUMERS

EU & WORLD

### Sustainable Consumption and Production: the way to a greener world



ENVIRONMENT | Runtime: 6'35"

On July 16th 2008, the European Commission will launch the Sustainable Consumption and Production package, which will include a legislative proposal and an Action Plan for sustain...

★★★★ 11/07/2008 | 71 MB | EN Sub | Watch | Download | Order

### Sustainable Consumption and Production: the way to a greener world



ENVIRONMENT | Runtime: 6'35"

On July 16th 2008, the European Commission will launch the Sustainable Consumption and Production package, which will include a legislative proposal and an Action Plan for sustain...

★★★★ 11/07/2008 | 71 MB | EN Sub | Watch | Download | Order

### Media Alerts

Subscribe to our Media Alerts Mailing list to have up to date informations.

Your Email

SEND

### RSS & Podcasts

Any question about RSS, Podcast and our subscriptions ? It's the right place to know-how.

### Top 5 Videos

Views | Rate | Ordered

1. Eco-driving: a cleaner and vintg abo...
1. Eco-driving: a cleaner and vintg abo...
1. Eco-driving: a cleaner and vintg abo...
1. Eco-driving: a cleaner and vintg abo...
1. Eco-driving: a cleaner and vintg abo...

### Sustainable Consumption and Production: the way to a greener world



ENVIRONMENT | Runtime: 6'35"

On July 16th 2008, the European Commission will launch the Sustainable Consumption and Production package, which will include a legislative proposal and an Action Plan for sustain...

★★★★ 11/07/2008 | 71 MB | EN Sub | Watch | Download | Order

### Sustainable Consumption and Production: the way to a greener world



ENVIRONMENT | Runtime: 6'35"

On July 16th 2008, the European Commission will launch the Sustainable Consumption and Production package, which will include a legislative proposal and an Action Plan for sustain...

★★★★ 11/07/2008 | 71 MB | EN Sub | Watch | Download | Order

PAGES PREVIOUS 8 9 10 11 12 NEXT

Home

Theme

Upcoming

FAQ

About us

Contact us

Themes

Citizens

Mobility

Green

World

Europe

Subscribe

Media Alerts

Podcast

RSS feed

Legal

Users Agreement

Privacy Policy

About MESTRA

mestra

Your Account

My profile

My orders

88

89



## 9. Download Survey

Please refer to the pages hereafter.

invitation to tender n° ENV.A.1/FRA/2009/0040

**"Framework contract for awareness raising, promotion of the EU's  
environmental policy and dissemination of environmental information  
through audio-visual media"**

European Commission - DG Environment

**Technical Proposal/ Page 164**

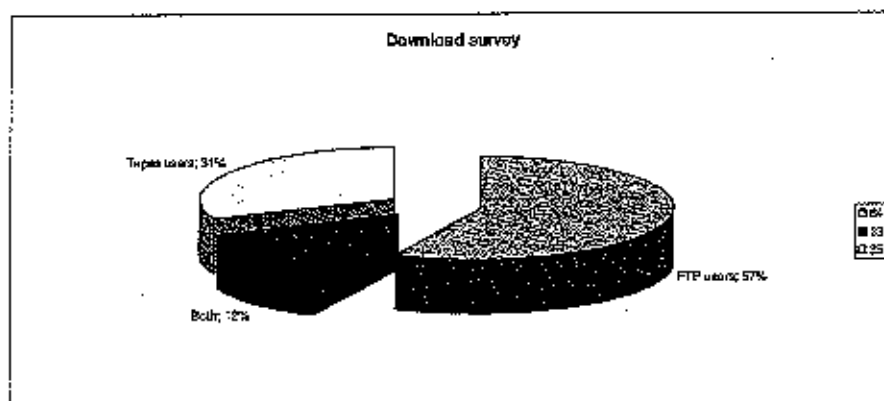
---



# DOWNLOAD LANDSCAPE - EUROPEAN MEDIA

Country	TV	Journalist's name	Interested	Interested but order to pay	Not interested	Comments
1. Austria	ATV	Manfred Kersch	1			They do not accept the digital (download) via the website
2. Austria	ORF	Gerhard Kersch	1			
3. Austria	ORF	Frank Geller	1			
4. Austria	ORF	Michael Kersch	1			They do not accept the digital (download) via the website
5. Belgium	RTBF	Christine Dupont	1			
6. Belgium	KTL-TV	Patricia Grooten	1			
7. Belgium	RTBF	David Babel	1			
8. Belgium	RTBF	Henri Dierckx	1			
9. Belgium	RTBF	Henri Dierckx	1			
10. Belgium	RTBF	Henri Dierckx	1			
11. Belgium	RTBF	Henri Dierckx	1			
12. Belgium	RTBF	Henri Dierckx	1			
13. Belgium	RTBF	Henri Dierckx	1			
14. Belgium	RTBF	Henri Dierckx	1			
15. Belgium	RTBF	Henri Dierckx	1			
16. Belgium	RTBF	Henri Dierckx	1			
17. Belgium	RTBF	Henri Dierckx	1			
18. Belgium	RTBF	Henri Dierckx	1			
19. Belgium	RTBF	Henri Dierckx	1			
20. Belgium	RTBF	Henri Dierckx	1			
21. Belgium	RTBF	Henri Dierckx	1			
22. Belgium	RTBF	Henri Dierckx	1			
23. Belgium	RTBF	Henri Dierckx	1			
24. Belgium	RTBF	Henri Dierckx	1			
25. Belgium	RTBF	Henri Dierckx	1			
26. Belgium	RTBF	Henri Dierckx	1			
27. Belgium	RTBF	Henri Dierckx	1			
28. Belgium	RTBF	Henri Dierckx	1			
29. Belgium	RTBF	Henri Dierckx	1			
30. Belgium	RTBF	Henri Dierckx	1			
31. Belgium	RTBF	Henri Dierckx	1			
32. Belgium	RTBF	Henri Dierckx	1			
33. Belgium	RTBF	Henri Dierckx	1			
34. Belgium	RTBF	Henri Dierckx	1			
35. Belgium	RTBF	Henri Dierckx	1			
36. Belgium	RTBF	Henri Dierckx	1			
37. Belgium	RTBF	Henri Dierckx	1			
38. Belgium	RTBF	Henri Dierckx	1			
39. Belgium	RTBF	Henri Dierckx	1			
40. Belgium	RTBF	Henri Dierckx	1			
41. Belgium	RTBF	Henri Dierckx	1			
42. Belgium	RTBF	Henri Dierckx	1			
43. Belgium	RTBF	Henri Dierckx	1			
44. Belgium	RTBF	Henri Dierckx	1			
45. Belgium	RTBF	Henri Dierckx	1			
46. Belgium	RTBF	Henri Dierckx	1			
47. Belgium	RTBF	Henri Dierckx	1			
48. Belgium	RTBF	Henri Dierckx	1			
49. Belgium	RTBF	Henri Dierckx	1			
50. Belgium	RTBF	Henri Dierckx	1			
51. Belgium	RTBF	Henri Dierckx	1			
52. Belgium	RTBF	Henri Dierckx	1			
53. Belgium	RTBF	Henri Dierckx	1			
54. Belgium	RTBF	Henri Dierckx	1			
55. Belgium	RTBF	Henri Dierckx	1			
56. Belgium	RTBF	Henri Dierckx	1			
57. Belgium	RTBF	Henri Dierckx	1			
58. Belgium	RTBF	Henri Dierckx	1			
59. Belgium	RTBF	Henri Dierckx	1			
60. Belgium	RTBF	Henri Dierckx	1			
61. Belgium	RTBF	Henri Dierckx	1			
62. Belgium	RTBF	Henri Dierckx	1			
63. Belgium	RTBF	Henri Dierckx	1			
64. Belgium	RTBF	Henri Dierckx	1			
65. Belgium	RTBF	Henri Dierckx	1			
66. Belgium	RTBF	Henri Dierckx	1			
67. Belgium	RTBF	Henri Dierckx	1			
68. Belgium	RTBF	Henri Dierckx	1			
69. Belgium	RTBF	Henri Dierckx	1			
70. Belgium	RTBF	Henri Dierckx	1			
71. Belgium	RTBF	Henri Dierckx	1			
72. Belgium	RTBF	Henri Dierckx	1			
73. Belgium	RTBF	Henri Dierckx	1			
74. Belgium	RTBF	Henri Dierckx	1			
75. Belgium	RTBF	Henri Dierckx	1			
76. Belgium	RTBF	Henri Dierckx	1			
77. Belgium	RTBF	Henri Dierckx	1			
78. Belgium	RTBF	Henri Dierckx	1			
79. Belgium	RTBF	Henri Dierckx	1			
80. Belgium	RTBF	Henri Dierckx	1			
81. Belgium	RTBF	Henri Dierckx	1			
82. Belgium	RTBF	Henri Dierckx	1			
83. Belgium	RTBF	Henri Dierckx	1			
84. Belgium	RTBF	Henri Dierckx	1			
85. Belgium	RTBF	Henri Dierckx	1			
86. Belgium	RTBF	Henri Dierckx	1			
87. Belgium	RTBF	Henri Dierckx	1			
88. Belgium	RTBF	Henri Dierckx	1			
89. Belgium	RTBF	Henri Dierckx	1			
90. Belgium	RTBF	Henri Dierckx	1			
91. Belgium	RTBF	Henri Dierckx	1			
92. Belgium	RTBF	Henri Dierckx	1			
93. Belgium	RTBF	Henri Dierckx	1			
94. Belgium	RTBF	Henri Dierckx	1			
95. Belgium	RTBF	Henri Dierckx	1			
96. Belgium	RTBF	Henri Dierckx	1			
97. Belgium	RTBF	Henri Dierckx	1			
98. Belgium	RTBF	Henri Dierckx	1			
99. Belgium	RTBF	Henri Dierckx	1			
100. Belgium	RTBF	Henri Dierckx	1			

