



EUROPEAN COMMISSION

Directorate-General Enlargement

A - ENLARGEMENT POLICY AND COMMUNICATION

A.2 - INFORMATION, COMMUNICATION

TENDER SPECIFICATIONS

**Framework Contract with renewed competitive tendering
for the provision of
"Integrated communication services in the area of EU enlargement"**

OPEN INVITATION TO TENDER

ELARG/2011/S-252

Contents

1. BACKGROUND AND CONTEXT.....	3
2. CONTRACT OBJECTIVES AND EXPECTED RESULTS.....	4
2.1 OVERALL OBJECTIVE	4
2.2 EXPECTED RESULTS	4
2.3 EXPECTED SERVICES.....	4
a) Advice for the design and preparation of communication actions	5
b) Development of messages.....	6
c) Provision of information material	7
d) Visibility events	10
e) Media relations and study visits for journalists	11
f) New media.....	11
g) Cooperation with 3 rd parties.....	12
h) Follow-up of the actions and measurement of their impact	13
3. CONTRACTUAL FRAMEWORK	14
3.1 TYPE OF CONTRACT.....	14
3.2 DURATION, VALUE AND PLACES OF PERFORMANCE OF THE CONTRACT.....	14
3.3 ORGANISATION OF THE RENEWED COMPETITIVE TENDERING	14
3.4 TEAM TO BE SET UP.....	16
3.5 REPORTING	17
3.6 QUALITY PLAN	17
4. ORGANISATION OF THE INVITATION TO TENDER.....	20
4.1 PARTICIPATION IN THE TENDERING PROCEDURE	20
4.2 DOCUMENTS AVAILABLE TO TENDERERS	20
4.3 SUBMISSION OF BIDS	20
4.4 EXCLUSION.....	21
4.5 SELECTION.....	24
4.6 TECHNICAL TENDER.....	27
4.7 CASE STUDIES	27
4.8 PRICES	27
4.9 AWARD OF THE FRAMEWORK CONTRACT.....	28

List of Annexes:

1. Identification of the tenderer
2. Model Framework Contract and specimen specific contract
3. Case studies
4. Form (price schedule) that must be used to present the financial bid
5. Specimen request for a communication action, to be used in renewed competitive tendering operations
6. Tables referencing the supporting documents supplied in connection with the selection criteria
7. Declaration relating to exclusion criteria
8. Standard application form
9. Check-list for a complete bid

1. BACKGROUND AND CONTEXT

The EU's enlargement policy helps to consolidate democracy and the rule of law in Europe. It reinforces peace and stability in Europe, enhances economic opportunities and increases the weight of the EU in tackling global challenges such as climate change, competitiveness and the regulation and supervision of financial markets. The accession process provides strong encouragement for political and economic reform.

Enlargement needs to remain credible for all involved. Member States and EU public opinion must be sure that new accessions are prepared well through rigorous conditionality. Making a success of enlargement requires the firm political commitment of all stakeholders. The renewed consensus on enlargement, agreed by the December 2006 European Council, remains the framework for achieving these objectives.

The Commission's Enlargement Strategy 2010-2011¹ has re-confirmed that a successful enlargement policy requires solid public support. Member States and enlargement countries have a central role in the information and communication efforts that can help maintain this public support. The Commission is committed to improving the flow of objective information about the enlargement process, presented in user-friendly form, through the different media of communication now available. It is particularly important that this information reaches young people whose life experience may not give them a sense of the importance of reinforcing security and stability in Europe.

The years ahead will bring important challenges for communicating enlargement in the Member States and in the candidate countries and potential candidates.² In order to prepare citizens in the Member States for any forthcoming enlargements, there is a need for long-term information campaigns led by governments, regional and local authorities, as well as by Commission Representations, Offices of the European Parliament and civil society organisations. The information and communication activities implemented by the European Commission play an important role in this setting. The main challenge is to demonstrate that the accession of new members will be a source of enrichment for the EU.