						In reply to your letter about pictures for Post, we prefer to receive pictures for both quality and archive purposes. In the past we have used the old 300 dpi image and the quality is poor. It is also very convenient when we need images urgently. However in the long term, we prefer pictures.
1	Video	Camera House AG	David (Davidson)			
2	Video	Big TV as service	Michael (Michael)			
3	Video	Provision (Provision)	Michael (Michael)			
4	Video	Alpina	Michael (Michael)			
5	Video	Alpina	Michael (Michael)			
6	Video	Alpina	Michael (Michael)			
7	Video	Alpina	Michael (Michael)			
8	Video	Alpina	Michael (Michael)			
9	Video	Alpina	Michael (Michael)			
10	Video	Alpina	Michael (Michael)			
11	Video	Alpina	Michael (Michael)			
12	Video	Alpina	Michael (Michael)			
13	Video	Alpina	Michael (Michael)			
14	Video	Alpina	Michael (Michael)			
15	Video	Alpina	Michael (Michael)			
16	Video	Alpina	Michael (Michael)			
17	Video	Alpina	Michael (Michael)			
18	Video	Alpina	Michael (Michael)			
19	Video	Alpina	Michael (Michael)			
20	Video	Alpina	Michael (Michael)			
21	Video	Alpina	Michael (Michael)			
22	Video	Alpina	Michael (Michael)			
23	Video	Alpina	Michael (Michael)			
24	Video	Alpina	Michael (Michael)			
25	Video	Alpina	Michael (Michael)			
26	Video	Alpina	Michael (Michael)			
27	Video	Alpina	Michael (Michael)			
28	Video	Alpina	Michael (Michael)			
29	Video	Alpina	Michael (Michael)			
30	Video	Alpina	Michael (Michael)			
31	Video	Alpina	Michael (Michael)			
32	Video	Alpina	Michael (Michael)			
33	Video	Alpina	Michael (Michael)			
34	Video	Alpina	Michael (Michael)			
35	Video	Alpina	Michael (Michael)			
36	Video	Alpina	Michael (Michael)			
37	Video	Alpina	Michael (Michael)			
38	Video	Alpina	Michael (Michael)			
39	Video	Alpina	Michael (Michael)			
40	Video	Alpina	Michael (Michael)			
41	Video	Alpina	Michael (Michael)			
42	Video	Alpina	Michael (Michael)			
43	Video	Alpina	Michael (Michael)			
44	Video	Alpina	Michael (Michael)			
45	Video	Alpina	Michael (Michael)			
46	Video	Alpina	Michael (Michael)			
47	Video	Alpina	Michael (Michael)			
48	Video	Alpina	Michael (Michael)			
49	Video	Alpina	Michael (Michael)			
50	Video	Alpina	Michael (Michael)			
51	Video	Alpina	Michael (Michael)			
52	Video	Alpina	Michael (Michael)			
53	Video	Alpina	Michael (Michael)			
54	Video	Alpina	Michael (Michael)			
55	Video	Alpina	Michael (Michael)			
56	Video	Alpina	Michael (Michael)			
57	Video	Alpina	Michael (Michael)			
58	Video	Alpina	Michael (Michael)			
59	Video	Alpina	Michael (Michael)			
60	Video	Alpina	Michael (Michael)			
61	Video	Alpina	Michael (Michael)			
62	Video	Alpina	Michael (Michael)			
63	Video	Alpina	Michael (Michael)			
64	Video	Alpina	Michael (Michael)			
65	Video	Alpina	Michael (Michael)			
66	Video	Alpina	Michael (Michael)			
67	Video	Alpina	Michael (Michael)			
68	Video	Alpina	Michael (Michael)			
69	Video	Alpina	Michael (Michael)			
70	Video	Alpina	Michael (Michael)			
71	Video	Alpina	Michael (Michael)			
72	Video	Alpina	Michael (Michael)			
73	Video	Alpina	Michael (Michael)			
74	Video	Alpina	Michael (Michael)			
75	Video	Alpina	Michael (Michael)			
76	Video	Alpina	Michael (Michael)			
77	Video	Alpina	Michael (Michael)			
78	Video	Alpina	Michael (Michael)			
79	Video	Alpina	Michael (Michael)			
80	Video	Alpina	Michael (Michael)			
81	Video	Alpina	Michael (Michael)			
82	Video	Alpina	Michael (Michael)			
83	Video	Alpina	Michael (Michael)			
84	Video	Alpina	Michael (Michael)			
85	Video	Alpina	Michael (Michael)			
86	Video	Alpina	Michael (Michael)			
87	Video	Alpina	Michael (Michael)			
88	Video	Alpina	Michael (Michael)			
89	Video	Alpina	Michael (Michael)			
90	Video	Alpina	Michael (Michael)			
91	Video	Alpina	Michael (Michael)			
92	Video	Alpina	Michael (Michael)			
93	Video	Alpina	Michael (Michael)			
94	Video	Alpina	Michael (Michael)			
95	Video	Alpina	Michael (Michael)			
96	Video	Alpina	Michael (Michael)			
97	Video	Alpina	Michael (Michael)			
98	Video	Alpina	Michael (Michael)			
99	Video	Alpina	Michael (Michael)			
100	Video	Alpina	Michael (Michael)			



#### Options in favour of FTP download

- Faster gain of time
- High quality
- Gives the opportunity to watch it online
- Same as EBS
- Easier management
- Eco-friendly

#### Options in favour of sending tapes

- Low speed Internet (esp. Serbia)
- Not technically prepared
- Need for the archive



## 10. Usage Report

Please refer to the pages hereafter.





[illegible]



Country	Media	Type	Coverage	Programme	Magazine 1	Magazine 2	Date of Broadcast	Time	Additional Broadcasts	Audience	Copies	Shipping form	Number of Copies	Date of Shipping
Romania	Meleco TV	Satellite	National	News	1						1		1	16/12/08
Bulgaria	Channel 1	Satellite	National	News	1		16/12/08	19:00						
Slovakia	Channel 1	Satellite	National	News	1		16/12/08	19:00						
Slovenia	Channel 1	Satellite	National	News	1		16/12/08	19:00						
<b>TOTAL</b>					<b>34</b>	<b>19</b>				<b>84 N.A.</b>	<b>56</b>	<b>18</b>	<b>15</b>	

**Audiences:** Terrestrial TV channels: Data provided by the TV channel user of Mosira TV material or calculated by Mosira's own means (using broadcasting information data in specialised press guides). Some data are not available. So the TOTAL is a minimum of audience.

**Satellite and web TV:** Calculations are made on the basis of data provided to Mastra by these channels. / n.a. = audience non applicable. **TOTAL** is based on the feedback received from journalists. We do not have all lengths so the **TOTAL** is a minimum of minutes used.

**Minutes used:**





## **11. Green Calendar.**

**Please refer to the pages hereafte.**

invitation to tender n° ENV.A.1/FRA/2009/0040  
"Framework contract for awareness raising, promotion of the EU's  
environmental policy and dissemination of environmental information  
through audio-visual media"

European Commission - DG Environment

Technical Proposal/ Page 168

---



## Green Calendar.

The proposed long-term diary of European Environment events is designed to help broadcasting editors to plan their future coverage. This will be available on the proposed Greenlink Europe portal.

A look-ahead at some of the main European Environment events in the coming months (see links for more information) to help journalists plan their coverage:

September 2009			
Dates	Event	Country	Website
2-4 Sept	mLife Conference	Spain, Barcelona	<a href="http://www.m4life.org">www.m4life.org</a>
3-4 Sept	Future Climate Conference. Engineering associations from 12 countries will present their national climate plans and recommendations for the UN climate summit in Copenhagen	Denmark, Copenhagen	<a href="http://ida.dk/sites/climate/conference2009/Sider/Conference2009.aspx">http://ida.dk/sites/climate/conference2009/Sider/Conference2009.aspx</a>
7-8 Sept	Green Streets Conference, Committee of the Regions, Brussels	Belgium, Brussels	<a href="http://www.CoR.europa.eu">www.CoR.europa.eu</a>
7-11 Sept	Future Energy Forum	Denmark, Bornholm	<a href="http://www.futureenergy.dk/">http://www.futureenergy.dk/</a>
8-9 Sept	Nordic Climate Solutions (Nordic Council of Ministers)	Denmark, Copenhagen	<a href="http://www.copenhagencimatesolutions.com/2section=1000">http://www.copenhagencimatesolutions.com/2section=1000</a>
13-19 Sept	8 <sup>th</sup> International Carbon Dioxide Conference	Germany, Jena	<a href="http://www.eurogeosurveys.org/8th-international-carbon-dioxide-conference">http://www.eurogeosurveys.org/8th-international-carbon-dioxide-conference</a>
14 Sept	IEA: 9 <sup>th</sup> Annual Workshop on Greenhouse Gas Emissions Trading	France, Paris	<a href="http://www.iea.org/Textbase/work/workshopdetail.asp?WS_ID=416">http://www.iea.org/Textbase/work/workshopdetail.asp?WS_ID=416</a>
14-15 Sept	Driving Sustainability - Nordic Council	Iceland, Reykjavik	<a href="http://www.drivingsustainability.org/agenda.html">http://www.drivingsustainability.org/agenda.html</a>

<b>14-16 Sept</b>	Rise International Energy Conference	Denmark, Roskilde	<a href="http://www.risoe.dtu.dk/Conferences/energyco09.aspx">http://www.risoe.dtu.dk/Conferences/energyco09.aspx</a>
<b>14-16 Sept</b>	European Offshore Wind Conference and Exhibition	Sweden, Stockholm	<a href="http://www.eow2009.info/">http://www.eow2009.info/</a>
<b>16-18 Sept</b>	World Bioenergy - Clean Vehicles and Fuels	Sweden, Stockholm	<a href="http://www.worldbioenergy.org">www.worldbioenergy.org</a>
<b>22-25 Sept</b>	Extraordinary Climate Summit during UN General Assembly	United States, New York	
<b>23-24 Sept</b>	Frederikshavn in Denmark holds an Energy Week	Denmark, Frederikshavn	<a href="http://www.energycity.com/">http://www.energycity.com/</a>
<b>23-25 Sept</b>	CCGW 2009: International Conference on Climate Change and Global Warming	The Netherlands, Amsterdam	<a href="http://www.waset.org/conferences/2009/amstercgw/">http://www.waset.org/conferences/2009/amstercgw/</a>
<b>26 Sept</b>	WWV (World Wide Views): Poll on climate change in about 50 countries all over the world	International	<a href="http://www.wvnews.org/">http://www.wvnews.org/</a>
<b>28-10 Oct</b>	UN climate negotiations, Bangkok Top European climate scientists will be among the UN expert group in negotiations looking ahead to the Earth Summit in Copenhagen in December which must agree big cuts in global emissions to avoid dangerous global warming	Denmark, Copenhagen	
<b>28-30 Sept</b>	'Four Degrees and Beyond' debate.	United Kingdom, Oxford	<a href="http://www.edi.ox.ac.uk/4degrees/index.php">http://www.edi.ox.ac.uk/4degrees/index.php</a>



## October 2009

Dates	Event	Country	Website
1-2 Oct	Conference on the Waste Disposal Directive	Belgium, Brussels	<a href="http://www.era.int">www.era.int</a>
5-8 Oct	EU Committee of the Regions, Brussels: On Climate Change Open Days: European Week of Regions and Cities	Belgium, Brussels	<a href="http://ec.europa.eu/regional_policy/conference/sod2008/index.cfm">http://ec.europa.eu/regional_policy/conference/sod2008/index.cfm</a>
6-8 Oct	Youth Climate Change Forum	Denmark, Copenhagen	
8-9 Oct	EU Energy Council	Luxembourg	<a href="http://www.eu2009.se">www.eu2009.se</a>
12-14 Oct	Inspiring Climate Education	Denmark, Copenhagen	<a href="http://www.ice2009.org/">http://www.ice2009.org/</a>
15: Oct	EC Bioenergy Contractors Conference	Belgium, Brussels	
21-23 Oct	Climate Change and Ancient Societies	Denmark, Copenhagen	<a href="http://climate.ku.dk/calendar1/ancient_societies">http://climate.ku.dk/calendar1/ancient_societies</a>
23 Oct	EU Environment Council	Luxembourg	<a href="http://www.eu2009.se">www.eu2009.se</a>
24-25 Oct	International parliamentary conference on climate change	Denmark, Copenhagen	<a href="http://www.globalinternational.org/content.php?id=2;0:0:0:0">http://www.globalinternational.org/content.php?id=2;0:0:0:0</a>
29-30 Oct	European Council	Belgium, Brussels	<a href="http://www.eu2009.se">www.eu2009.se</a>
29 Oct	Climate Change Talks	Denmark, Aarhus	<a href="http://klima.au.dk/dk/kalender/cal/event/2009">http://klima.au.dk/dk/kalender/cal/event/2009</a>

# November 2009

Dates	Event	Country	Website
2-6 Nov	Online conference: Climate 2009 (Animated from Hamburg).	Germany, Hamburg	<a href="http://klima2009.net/">http://klima2009.net/</a>
3-6 Nov	Climate Change as Challenge for Intercultural Inquiry on Values.	Denmark, Aarhus	<a href="http://www.globaldialogueconference.org/">http://www.globaldialogueconference.org/</a>
16-17 Nov	The 3 <sup>rd</sup> European Renewable Energy Policy Conference.	Belgium, Brussels	<a href="http://www.erec.org/nl/calendar-of-events">http://www.erec.org/nl/calendar-of-events</a>
16-18 Nov	District Energy - Leading the Way to Copenhagen.	Denmark, Copenhagen	
17-19 Nov	SIREME - International Exhibition for Renewable Energy and Energy Management.	France, Paris	<a href="http://www.sireme.fr/accueil-en.html">http://www.sireme.fr/accueil-en.html</a>
20 Nov	Covenant of Mayors: How to finance it?	Finland, Helsinki	<a href="http://www.energie-cites.eu/IMG/pdf/helsinki_registration.pdf">http://www.energie-cites.eu/IMG/pdf/helsinki_registration.pdf</a>
23-24 Nov	Global Forum for sustainable leadership in the era of Climate Change.	Denmark, Copenhagen	<a href="http://unprme.org/working-groups/display-working-group.php?wgid=823">http://unprme.org/working-groups/display-working-group.php?wgid=823</a>
25 Nov	EUROCITIES: Annual General Meeting with climate change adaptation on the agenda.	Sweden, Stockholm	<a href="http://www.eurocities2009.eu/pages.aspx?paqe=14">http://www.eurocities2009.eu/pages.aspx?paqe=14</a>
25-26 Nov	The 3 <sup>rd</sup> Civil Protection Forum organised by DG Environment, focusing on the new perils by climate change.	Belgium, Brussels	<a href="http://ec.europa.eu/environment/civil/forum2009/index.htm">http://ec.europa.eu/environment/civil/forum2009/index.htm</a>
28-5 Dec	Children's Climate Forum (City of Copenhagen in cooperation with UNICEF).	Denmark, Copenhagen	<a href="http://www.unicef.org/infoycountry/denmark_45874.html">http://www.unicef.org/infoycountry/denmark_45874.html</a>

## December 2009

Dates	Event	Country	Website
1-4 Dec	Pollutec horizons 2009	France, Paris	<a href="http://www.pollutec.com/site/GB/About_Pollutec_Horizons/">http://www.pollutec.com/site/GB/About_Pollutec_Horizons/</a>
2-6 Dec	Things Talk - Childrens' Creative Climate Camp	Denmark, Ballerup	<a href="http://www.thingsstalk.net">www.thingsstalk.net</a>
3-6 Dec	Climate Exchange 2009	Denmark, Copenhagen	<a href="http://www.cphco2009.dk/">http://www.cphco2009.dk/</a>
7 Dec	EU Energy Council	Belgium, Brussels	
7-18 Dec	Change Your Globe Installation on Copenhagen Town Hall Square (climate exhibitions, concerts, debates, etc.)	Denmark, Copenhagen	<a href="http://www.goldendays.dk/composite-64.htm">http://www.goldendays.dk/composite-64.htm</a>
7-18 Dec	UN Climate Change Conference COP15, Copenhagen (Bella Centre)	Denmark, Copenhagen	<a href="http://en.cop15.dk/">http://en.cop15.dk/</a>
9 Dec	EREC Side Event to COP15	Denmark, Copenhagen	<a href="http://www.erec.org/">http://www.erec.org/</a>
10-11 Dec	European Council	Belgium, Brussels	<a href="http://www.eu2009.se">www.eu2009.se</a>
10-11 Dec	European Energy Agency Conference: New Goals demand New Action	Sweden, Malmö	For further information, email <a href="mailto:per-johan.wik@kfsk.se">per-johan.wik@kfsk.se</a>
12-13 Dec	Bright Green - not just another trade fair	Denmark, Copenhagen; Parken	<a href="http://www.energymap.dk/Profiles/Confederation-of-Danish-Industry/Related-Events">http://www.energymap.dk/Profiles/Confederation-of-Danish-Industry/Related-Events</a>
13-15 Dec	Ecocity World Summit - Global Environmental Balances	Turkey, Istanbul	<a href="http://ecocity2009.com/">http://ecocity2009.com/</a>
14-17 Dec	Climate Summit for Mayors	Denmark, Copenhagen	<a href="http://www.denmark.dk/en/servicemenu/New/GeneralNews/ClimateSummitConcerns.htm">http://www.denmark.dk/en/servicemenu/New/GeneralNews/ClimateSummitConcerns.htm</a>
22 Dec	EU Environment Council	Belgium, Brussels	<a href="http://www.eu2009.se">www.eu2009.se</a>
31 Dec	Spain takes over the EU presidency from Sweden		<a href="http://www.eu2010.es">www.eu2010.es</a>

C

C

C

C



## **12. Sample letters of intent from journalists.**

**Please refer to the pages hereafter.**

**"Framework contract for awareness raising, promotion of the EU's  
environmental policy and dissemination of environmental information  
through audio-visual media"**

European Commission - DG Environment

**Technical Proposal/ Page 170**

---



Globe Village  
Chaussée d'Alsemberg 1001  
B 1180 Brussels  
T +32 (0)2 537 44 00  
F +32 (0)2 537 21 67  
mostra@mostra.com • www.mostra.com



### Letter of Expression of Interest

REFERENCE: ENV.A.1/FRA/2009/0040

SUBJECT: DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"

Name: ANTONIO VARELA SALGADO

Address: Avda. SAN MARCOS 39- CP 15890 SANTIAGO DE COMPOSTELA (SPAIN).

Media: PRODUCTORA PORTICO DE COMUNICACIONES, S.L.  
PROGRAMA: "NATUREZA" (CIF B- 15340789)

Position: GERENTE DE LA PRODUCTORA PORTICO DE COMUNICACIONES, S.L.

I have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010 by the winners of the contract.

City, date and signature

Santiago de Compostela (SPAIN) a 6 de Agosto 2009

**PORTICO**

Please return this form duly signed (by mail, fax or email) to:

MOSTRA SA

T: +32 537 44 00 / F: +32 2 537 21 67

c/o Chaussée d'Alsemberg, 1001 - 1180 Brussels

ewr@mostra.com / www.mostra.com

100

100

100

100

100



Globe Village  
Chaussée d'Alsemberg 1001  
B 1180 Brussels  
T +32 (0)2 537 44 00  
F +32 (0)2 537 21 67  
mostra@mostra.com - www.mostra.com

mostra

## Letter of Expression of Interest

REFERENCE: ENV.A.1/FRA/2009/0040

SUBJECT: DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"

Name:

DENISA DEURKOVÁ

Address:

DLYNSKA DOLINA 845 95 BRATISLAVA

Media:

SLOVAK TELEVISION

Position:

PROGRAMME CO-ORDINATOR EBU

I have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010 by the winners of the contract.

City, date and signature

Deurkova

BRATISLAVA 5.8.2009

Please return this form duly signed (by mail, fax or email) to:

MOSTRA SA

T: +32 537 44 001 F: +32 2 537 21 67

c/o Chaussée d'Alsemberg, 1001 - 1180 Brussels

ewr@mostra.com | www.mostra.com



Globe Village  
Chaussée d'Alsemberg 1001  
B 1180 Brussels  
T +32 (0)2 537 44 00  
F +32 (0)2 537 21 67  
[mosira@mosira.com](mailto:mosira@mosira.com) • [www.mosira.com](http://www.mosira.com)



### Letter of Expression of Interest

REFERENCE: ENV.A.1/FRA/2009/0040

SUBJECT: DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"

Name: SARVA SPEVAKOVA

Address: LUBENBURSKA 22, PRAGA 3, 130 00, CZECH REPUBLIC

Media: HERAFILM

Position: EDITOR

I have been informed that Mosira Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mosira Communication, I hereby declare my willingness to participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010 by the winners of the contract.

City, date and signature

PRAGUE, JULY 3, 2009

*Spevakova*

Please return this form duly signed (by mail, fax or email) to:

MOSTRA SA

T: +32 537 44 00 | F: +32 2 537 21 67

c/o Chaussée d'Alsemberg, 1001 - 1180 Brussels

[ewc@mosira.com](mailto:ewc@mosira.com) | [www.mosira.com](http://www.mosira.com)



Globe Village  
Chaussée d'Alsemberg 1001  
B 1180 Brussels  
T +32 (0)2 537 44 00  
F +32 (0)2 537 21 67  
[mostra@mostra.com](mailto:mostra@mostra.com) + [www.mostra.com](http://www.mostra.com)



### Letter of Expression of Interest

REFERENCE: ENV.A.1/FRA/2009/0040

SUBJECT: DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"

Name:

..... Pasteel Françoise .....

Address:

..... Bld Tirou 37 - 6000 Charleroi - Belgium .....

Media:

..... RTBF .....

Position:

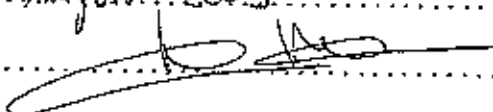
..... Producer "Jardins & Loisirs" .....

I have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010 by the winners of the contract.

City, date and signature

..... Brussel, 31. of August 2009 .....



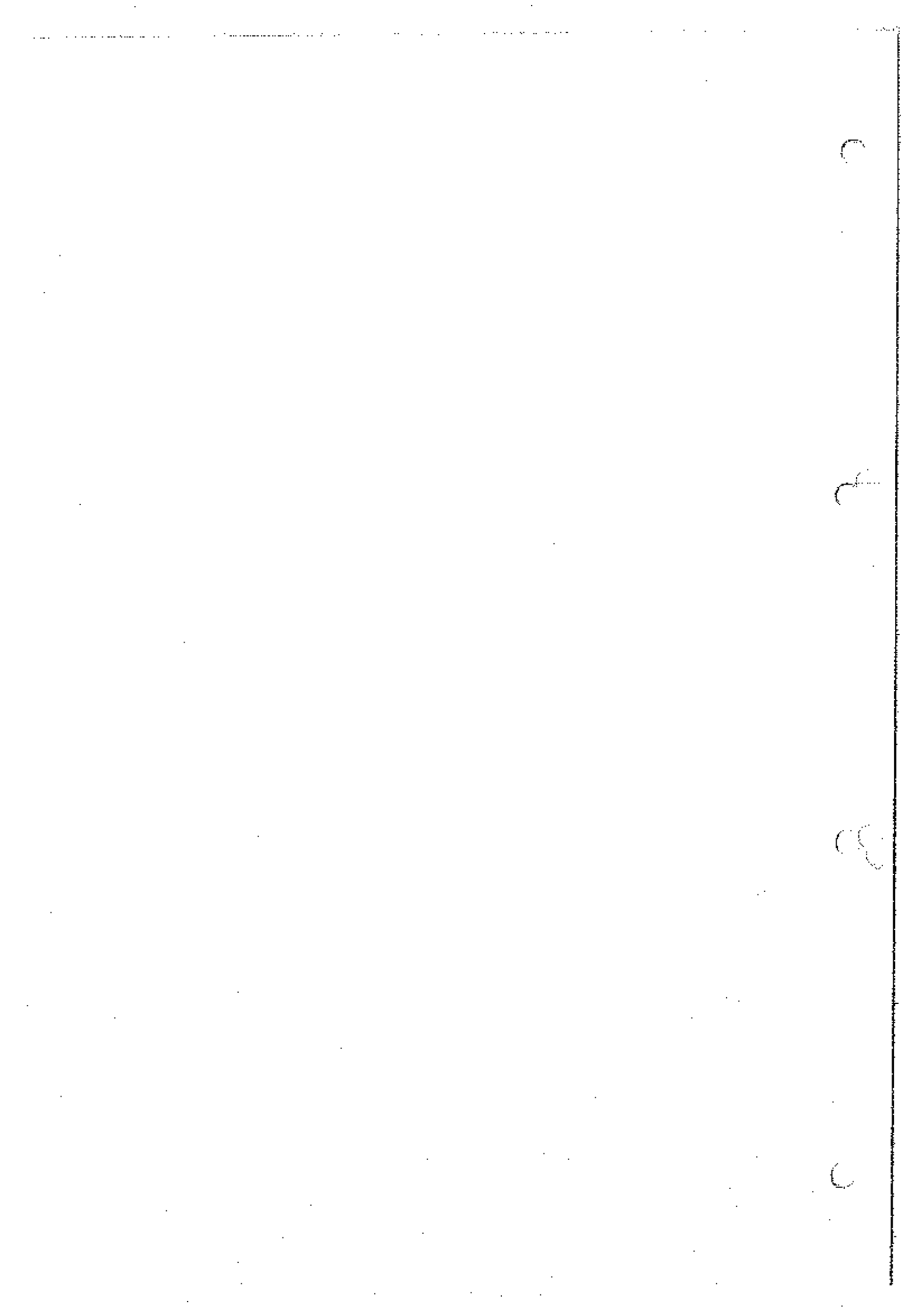
Please return this form duly signed (by mail, fax or email) to:

MOSTRA SA

T: +32 537 44 00 1 F: +32 2 537 21 67

c/o Chaussée d'Alsemberg, 1001 - 1180 Brussels

[ewr@mostra.com](mailto:ewr@mostra.com) | [www.mostra.com](http://www.mostra.com)



## Letter of Expression of Interest

**REFERENCE:** ENV.A.1./FRA/2009/0040

**SUBJECT:** DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"

Name:

Brasseur Claudine. ....

Address:

RTBF – Le Jardin Extraordinaire – 37 Boulevard Tirou – 6000 Charleroi. ....

Media:

RTBF – television. ....

Position:

Producer – editor. ....

I have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010 by the winners of the contract.

City, date and signature

Lives-sur-Meuse

6 August 2009

Claudine Brasseur. ....





Globe Village  
Chaussée d'Alsemberg 1001  
B 1180 Brussels  
T +32 (0)2 537 44 00  
F +32 (0)2 537 21 67  
mostra@mostra.com • www.mostra.com

## Letter of Expression of Interest

**REFERENCE: ENV.A.1./FRA/2009/0040**

**SUBJECT: DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"**

Name: Joana Guedes Pinto

Address:

Farol de Ideias

Media Parque RTP

R. Conceição Fernandes

4431-962 Vila Nova de Gaia

Media: Farol de Ideias – television programme "Biosfera" to RTP

Position: Journalist and producer

I have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010 by the winners of the contract.

City, date and signature

Vila Nova de Gaia, 30<sup>th</sup> July 2009

*Joana Guedes Pinto*



934990022

## Letter of Expression of Interest

REFERENCE: ENV.A.1./FRA/2009/0040

SUBJECT: DG ENV Call for Tender "Awareness raising,  
promotion of the EU's environmental policy and  
dissemination of environmental information through  
audiovisual media"

Name:

..... Xavier Duran .....

Address:

..... C/ de TV3 s/n 08970 Sant Joan Despí Catalunya (Spain) .....

Media:

..... Televisió de Catalunya .....

Position:

..... Editor program "El medi ambient" .....

I have been informed that Mostra Communication is bidding for the aforementioned framework contract,  
which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to  
participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010  
by the winners of the contract.

City, date and signature

..... Sant Joan Despí, 30th July 2009 .....

Please return this form duly signed (by mail, fax or email) to:

MOSTRA SA

T: +32 537 44 00 | F: +32 2 537 21 67

c/o Chaussée d'Alsambert, 1001 - 1180 Brussels

ewr@mostra.com | www.mostra.com



+420 261211576

Globe Village  
Chaussée d'Alembert 1001  
B 1180 Brussels  
T +32 (0)2 537 44 00  
F +32 (0)2 537 21 67  
mostra@mostra.com • www.mostra.com

mostra

## Letter of Expression of Interest

REFERENCE: ENV.A.1/FRA/2009/0040

SUBJECT: DG ENV Call for Tender "Awareness raising, promotion  
of the EU's environmental policy and dissemination of  
environmental information through audiovisual media"

Name: Vladimír Kořen

Address:

Česká televize

Na Hřebenech 2

Praha 4, 140 00

Media: Czech television

Position: reporter

I have been informed that Mostra Communication is bidding for the aforementioned framework contract, which  
is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to participate in the  
European Network of Environmental Journalists (ENEF), which will be set up in 2010 by the winners of the  
contract.

City, date and signature Prague 28.7.2009

Please return this form duly signed (by mail, fax or email) to:

MOSTRA SA

T: +32 537 44 00 1 F: +32 2 537 21 67

c/o Chaussée d'Alembert, 1001 - 1180 Brussels

ewr@mostra.com | www.mostra.com

e

of

cc

c

Globe Village  
Chaussée d'Alsemberg 1001  
B 1180 Brussels  
T +32 (0)2 537 44 00  
F +32 (0)2 537 21 67  
[mostra@mostra.com](mailto:mostra@mostra.com) - [www.mostra.com](http://www.mostra.com)



## Letter of Expression of Interest

**REFERENCE:** ENV.A.1./FRA/2009/0040

**SUBJECT:** DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"

**Name:** Athanasios Papantonopoulos

**Address:** Ellis 1, Halandri, Greece.

**Media:** Producer of independent ecological documentary series  
(broadcast on ERT 1)

**Position:** General Manager.

I have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010 by the winners of the contract.

City, date and signature

Halandri, 30-07-2009

A handwritten signature in a circular stamp, appearing to be "GAZ".

Please return this form duly signed (by mail, fax or email) to:

MOSTRA SA

T: +32 537 44 00 | F: +32 2 537 21 67

c/o Chaussée d'Alsemberg, 1001 - 1180 Brussels

[ewr@mostra.com](mailto:ewr@mostra.com) | [www.mostra.com](http://www.mostra.com)

C

6

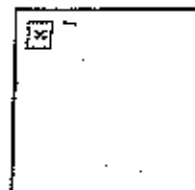
C

C



+35621244601

Globe Village  
Chaussée d'Alsamborg 1001  
B 1180 Brussels  
T +32 (0)2 537 44 00  
F +32 (0)2 537 21 67  
mostra@mostra.com - www.mostra.com



## Letter of Expression of Interest

**REFERENCE: ENV.A.1./FRA/2009/0040**

**SUBJECT: DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"**

Name:  
Keith Demicoli

Address:  
PBS, 75, St Luke's Road, Gwardamangia MALTA

Media:  
Public Broadcasting Services Limited

Position:  
Senior Journalist/TV Producer

I have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010 by the winners of the contract.

City, date and signature  
Valletta, Malta 31<sup>st</sup> July, 2009

①

②

③

④

Globe Village  
Chaussée d'Aisemborg 1001  
B 1180 Brussels  
T +32 (0)2 537 44 00  
F +32 (0)2 537 21 67  
[mostra@mostra.com](mailto:mostra@mostra.com) • [www.mostra.com](http://www.mostra.com)

### Letter of Expression of Interest

**REFERENCE:** ENV.A.1/FRA/2009/0040

**SUBJECT:** DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"

Name: Eva Dušičková

Address: Ševčenkova 2, 851 01, Bratislava

Media: private TV production company - N-club, partner of Slovak Television

Position: Director

I have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010 by the winners of the contract.

City, date and signature

Bratislava, 27.07.2009



Please return this form duly signed (by mail, fax or email) to:

MOSTRA SA

T: +32 537 44 00-1 F: +32 2 537 21 67

c/o Chaussée d'Aisemborg, 1001 - 1180 Brussels

[ewn@mostra.com](mailto:ewn@mostra.com) / [www.mostra.com](http://www.mostra.com)



Globe Village  
Chaussée d'Alsemberg 1001  
B 1180 Brussels  
T +32 (0)2 537 44 00  
F +32 (0)2 537 21 67  
[mostra@mostra.com](mailto:mostra@mostra.com) • [www.mostra.com](http://www.mostra.com)



### Letter of Expression of Interest

**REFERENCE:** ENV.A.1./FRA/2009/0040

**SUBJECT:** DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"

Name:

..... MOJCA REČEK .....

Address:

..... ILIČHOVA 33, 2000 MARIBOR, SLOVENIA .....

Media:

..... RTV SLOVENIA, TV MARIBOR .....

Position:

..... JOURNALIST /EDITOR .....

I have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010 by the winners of the contract.

City, date and signature

..... Maribor, 28 July 2009 .....

..... Mojca Recek .....

Please return this form duly signed (by mail, fax or email) to:

MOSTRA SA

T: +32 537 44 00 | F: +32 2 537 21 67

c/o Chaussée d'Alsemberg, 1001 - 1180 Brussels

[ewn@mostra.com](mailto:ewn@mostra.com) | [www.mostra.com](http://www.mostra.com)



Globe Village  
Chaussée d'Alsemberg 1001  
B 1180 Brussels  
T +32 (0)2 537 44 00  
F +32 (0)2 537 21 67  
mostra@mostra.com • www.mostra.com



### Letter of Expression of Interest

REFERENCE: ENV.A.1/FRA/2009/0040

SUBJECT: DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"

Name:

GUNA ZEMITE

Address:

LAPU STR. 17, RIGA LV 1002

Media:

TV BROADCAST, VIDEO FACTS

Position:

ADMINISTRATOR

I have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010 by the winners of the contract.

City, date and signature

RIGA, JULY, 27 2009

Please return this form duly signed (by mail, fax or email) to:

MOSTRA SA

T: +32 537 44 00 1 F: +32 2 537 21 67

c/o Chaussée d'Alsemberg, 1001 - 1180 Brussels

ewr@mostra.com | www.mostra.com





358914804082

Globe Village  
Chaussée d'Alsemberg 1001  
B 1180 Brussels  
T +32 (0)2 537 44 00  
F +32 (0)2 537 21 67  
mostra@mostra.com • www.mostra.com

mostra

## Letter of Expression of Interest

REFERENCE: ENV.A.1/FRA/2009/0040

SUBJECT: DG ENV Call for Tender "Awareness raising,  
promotion of the EU's environmental policy and  
dissemination of environmental information  
through audiovisual media"

Name: MINNA PÄRSSINEN

Address: UUTISKATU 5, 00024 YLEISRADIO

Media: YLE NEWS, FINNISH BROADCASTING COMPANY

Position: FOREIGN NEWS REPORTER

I have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010 by the winners of the contract.

City, date and signature

HELSINKI, 23rd OF JULY, 2009 Minna Pärssinen

Please return this form duly signed (by mail, fax or email) to:

MOSTRA SA

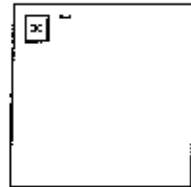
T: +32 537 44 00 | F: +32 2 537 21 67

c/o Chaussée d'Alsemberg, 1001 - 1180 Brussels

ewr@mostra.com | www.mostra.com



Globe Village  
Chaussée d'Alsemberg 1001  
B 1180 Brussels  
T +32 (0)2 537 44 00  
F +32 (0)2 537 21 67  
[mostra@mostra.com](mailto:mostra@mostra.com) • [www.mostra.com](http://www.mostra.com)



### Letter of Expression of Interest

REFERENCE: ENV.A.1./FRA/2009/0040

SUBJECT: DG ENV Call for Tender "Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audiovisual media"

Name:

ZIVILE KROPAITE

Address:

Konarskio 49, Vilnius, Lithuania

Media:

Lithuanian Radio

Position:

journalist

I have been informed that Mostra Communication is bidding for the aforementioned framework contract, which is to be awarded by the European Commission's Environment Directorate-General.

Should the contract be awarded to Mostra Communication, I hereby declare my willingness to participate in the European Network of Environmental Journalists (ENEJ), which will be set up in 2010 by the winners of the contract.

City, date and signature

Vilnius, 10<sup>th</sup> August

Z. Kropaitė

Please return this form duly signed (by mail, fax or email) to:

MOSTRA SA

T: +32 537 44 00 | F: +32 2 537 21 67

c/o Chaussée d'Alsemberg, 1001 - 1180 Brussels

[ewr@mostra.com](mailto:ewr@mostra.com) | [www.mostra.com](http://www.mostra.com)





### **13. Mostra's quality management plan.**

**Please refer to the pages hereafter.**

11

11

11

11

11

**DG ENVIRONMENT**

**"Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audio-visual media"**

**Project Management Quality Plan**

<b>Version number</b>	1
<b>Date</b>	11 August 2009
<b>Distributed to</b>	DG ENVIRONMENT

	<b>Name</b>	<b>Signature</b>	<b>Date</b>
Prepared by	Stephanie Reinert		
Reviewed by	Patrick Vastenaekels		
Approved by	To be completed <sup>1</sup>		

<sup>1</sup> Name of the DG ENV officer in charge of this contract



## Contents.

1. Introduction.....	3
2. Acronyms.....	4
3. Contractual information.....	5
4. Overall Objectives of the Contract.....	6
5. Scope of Work.....	7
6. Quality requirements.....	8
7. Project Management Team.....	9
8. Professional qualifications of key staff.....	11
9. Project Management Methodology and Tools.....	13
10. Risk Management and Mitigation.....	14
11. Major Deliverables.....	18
12. Reference Documents.....	19
13. Methods and Procedures.....	20
14. Quality Control.....	23
15. Follow-up and planning meetings.....	27
16. Reporting.....	28
17. Evaluation and Performance Indicators.....	29
18. Personnel Management and Training.....	31
19. Problem & Complaint Management.....	36
20. Monitoring subcontractors' and external experts' work.....	38
21. Particular Issues.....	40
22. Review and Updates of the Quality Plan.....	41





## 1. Introduction

---

This Quality Plan aims to provide the European Commission's Directorate-General for Environment with the overall approach of how the contract resulting from the invitation to tender for **"Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audio-visual media"** will be managed by Mostra. In our management the central aim will be to ensure consistently high quality products and services are provided throughout the duration of the contract. This Quality Plan describes the methods and procedures we will implement to meet the expectations and objectives of DG ENV. It will also allow DG ENV to provide input into the quality management process whenever necessary.

## 2. Acronyms

ToRs	Terms of Reference
ITT	Invitation to Tenders
PMQP	Project Management Quality Plan
EC	European Commission
DG ENV	DG Environment
Etc.	To be completed



### 3. Contractual information

<b>Contracting Authority</b>	<b>DG ENV</b>
<b>Title of contract</b>	"Awareness raising, promotion of the EU's environmental policy and dissemination of environmental information through audio-visual media"
<b>Reference</b>	Invitation to tender n° ENV.A.1/FRA/2009/0040
<b>Person responsible for the contract on behalf of DG ENV</b>	To be completed
<b>Person responsible for the contract on behalf of the contractor</b>	Alain Nandrin



#### 4. Overall Objectives of the Contract

---

DG Environment wishes to contract an Agency able to assist in helping DG Environment communicate to EU citizens and stakeholders alike, the various EU environmental actions and policies undertaken. The present framework contract aims to make use of audiovisual production and dissemination across the EU, as well as coverage of key events, and potential media training for EC officials.



## 5. Scope of Work

---

The contractor will be requested to provide services that cover the production of reports, documentaries, videos, VNRs, television advertising, animated films and other audiovisual material to be distributed on television, DVD or the Web in any of the EU's official languages (including the translation and/or adaptation of texts, commentaries, subtitles, etc.) and their active dissemination to media, including assessment of broadcasters' actual usage.

The work may include the following tasks:

- ☐ Production of 15-25 informative and/or promotional video news releases per year
- ☐ Active dissemination of each VNR to national, regional and local television stations or television networks
- ☐ Reports detailing broadcasters' demand for VNRs and their usage
- ☐ Video coverage of up to 5 selected events in Brussels or elsewhere, for example Green Week, Mobility Week, foreign trips by the Environment Commissioner
- ☐ Organisation of coverage of up to 5 selected events, in Brussels or elsewhere, by invited television/video journalists
- ☐ Handling questions from professional broadcasters

## 6. Quality requirements

We commit ourselves to implement products and services under this contract to the highest possible professional standards.

Our approach to Quality Assurance covers **six areas**:

Area	Main quality requirements
<b>Product and service quality</b>	The content and the form of final products are of high quality in all aspects of the process.
<b>Process and Project management quality</b>	Client's requests are processed quickly and appropriately. Service management is efficient and customer-oriented. Technical and financial proposals and reports are accurate.
<b>Impact</b>	The delivered products and services have an optimum impact on the targeted audiences.
<b>Cost-effectiveness</b>	The cost-effectiveness ratio is optimum.
<b>Customer satisfaction</b>	The client is satisfied of the quality of products and services, of project management, of impact and of cost-effectiveness.
<b>Internal satisfaction</b>	The project team and the contractor's management are satisfied with the quality of products and services, of project management, of impact and of cost-effectiveness.

One of our first tasks will be to define, in agreement with DG ENV, specific quality criteria and performance indicators, for each type of product and service, so as to ensure that delivered products and services meet the quality expectations of DG ENV.

More information about this is to be found in the chapters "Quality controls" and "Evaluation and Performance indicators".



## 7. Project Management Team

The names and expertise of team members are to be found in the Technical Offer. They will be included later in the Quality Plan. Here is a detailed description of the specific duties of overall project management staff.

### Project Leader

- ☐ monitoring the correct administration of the contract (on legal, financial, administrative and quality issues);
- ☐ handling serious complaints from DG ENV;
- ☐ allocating the human resources required to implement the contract;
- ☐ providing for their training needs;
- ☐ regularly evaluating their qualifications;
- ☐ appointing their replacement if necessary;
- ☐ if necessary, updating the present Quality Plan in consultation with DG ENV.

### Assistant Project Leaders

- ☐ managing the project team;
- ☐ monitoring the implementation of agreed production methods and system of quality management in the course of the project;
- ☐ carrying out budget control of the project concerning personnel and other expenses;
- ☐ taking the decisions necessary to ensure the respect of quality, deadlines and budget agreed with DG ENV;
- ☐ providing DG ENV with answers and solutions, as regards both the subject of the contract and organisational or administrative matters;
- ☐ initiating the issue of invoices;
- ☐ handling of administrative aspects of the contract (legal and administrative issues).

### Financial Controller

- ☐ handling of financial aspects of the contract.



### **Production Assistants**

- ☐ Managing specific production processes according to their areas of responsibility;
- ☐ Preparation and follow-up of planning;
- ☐ Work organization and follow-up;
- ☐ Running the team for each specific project;
- ☐ Ensuring quality of products and services;
- ☐ Reporting to the Project Manager.





## **8. Professional qualifications of key staff**

---

Below is a list of the minimum professional qualifications of the key personnel which will be employed under this contract.

Category of Personnel	Minimum Professional Qualifications
Project Leader	<ul style="list-style-type: none"> <li><input type="checkbox"/> University degree, or equivalent background and experience</li> <li><input type="checkbox"/> Highly qualified expert having assumed important responsibilities in his/her profession recruited for his/her management/supervisory, conceptual and creative skills in the exercise of his/her profession.</li> <li><input type="checkbox"/> Good experience in managing and supervising human resources</li> <li><input type="checkbox"/> Good understanding of EU policies and good knowledge of the DG ENV and its role within the EU</li> <li><input type="checkbox"/> Ten (10) years experience in managing communication projects and teams of which at least 7 must be connected with the professional sector concerned and the type of tasks to be performed.</li> <li><input type="checkbox"/> Good knowledge of the English and French languages; knowledge of the language(s) of any other EU Member State is an asset</li> </ul>
Assistant Project Leader	<ul style="list-style-type: none"> <li><input type="checkbox"/> University degree, or equivalent background and experience</li> <li><input type="checkbox"/> Certified expert having received high-level training in his/her profession, recruited for his/her conceptual and creative skills in the exercise of his/her profession.</li> <li><input type="checkbox"/> Good experience in managing and supervising human resources</li> <li><input type="checkbox"/> Good understanding of EU policies and excellent knowledge of the DG ENV and its role within the EU</li> <li><input type="checkbox"/> Five (5) years of professional experience in managing communication projects and teams.</li> <li><input type="checkbox"/> Possess strong coordination, creative, analytical and drafting skills</li> <li><input type="checkbox"/> Good knowledge of the English and French languages; knowledge of the language(s) of any other EU Member State is an asset</li> </ul>
Financial Controller	<ul style="list-style-type: none"> <li><input type="checkbox"/> University degree, or equivalent background and experience</li> <li><input type="checkbox"/> Knowledge of EC financial procedures</li> <li><input type="checkbox"/> Experience in financial management of EC framework contracts</li> <li><input type="checkbox"/> Good knowledge of the English and French languages; knowledge of the language(s) of any other EU Member States is an asset</li> </ul>
All support staff	<ul style="list-style-type: none"> <li><input type="checkbox"/> Certified expert having received high-level training in his/her profession, recruited for his/her conceptual and creative skills in the exercise of his/her profession.</li> <li><input type="checkbox"/> Three (3) years professional experience of which at least 2 must be connected to audiovisual work.</li> <li><input type="checkbox"/> Good knowledge of the English and French languages; knowledge of the language(s) of any other EU Member States is an asset</li> </ul>



## 9. Project Management Methodology and Tools

The project team will apply the skills, tools and techniques that are generally recognized as good practice, as described in the "Guide to Project Management Body of Knowledge" (or PMBOK Guide)<sup>2</sup>.

The project team will utilise a set of tools to help manage and control quality on each project. These include:

**1) Standard templates** (to be agreed with DG ENV) for technical and financial proposals, advisory notes, survey reports, meeting reports, final and activity reports, monitoring reports (these templates will be annexed to the Quality Plan);

**2) A project management software**, MS PROJECT, facilitating fast and realistic planning of projects; (see Box 1 for more information);

**3) An integrated ERP (Enterprise Resource Planning) application**, EUROJOB, facilitating a highly efficient budget and resources management of each project; (see Box 2 for more information).

### MS PROJECT ®

In order to facilitate scheduling and monitoring the various projects, MS Project allows a.o. the following functions:

- ☐ Definition and follow-up of the project breakdown, indicating the duration of each element and foreseen links
- ☐ Evaluation of the volume of tasks associated with each action
- ☐ Management of these tasks
- ☐ Establishment and follow-up of the operational schedule
- ☐ Follow-up of time consumed
- ☐ Comparison of finalised operations with scheduled operations
- ☐ Modification of scheduling

### EUROJOB ®

EUROJOB 3.5 is an integrated application (ERP) for service companies covering most project management needs in a single highly efficient database (ORACLE), which allows all information encoded to be used in all the relevant modules, screens and lists.

With more than 100 references, including more than 50 in the advertising sector, EUROJOB 3.5 is the benchmark-integrated application for communication services companies. The application is the fruit of more than 10 years of experience in this sector.

EUROJOB 3.5 offers more than 400 parameters and 450 screens. It covers in particular:

- ☐ Financial accounting
- ☐ Cost accounting
- ☐ Budget management
- ☐ Consolidation
- ☐ Financial management
- ☐ Management of projects/dossiers/jobs,
- ☐ Work management (time sheets, etc.)

<sup>2</sup> A Guide to Project Management Body of Knowledge, Third Edition, published by the Project Management Institute (2004)



## 10. Risk Management and Mitigation

At Mostra, we are aware that "risk" is inherent with any project. We define risk as an uncertain event that, if it occurs, has an effect on a project's objectives in terms of time, performance and cost. Performance is defined as scope delivered at the requested level of quality.<sup>3</sup>

We have integrated risk management as one of the project team's tools for every project. By performing a risk assessment prior to the start of any project, the project team can identify potential risks early on and develop a strategy to deal with the risks, in agreement with the client. Risk management is a continuous process along the project, as we know that new risks can occur at any moment in the course of a project.

### 10.1. Risk Management Plan

In the risk plan (established for project of a certain importance and length such as a campaign), the project team identifies the specific steps that will be taken to deal with the risk. This includes the elaboration of a strategy and how the team will implement the plan.

In this plan, the following aspects will be described:

- ☐ Purpose of the plan
- ☐ Roles and responsibilities
- ☐ Risk documentation
- ☐ Activities: Identification of the risks, analyse, planning, lessons learned etc.
- ☐ Schedule of activities
- ☐ Budgetary aspects
- ☐ Tools
- ☐ Etc.

---

<sup>3</sup> The effect of a risk can be negative or positive. In case of a positive outcome, the risk is called an opportunity. Opportunities can also be included as part of the risk assessment and potential benefit identified.



## 10.2. Risk analysis

During the whole production process, the project team should be aware of any risk that can have an impact on the completion of the project. One way to accomplish this is by completing a risk analysis at the start of the project for the different identified risks and to review risks periodically. This analysis is based on a structured questionnaire, and takes into account lessons learned from previous projects.

Risk analysis helps the Project Leader and the team to identify potential problems early so that a strategy can be developed in order to avoid the risk or reduce its impact and/or probability.

The processes of risk analysis are as follows:

### *a) Risk identification*

During this phase, the Project Leader gathers information and documentation that will help him to identify the problems and categorize the risks: technical (reliability of a new software, for example), organisational (the need for specific skills, for a high number of PR officers, for example), external (last minute changes asked by the client or delay of a sub-contractor, for example).

### *b) Establishing a Risk analysis Log*

For any project, a "risk analysis" spreadsheet will be developed. At the top, basic information will be indicated, such as: project name, project manager and revision date. The revision date is updated every time there is a change to the spreadsheet. A "number column" will be incremented by one each time a risk is added to the log. Once a risk is avoided, it is moved to another page ("closed risk page") of the spreadsheet.

### **Identified Risk column**

The identified risk is described in detail.

**Impact and likelihood risk level column**

There are two items to consider in determining a risk's impact to a project:

- **Impact:** the risk's impact to the project identifies the time and/or money and/or resources that will need to be extended if the risk occurs. Usually, it is broken down in 3 levels: low, medium and high. The definition of these levels will depend on the project and the project team.
- **Likelihood:** the risk's likelihood to occur is the probability that the event happens. It is rated unlikely, likely and very likely.

Example of 3x3 grid:

High			
Medium			
Low			
	Unlikely	Likely	Very Likely

**Owner of the risk column**

Every identified risk will be assigned to one person who will be responsible for the tracking and reporting of the risk.



*c) Risk strategy*

Once a risk is identified, different strategy options exist to deal with negative risks and opportunities: *Acceptance (+/-); Avoid (-); Mitigate (-); Transfer; Exploit (+).*



## 11. Major Deliverables

---

Deliverables for the contract will include (non-exhaustive list):

- **A Quality Plan**
- **A Project Management Plan**
- **Work programme and timeframe of activities**
- **Communication products (preliminary versions and final versions):** VNRs, reports, documentaries, clips, advertisements, animated films, DVD, etc.
- **Reports:** Kick-off reports; Minutes of meetings; Progress reports; Final reports (including a complete description of the work done; a quantitative presentation of the results obtained; an assessment of the activities and recommendations to improve management procedures; comments and suggestions; copies of the material produced.)





## 12. Reference Documents

---

Each activity implemented in the framework of this contract will be based on following documents:

- The **Specific Contract** (including the Special and General Conditions, the Tender Specifications and the Contractor's Tender)
- The **Quality Plan**
- The **Project Management Plan** (see chapter "Methods and Procedures")
- The **Reports** (see chapter "Reporting")

All project documentation will be stored in an easily understandable way and will be accessible to all team members, via a web-based collaboration system.

**Please refer to the page hereafter for the Project Management Plan template.**



### 13. Methods and Procedures

In order to ensure maximum quality, impact and cost-effectiveness, Mostra will implement a tried-and-tested project management system, already used in the framework of similar contracts.

The Project Leader will be DG ENV's main contact person. He / she will be assisted by an assistant project Leader to support him/ her in the day to day running of specific projects.

#### *a) Preparing a project*

For each communication project (VNR production, training...), the Project Leader will:

- ☐ **analyse the needs** to be met;
- ☐ design an **action plan** (objectives, main deliverables, main deadlines) in order to meet these needs;
- ☐ determine the **human resources** and the **equipment** to be used to meet the quality requirements that have been defined by the contract in general.

#### *b) Planning the project*

At the start of the production process, the Project Leader will prepare a "Project Management Plan", in order to meet the objectives, the timescale and the quality standards agreed with DG ENV. This plan gives a detailed projection for all the project phases, including production schedule, deliverables, milestones, etc.

Each project is broken down into phases. And each of these phases leads to a specific result delivered to DG ENV (the "deliverable"). Each deliverable is submitted:

- ☐ first for an **internal quality control**, based on a checklist;
- ☐ and next for an **approval** by DG ENV (as a prerequisite for starting the next phase).

The contractor will strictly uphold this plan, to ensure the final stages are completed on time and in a controlled way.

If needed, the Project Management Plan can be updated in agreement with DG ENV, to take account of any **changes** due to circumstances beyond the contractor's sphere of responsibility (such as a delay in information supplied by the DG



## PROJECT MANAGEMENT PLAN

Project Name:

Prepared by:

Date

(MM/DD/YYYY):

### 1. Project Objectives and Scope of Work

Describe the project objectives and the scope of work to be performed.

### 2. Deliverables and Acceptance Criteria

List project deliverables, including for each deliverable, a description of the quality checkpoints and indicators that will be used as acceptance criteria.

Deliverables	Quality Checkpoints and Indicators
1.	
2.	
3.	

### 3. Project milestones

List the key milestones and detailed milestones (if any) attached to the present Project Management Plan.

Milestones	Date
1.	
2.	
3.	

#### 4. Project Team Quality Responsibilities

*Describe quality-related responsibilities of the Project Team including quality responsibility assignments.*

Function and Name	Responsibility
1.	
2.	
3.	

#### 5. Signatures

**Project Name:**

**Project Manager:**

*I have reviewed the information contained in this Project Management Plan and agree:*

Name	Role	Signature	Date

*The signatures above indicate an understanding of the purpose and content of this document by those signing it. By signing this document, they agree to this as the formal Project Management Plan document.*



ENV experts, last-minute corrections or requests for additional services). A change control system will be put in place, in agreement with DG ENV, in order to manage change requests during the implementation of a project.

*c) Monitoring the project*

The Project Leader is responsible for the quality of services delivered by the contractor. He ensures that every person involved in the services process is fully aware of his/her duties and the standards set for the product/service.

All our team members have the specialised skills necessary to ensure the effective completion of the tasks. Nevertheless, the Project Leader will regularly monitor the quality of the services provided:

- ☐ by means of regular internal meetings with the team;
- ☐ by a regular checking of the Project Management Plan.

The Project Leader works closely with the competent DG ENV unit, which will be able to monitor the process through:

- ☐ approval of the agreed deliverables;
- ☐ progress meetings.

Progress meetings are held on a regular basis in the course of each project and are attended by representatives of DG ENV, the Project Leader and any other team member whose participation is deemed necessary according to the agenda of the meeting. The aim of these progress meetings is to:

- ☐ examine the state of progress of the project;
- ☐ review the production schedule;
- ☐ discuss and plan next actions.

*d) Closing the project*

The closing report will:

- ☐ **describe the work** carried out;
- ☐ describe and evaluate the **results** obtained;



- indicate **lessons learned** with a view towards future improvements (problems encountered, corrective actions taken, proposed preventive measures for future projects, proposals for improved cost-effectiveness)
- propose **possible future activities**.

The contractor will create specific Procedures Manuals, explaining in detail the methods to be used for the different products and services to be produced under this contract.

## 14. Quality Control

Quality control will be undertaken not only upon delivery of the final product or service but during all project stages. It will be fully integrated into all operations and based on a set of quality checkpoints. Sets of quality criteria will be defined in agreement with DG ENV for all services and products. They will be periodically revised, completed and updated.

The following tables present sets of quality checkmarks concerning **project management and audiovisual production**.

Project management processes	Quality checkpoints
<b>Service request analysis</b>	<ul style="list-style-type: none"> <li>Are the client's objectives clearly understood (feedback from the client)?</li> </ul>
<b>Quality tools</b>	<ul style="list-style-type: none"> <li>Are quality tools effectively used?</li> </ul>
<b>Production planning</b>	<ul style="list-style-type: none"> <li>Has the planning been respected?</li> </ul>
<b>Technical and financial proposal</b>	<ul style="list-style-type: none"> <li>Are proposals prepared in due time?</li> <li>Do proposals comply with the agreed template?</li> <li>Are they clear, accurate and complete?</li> <li>Do they involve innovative ideas?</li> <li>Are financial proposals in conformity with the framework contract unit prices?</li> </ul>
<b>Budget</b>	<ul style="list-style-type: none"> <li>Is the project implemented in the most cost-effective way?</li> </ul>
<b>Periodical meetings</b>	<ul style="list-style-type: none"> <li>Are monthly meetings well prepared?</li> <li>Do monthly meetings deliver concrete results?</li> <li>Are meeting reports clear, accurate and complete?</li> </ul>

AV production processes	Quality checkpoints
<b>Concept paper</b>	<ul style="list-style-type: none"> <li>▪ Is there a clear storyline which can be summarised in a short sentence?</li> <li>▪ Is there a "peg" which would give programmers a reason to broadcast the pictures now?</li> <li>▪ Does the proposed storyline contain any new information (something most people don't know already)?</li> <li>▪ Does the proposed storyline include a human example, which will interest people who are directly involved?</li> <li>▪ Does the proposed subject support and illustrate the key messages of the client ?</li> <li>▪ Are the proposed key messages relevant to the target audience?</li> </ul>
<b>Production schedule</b>	<ul style="list-style-type: none"> <li>▪ Does the production schedule allow to meet the project objectives?</li> <li>▪ Is the schedule realistic?</li> </ul>
<b>Shooting</b>	<ul style="list-style-type: none"> <li>▪ Does the used equipment allow to meet the quality requirements?</li> <li>▪ Are the pictures of good quality: colour-balance, stability, sharpness, centring?</li> <li>▪ Is the sound of good quality: level, balance, background noise?</li> <li>▪ Are the tapes of good quality: drop problems?</li> <li>▪ Are the interviews of good quality: performance of the interviewee, content?</li> <li>▪ These points are checked during the shooting on location and double-checked in studio when derushing.</li> </ul>
<b>Rough cut</b>	<ul style="list-style-type: none"> <li>▪ Is the storyline clear?</li> <li>▪ Is it interesting for the target audience?</li> <li>▪ Does the video convey the key messages?</li> <li>▪ Are there enough good and memorable picture sequences?</li> <li>▪ Is the commentary accurate and trustworthy?</li> <li>▪ Is the commentary not too technical?</li> <li>▪ Are there enough good rushes to allow reformatting by each TV programme?</li> </ul>
<b>Final cut</b>	<ul style="list-style-type: none"> <li>▪ Does the sound and image quality match the professional standards?</li> </ul>



	<ul style="list-style-type: none"> <li>Do the animated graphics make understanding the information easier?</li> <li>Does their graphic style match our professional standards?</li> <li>Is the voiceover clear? Is the tone of voice correct (it should be "journalistic" in the case of a VNR)?</li> <li>Do the subtitles or dubbed version (if any) reflect accurately what was said by the interviewees?</li> </ul>
<b>Copies</b>	<ul style="list-style-type: none"> <li>Are the copies faultless?</li> <li>Have they been delivered in good time?</li> </ul>

Organisation of press trips processes	Quality checkpoints
<b>Goal &amp; destination</b>	<ul style="list-style-type: none"> <li>Does the press trip have a clear goal?</li> <li>Will the proposed destination enable this goal to be met?</li> <li>Is it the most appropriate destination we could find?</li> <li>Is there any particular event during or after the trip?</li> </ul>
<b>Context</b>	<ul style="list-style-type: none"> <li>Will the press trip interest journalists &amp; their planning editors at and after the time it takes place?</li> <li>What measures will be required to assure journalists' safety on the trip?</li> <li>Will the weather and season be right for the subject?</li> </ul>
<b>Participants</b>	<ul style="list-style-type: none"> <li>Is the trip aimed at written, TV or radio journalists?</li> <li>Is the number of journalists not too big?</li> <li>Have appropriate measures been taken to satisfy all journalists, if different types of media are present?</li> </ul>
<b>Organisation</b>	<ul style="list-style-type: none"> <li>Have measures been taken to ensure that the trip can be satisfactorily organised within the given time restraints?</li> <li>Are journalists correctly informed about the subject, local environment and the possibilities they will have before the trip takes place?</li> <li>Is the trip going to be as journalist-friendly as possible?</li> <li>Will journalists feel free to produce the stories that they want to produce?</li> <li>Are the logistical elements correctly organised (e.g. arrival, departure, accommodation, food, internal transport, internet access, camera crews)?</li> <li>Will the group have the support they require on the</li> </ul>

	<p>ground (e.g. language, culture, individual transport)?</p> <ul style="list-style-type: none"> <li>▪ Will the journalists be safe &amp; correctly equipped?</li> <li>▪ Is the trip as environmentally friendly as possible?</li> </ul>
<b>Planned content</b>	<ul style="list-style-type: none"> <li>▪ Does the content meet the needs &amp; interests of the assembled journalists (n.b. difference in needs between written and AV journalists)?</li> <li>▪ Will journalists be able to obtain all the elements required to illustrate their stories (e.g. visits to relevant projects, interviews with affected locals, relevant politicians etc.)?</li> <li>▪ Is there flexibility in the programme, in case of unplanned breaking news events?</li> <li>▪ Will the schedule enable journalists to maximise the informative impact of the trip?</li> <li>▪ What are the added valued issues/opportunities proposed during the press trip?</li> <li>▪ Is the itinerary realistic?</li> <li>▪ Does the programme enable free time for journalists?</li> <li>▪ Does the programme proposed to journalists cover different fields (e.g. internal policies, EU and international actions, civil society projects, etc.; variety of talking-heads; etc.)?</li> </ul>
<b>Support for organisers</b>	<ul style="list-style-type: none"> <li>▪ Will there be any local contact that could assist the organisers and the journalists on the ground?</li> <li>▪ Will those accompanying the journalists be correctly informed and equipped to satisfy the journalists' needs?</li> <li>▪ Will the organisers have the structured back-up they require from colleagues (e.g. monitoring breaking news, collecting clippings, logistical support)?</li> </ul>
<b>Reporting</b>	<ul style="list-style-type: none"> <li>▪ Are measures in place to collect journalists' coverage?</li> <li>▪ Will the strategy for collecting articles match the editorial sensitivities of the assembled journalists?</li> </ul>

Other quality checkpoint lists related to specific products or services presented in our technical offer, will be discussed with DG ENV. They will be systematically used to verify that all deliverables in the production chain are of high quality and consistent with the fixed objectives.



## 15. Follow-up and planning meetings

---

The management of this Quality Plan will be based on:

- ☐ Regular project team's evaluation meetings
- ☐ Regular evaluation meetings with DG ENV

We propose to hold "follow-up and planning meetings" on a periodical basis at the DG ENV offices. The Project Leader would attend these meetings.

The main objectives of these meetings will be to plan the activities for the next period and to ensure that the contractor meets the following contractual commitments:

- ☐ Compliance with quality standards
- ☐ Speed and quality of response to the service requests
- ☐ Compliance with project management plan
- ☐ Quality of contract administration
- ☐ Quality of the services provided
- ☐ Quality of the products
- ☐ Impact of the implemented equipment, actions and tools.



## 16. Reporting

---

Reporting is a key element for the management and follow-up of projects. The preparation of regular performance and activity reports not only allows the state of progress in a given project to be documented, together with any changes in relation to the initial work programme, but will also serve to highlight any problems or structural difficulties associated with the implementation of the contract.

In the context of the current call for tender we will provide DG ENV with all the reports requested in the specific contract (such as kick-off reports, minutes of meetings, progress reports, or final reports).



## 17. Evaluation and Performance Indicators

We systematically evaluate communication projects during their implementation and after their closure. This evaluation aims to establish:

- ☐ whether project objectives are being or have been reached successfully...
- ☐ ... in a cost-effective way
- ☐ and how the process can be improved in the future (in terms of impact, quality and cost-effectiveness).

We would propose DG ENV to establish for the different projects an evaluation process which does not require unrealistic financial and human resources:

- ☐ through measuring performance indicators (see box):
- ☐ through qualitative feedback from end-users of the audiovisual material.

This evaluation process is mainly based on the definition, prior to the project start, of a set of quantitative, measurable indicators related to the project objectives. These performance indicators will be gathered by the Project Leader, who will present the results at the quarterly follow-up and planning meetings.

### Example:

Process	Performance indicators	Objectives
<b>Production</b>	▪ Number of milestones completed at due date?	100%
	▪ Number of deliverables which did not have to be reworked at the client's request?	90%
	▪ Number of complaints from the client?	0
	▪ Appreciation by the client?	90%

More complex is the **qualitative measure** of satisfaction of the target group. Too many evaluations are anecdotal, made on the basis of the opinions of a small number of people, perhaps during chance meetings in corridors as well as expressed at more formal meetings. We will measure the satisfaction of users by

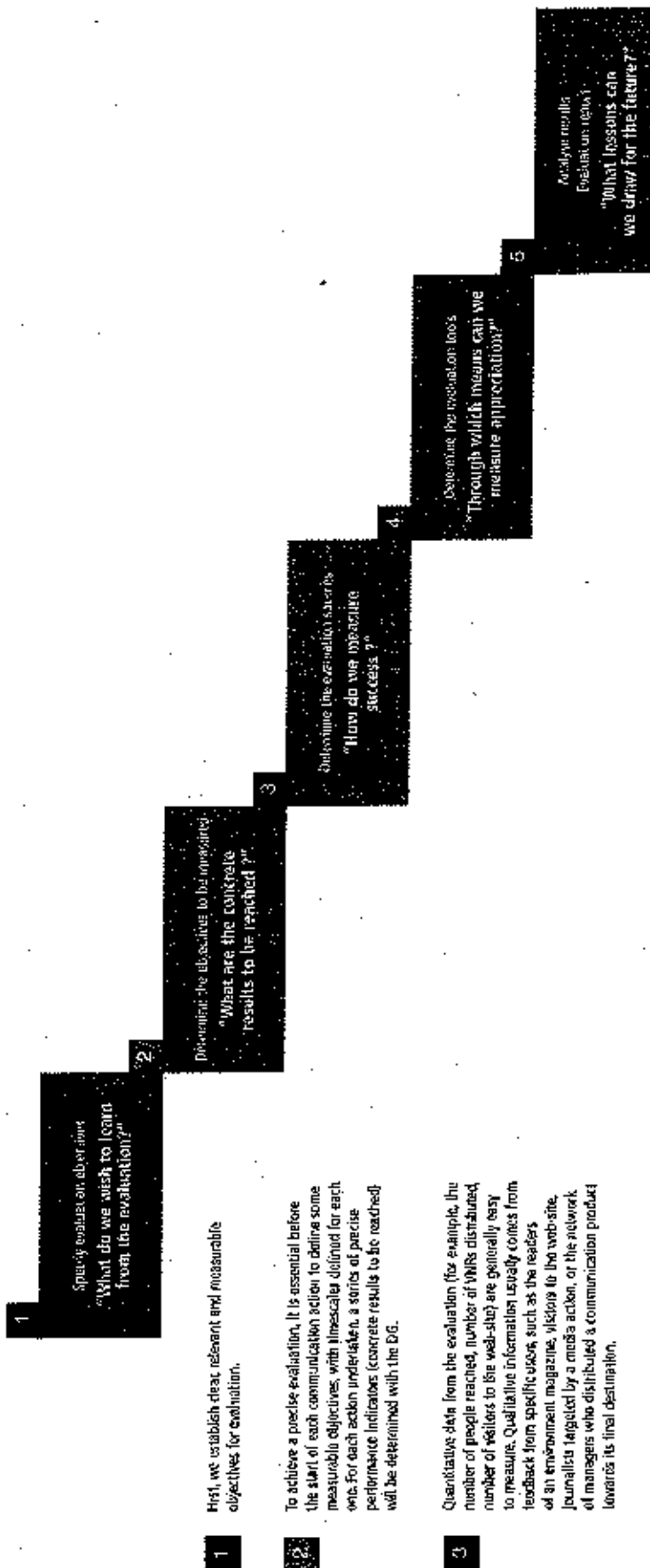


surveys conducted by a combination of questionnaires (sent by electronic mail), telephone interviews and regular meetings.

**Please find hereafter a scheme summarising  
our general approach to the evaluation process.**

## Evaluation: a process in five phases

We suggest to put into place an evaluation system that is both strict and flexible, allowing evaluation of the actions and products in relation to fixed objectives. This system will be comprised of five stages.









## 18. Personnel Management and Training

---

The goal of personnel management and training under this contract is to provide each project with staff that will be able to meet the project objectives and quality criteria.

More specifically, the goals are:

- ❑ to define as accurately as possible the **required profiles** for fulfilling the different functions involved in the contract activities, to ensure the highest possible level of service quality;
- ❑ to maintain a **pool of available resources** matching the required profiles, to be able to react to unforeseen circumstances, such as a sudden surge in workload or the need to replace a team member;
- ❑ to **select the right team leader**, and support them with the development of the leadership skills they will need to manage a group of creative people efficiently;
- ❑ to provide the contract team with necessary **training**, to ensure that all members of the team have the understanding and technical abilities to meet the requirements of the contract;
- ❑ to continuously **assess the performance** of the contract team and to reorganise it whenever necessary, to ensure consistent service quality;
- ❑ to **promote team spirit and creativity**.

### Personnel policy

Our personnel policy related to all our contracts with the European institutions is based on the following requirements. All team members must:

- ❑ have the relevant **professional and personal skills** to be able to fulfil their function efficiently;
- ❑ be able to work in **English and in French**;
- ❑ have a **personal interest** in communication activities in the context of Europe;
- ❑ be able to familiarise themselves quickly with our working procedures and the quality management system implemented under the contract.

### Recruitment process

We have a fair-selection policy in which vacancies are advertised, a job-description is matched by a list of qualities required for the job, and short-listed applicants are interviewed by a contractor appointment panel.

We seek applications from across the whole of Europe, in order to meet following criteria:

- ☐ diversity of EU **nationalities**;
- ☐ wide range of **language capabilities**,
- ☐ **gender-balance**.

Recruiting the human resources required by the framework contract is carried out with the help of:

- ☐ a **database** of CVs continually added to by spontaneous applications and/or by responses to job offers;
- ☐ an external **expert** in human resource management.

The recruitment process includes the following steps:

- ☐ Precise definition of the **profile** sought;
- ☐ Evaluation of the **technical and linguistic skills** of the applicants;
- ☐ Evaluation of the **specific qualities** required by the framework contract (availability, prior experience, personal interest in enlargement issues, etc.)

### Integration process

Before they start work, newly appointed staff will have an induction training period to understand the methods of working and the need for close interaction between different departments of the company. They will also receive an Induction pack which explains the company's identity and its philosophy of high standards of professional service.

Responsibility for each new member of the team is taken by the Project Leader, who will ensure the new member's integration into the team through our induction process, which includes:



- **Introduction** to the other team members and the DG ENV's officials involved in the project;
- General **presentation of the contract**, its objectives and activities.

He/she will also make sure that a new member of the team understands:

- his/her specific **responsibilities** within the scope of activities of the contract;
- the contractor's **quality policy**;
- the **organisation**, the **tools**, the **production methods** and the **quality management system** used within the scope of the contract.

To make sure new team members are integrated effectively, we ensure that the project documents (Quality Plan, procedures manuals, reports, etc.) are easily accessible for everyone involved.

#### **Internal training process**

We will provide the project team with the training programmes necessary to keep the team's work at a high standard.

The Project Leader will ensure:

- that the training and information needs of each employee working on the contract are met;
- that the production methods and the quality management systems used are understood and assimilated by all team members.

This training is provided:

- continuously, by the **direct hierarchical superior** of each employee;
- periodically, by **external experts** within the framework of seminars and training courses organised by the contractor's management.

Staff training will aim to:

- bridge any **skills gaps** (professional, personal, linguistic...) identified during the continuous assessment process (see chapter Assessment process);
- familiarise team members with the **Project Tools** (see chapter Project Tools);
- enhance their command of **working procedures** and **quality control system** implemented under the contract.

This continuous training process is supervised by the contractor's general management with the help of an external expert in human resource management.

### **Team building process**

We recognise that a high turnover rate of staff providing services under a contract can be a major problem for the continuity and the quality of delivered services. Retention of team members with the required skills and motivation is therefore of crucial importance. In order to achieve this, the contractor's management commits itself to create a creative and collaborative working environment in which staff members are encouraged to have trust in each other, share knowledge, exchange ideas, demonstrate their different skills, etc.

### **Assessment process**

The skills and performance of the team members will be assessed:

- ☐ continuously by the direct hierarchical superior of each employee and by the Project Leader;
- ☐ periodically by the Project Supervisor, within the framework of an annual internal evaluation aimed at completely taking stock of the skills and performance of each employee.

If the performance of a team member is judged inadequate by the Project Supervisor or by DG ENV, the Project Supervisor can initiate:

- ☐ a reorganisation procedure (temporary or permanent) of the responsibilities within the team;
- ☐ or a replacement procedure (see Replacement process).

If a key member of the project team is replaced, the Project Leader will take care to inform DG ENV in good time and obtain its approval.

### **Replacement process**

A replacement can occur:

- ☐ when a team member decides to leave the contractor;
- ☐ when the Project Supervisor decides to replace a team member whose performance is not deemed satisfactory (see Assessment process);
- ☐ when requested by DG ENV;



- or due to unforeseen circumstances that make a team member unavailable for a long period.

In the case of a key member of the project team, the replacement process will be carried out in consultation with DG ENV, which will have to be shown that the replacement has the skills required to exercise the position to be filled.

If is necessary to make a replacement, the Project Supervisor will take care:

- to initiate an external recruitment procedure (see Recruitment) or an internal procedure (assignment of an existing the contractor employee to the vacant position);
- that the replacement has the skills required by the position (see Recruitment);
- that the replacement is integrated into the team in the appropriate way (see Integration)



## 19. Problem & Complaint Management

As part of its quality control strategy, we will operate a systematic complaint-management system. Response to any complaints (from DG ENV or from users) will be fast and based on a positive attitude to ensure lessons are learned and better procedures adopted as necessary, to constantly improve the service.

To prevent problems from occurring, the Project Leader monitors the work of all team members and ensures they follow the project procedures and quality criteria. Despite permanent monitoring at every stage of the project, incidents of non-conformity with quality criteria cannot be entirely ruled out. In such an event, the Project Leader will carry out appropriate corrective actions immediately, according to the process described in this chapter.

The objective of problems & complaints management is to identify the cause of the problem or complaint and to provide practical solutions. In this process, there will be a close cooperation between DG ENV and the contractor, who will exchange views in a straightforward way so as to take the best possible decisions.

We recognise that any expression of dissatisfaction by DG ENV is an important issue for customer satisfaction. Therefore, the management of complaints from DG ENV will be a responsibility of the Project Leader of the contract.

The following complaint-communication procedure will be implemented:

- **report to senior level.** Any complaint from DG ENV will be reported immediately to the Project Leader.
- **client assured of fast response.** DG ENV will be assured by the Project Leader that there will be fast response to the concern. The problem might be easily rectified immediately, or may require a short investigation (no longer than 2 working days) to understand all the circumstances.

The Project Leader's responsibility will be to:

- **assess** immediately if the complaint is justified, and not merely a misunderstanding, (i.e. non-conformity with agreed quality of project management,



product or service, as defined in one of the reference documents of the contract);

- **analyse** the causes of non-conformity of the product or service;
- **initiate** the immediate implementation of a **corrective action** in agreement with DG ENV;
- **monitor** the implementation of the corrective action;
- log any such complaint in the **client-file**.
- **initiate** the quick implementation of **preventive measures** so as to avoid recurrence of non-conformity.
- propose, if required, **adaptations of the Quality Plan**;
- if required, propose and negotiate **contract changes** with DG ENV;
- **inform** relevant staff of any revised procedures arising from action to avoid any problem being repeated.

N.B: we should stress that "complaints" should not be confused with discussions about proposals, where disagreements about substance or style can sometimes happen; but these are always solved as part of the creative and production process. The above procedure would apply to any complaint related to a lack of professionalism shown by our team members.

## 20. Monitoring subcontractors' and external experts' work

The contractor aims to directly undertake most of the work related to this contract. The contractor will assume entire responsibility for the quality of the work of the subcontractors.

Subcontractors or external experts involved in the implementation of a project will be required to meet the agreed quality criteria. They are:

- ❑ **carefully selected** (in relation to their professional qualifications, their experience, their relevant references, their flexibility and their price/quality ratio);
- ❑ **closely monitored** (during the production process and on delivery of the product or service);
- ❑ **systematically evaluated.**

The **selection procedure** entails:

- ❑ writing up **specifications**, including in particular a precise description of the quality requirements connected with the project;
- ❑ sending the specifications to several pre-selected sub-contractors in a regularly updated **database**;
- ❑ comparative **analysis** of the tenders;
- ❑ **selection** of the best choice depending on the quality/price ratio;
- ❑ possible **negotiation** with the sub-contractor selected with a view to changing its bid;
- ❑ drawing up and sending a **purchase order**.

The **monitoring procedure** entails:

- ❑ verification of the **correct understanding** of the briefing and of our strict rules governing quality control;
- ❑ verification of the **quality of the products or services** upon delivery (one or more intermediate checks in the course of production are organised according to the case);





- in the event of non-conformity, request for the immediate adoption of **corrective action**.

In the event of failure of a sub-contractor to meet agreed requirements, we will find alternative solutions by setting up a procedure identical to that initiated in the event of an Internal problem (see chapter "Problem and complaint management").

The **evaluation procedure** entails:

- **evaluation** of the sub-contractor's service provided by the concerned Production Manager;
- **storage** of this evaluation in our database of suppliers.

## 21. Particular issues

---

Particular attention will be paid by the project team to following issues:

1. The contractor may neither represent DG ENV nor behave in any way that would give the impression that he does. All staff members who are in contact with third parties will inform them that they do not belong to the European public service, but that they are exercising the tasks on behalf of the European Union. **The Project Leader will ensure that all staff members are aware of this rule.**
2. During performance of the contract, the contractor will pay particular attention to compliance with **copyright and other intellectual property rights** involved in the planned activities. **Our legal adviser will be consulted for any sensitive issue that may arise.**
3. In connection with performance of the contract, the staff members may gain access to sensitive or confidential information, for example on political initiatives that are being prepared or on the launching of calls for proposals. The contractor undertakes to treat in the strictest **confidence** and not make use or divulge to third parties any information or documents which are linked to performance of the contract. The contractor shall continue to be bound by this undertaking after completion of the tasks. **These obligations are clearly included in the contracts of our employees and free-lance experts.**



## 22. Review and Updates of the Quality Plan

---

We try to improve all aspects of our performance in a continuous way, so that we can keep raising our quality thresholds. This Quality Plan will therefore be reviewed periodically with DG ENV.

The regular updates of the Quality Plan are under the responsibility of the Project Leader. They are implemented in consultation with DG ENV.

Updates may be initiated by the Project Leader following:

- **complaints** received from DG ENV about the quality or cost-effectiveness of project management, products or services;
- **internally observed failures** of the working procedures which might affect the quality or cost-effectiveness of project management, products or services.

12

1

2

3

4

## ANNEX III

## ORDER FORM No [complete]

governed by the provisions of Framework Contract No [complete] signed on [complete]

European Commission Directorate-General [complete] [Directorate [complete]] [Unit [complete]] [Postcode and city]	Mr/Mrs/Ms [complete] [Function] [Company name] [Official address in full]	
Pursuant to the provisions of Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Union, the Commission is exempt from all taxes and dues, including value added tax, on payments due in respect of this order form. <i>[In Belgium, use of this order form constitutes a request for VAT exemption. The invoice must include the following statement: "Commande destinée à l'usage officiel de l'Union européenne. Exonération de la TVA; article 42 § 3.3 du code de la TVA".]</i>		
Description of the services	Quantity	Price
<b>TOTAL PRICE</b>		
<i>[Fixed price without reimbursable costs] [Reimbursable costs up to a maximum amount of EUR ... to be added to the price according to the conditions laid down in the Contract]</i>		
<i>[The duration of the tasks shall not exceed complete].</i>  <i>[Execution of the tasks shall start from [the date of Contractor's signature of this order form] [complete date].]</i>	Other details: _____ _____ _____ _____	

Acceptance of this order implies that the Contractor waives all other terms of business or of execution of the services.

For the Commission,  
[forename/surname/function]

For the Contractor,  
[Company name/forename/surname/function]

signature[s]:

signature[s]: \_\_\_\_\_

Done at Brussels, [date]

Done at [*Brussels*], [date]



## ANNEX III

### SPECIFIC CONTRACT No [complete]<sup>6</sup> implementing Framework Contract No ...

The European Union (hereinafter referred to as "the Union"), represented by the Commission of the European Communities (hereinafter referred to as "the Commission"), which is represented for the purposes of the signature of this contract by Mr / Ms [name in full], Director<sup>7</sup>,

of the one part,

and

[official name in full]

[official address in full]

[official legal form]<sup>8</sup>

[statutory registration number]<sup>9</sup>

[VAT registration number]

(hereinafter referred to as "the Contractor"<sup>10</sup>), represented for the purposes of the signature of this contract by [name in full and function,]

of the other part,

HAVE AGREED

#### **ARTICLE III.1: SUBJECT**

**III.1.1** This specific contract implements Framework Contract No [complete] signed by the Commission and the Contractor on [complete date] *[and renewed on complete date]*.

**III.1.2** The subject of this specific contract is [short description of subject]. *[This specific contract relates to lot [complete] of the Framework Contract.]*

**III.1.3** The Contractor undertakes, on the terms set out in the Framework Contract and in this specific contract and the annex[es] thereto, which form an integral part thereof, to perform the following tasks *[:] [specified in Annex [complete].]*

#### **ARTICLE III.2: DURATION**

<sup>6</sup> Options *[in italics]* to be deleted where not applicable.

Options *[in roman]* to be completed.

<sup>7</sup> The Commission official must be an authorising officer (by delegation or subdelegation) designated in accordance with Note No 60008 of 22 February 2001 "Mise en place de la Charte des ordonnateurs".

<sup>8</sup> Delete if contractor is a natural person or a body governed by public law.

<sup>9</sup> Delete if contractor is a body governed by public law. For natural persons, indicate the number of their identity card or, failing that, of their passport or equivalent.

<sup>10</sup> In the case of a joint offer and provided the invitation to tender so specifies, the following clause should be added below the identification of the parties: "The parties identified above and hereinafter collectively referred to as 'the Contractor' shall be jointly and severally liable vis-à-vis the Commission for the performance of this contract".

**III.2.1** This specific contract shall enter into force *[on the date on which it is signed by the last contracting party]<sup>11</sup> [on complete if it has already been signed by both contracting parties]*.

**III.2.2** The duration of the tasks shall not exceed *[days/months]*. Execution of the tasks shall start from *[date of entry into force of this specific contract]* or *[indicate date]*. The period of execution of the tasks may be extended only with the express written agreement of the parties before such period elapses.

### **ARTICLE III.3: PRICE**

**III.3.1** The total amount to be paid by the Commission under this specific contract shall be EUR *[amount in figures and in words]* covering all tasks executed.

**III.3.2** In addition to the price *[no reimbursable costs are foreseen]* *[costs up to an amount of EUR ... will be reimbursed according to the provisions of the Framework contract]*

*[For Contractors established in Belgium, the provisions of this contract constitute a request for VAT exemption No 450, provided the Contractor includes the following statement in his invoice(s): "Exonération de la TVA, article 42, paragraphe 3.3 du code de la TVA" or an equivalent statement in the Dutch or German language.]*

### **ARTICLE III.4: ANNEXE[S]**

**Annex A** - Resources allocated<sup>12</sup>

**Annex B** - Contractor's specific Tender<sup>13</sup> (no *[complete]* of *[complete]*)

### **SIGNATURES**

For the Contractor,  
*[Company name/forename/surname/function]*

For the Commission,  
*[forename/surname/function]*

signature[s]: \_\_\_\_\_

signature[s]: \_\_\_\_\_

Done at *[Brussels]*, [date]

Done at Brussels, [date]

In duplicate in English.

<sup>11</sup> As a rule the Commission signs last. In this case, the Contractor should be duly informed of the date on which the specific contract enters into force.

<sup>12</sup> Only if it has not been possible to include the resources allocated in the body of the specific contract.

<sup>13</sup> Annex to be completed and inserted in case of "competitive" multiple framework contracts.