With the above in mind, the Commission's Directorate-General for Enlargement (DG Enlargement) intends to establish a framework contract for integrated information and communication services in the area of EU enlargement. The purpose of this call for tenders is to provide DG Enlargement with tools and services enabling to carry out information and communication activities swiftly and effectively while reaching the communication objectives.

¹ COM (2010) 660 final of 9 November 2010

² At the moment when these Tender Specifications are written, these include: Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Montenegro, Serbia, Kosovo under UNSCR 1244/1999, Turkey and Iceland.

2. CONTRACT OBJECTIVES AND EXPECTED RESULTS

2.1 Overall objective

This tendering procedure covers the requirements as regards integrated communication services in the area of EU enlargement. DG Enlargement wishes to be able to draw on the services of companies specialising in communication and public relations to implement its information and communication strategy. In particular, the communication services provided by these companies should enable DG Enlargement to:

- explain the EU enlargement policy along with the process of EU accession;
- increase the attention for enlargement topics in the media and the public;
- facilitate and stimulate an informed debate on the EU enlargement and counteract possible myths and misconceptions;
- offer an appropriate framework for the delivery and increase the accessibility of timely, objective, clear and helpful information on the EU enlargement to all segments of society.

The objective of the foreseen framework contract is to engage three professional and competent service providers to assist the European Commission with information and communication initiatives and products in the area of EU enlargement. The activities will be implemented mainly in the Member States. When required or when there is a clear added value, the activities may also take place in the candidate countries and potential candidates.

2.2 Expected results

The Contractor must provide to the Commission the integrated communication services to implement its information and communication strategy in the field of EU enlargement. Ultimately, the aim is that the actions to be implemented under the foreseen framework contract will increase the visibility and overall understanding of EU enlargement policy in the general public. The ultimate expected result is to demonstrate the value of the enlargement process taking on board concerns and preoccupations of EU citizens. These actions should also permit the building-up of synergies between the enlargement policy of the European Union and of the Member States.

2.3 Expected services

DG Enlargement will need the activities to be executed "from A to Z" in the form of coherent and directly operational campaigns, employing a range of different tools and dissemination channels in a complementary manner.

Operators selected for this type of operation will be required to perform, under the supervision of DG Enlargement, the following tasks, which are to be carried out in an integrated and complementary manner:

- a. Advice for the design and preparation of information and communication actions.
- b. Development of messages and presentation in the most appropriate form on all media adapted to the target audience.
- c. Provision of information material (mainly audiovisual and web-based, but also print).
- d. Visibility events such as conferences, seminars, but also sports and cultural events organised by DG Enlargement alone or through cooperating with established festivals/events in the relevant field.
- e. Media relations and study visits for journalists.
- f. New and innovative tools such as social media or short video spots fit for so-called "viral" dissemination through the web.
- g. Cooperation with public and private institutions (media, universities, think-tanks, civil society), on organisation of events and dissemination of information.
- h. Follow-up of the actions, continuous evaluation and measurement of their impact.

The main purpose of this contract is not specifically the performance of one of the single tasks above taken in isolation, but rather the combination of several tools and services in a complementary manner to maximise the impact.

It is therefore essential for the Contractor to ensure a strategic coordination of all these tasks and tools, insofar as the message will be consistent and coherent across all chosen channels of communication. Considering specific contexts, other tools can be added to the integrated communication mix.

This however does not exclude that in some cases DG Enlargement may request the Contractor to deliver one-off activity of a limited scope to address a specific communication need.

Below is a more detailed description of expected services to be rendered:

a) Advice for the design and preparation of communication actions

The Contractor should offer DG Enlargement advice on communication actions related to its field of expertise. In light of recent developments the contractor should suggest objectives, actions to implement, identify target groups and possible partners.

The Contractor will be required to give advice on communication strategy, awareness campaigns and media plans covering the policies, activities and projects managed by DG Enlargement as well as on visual identity. The media plans must respect the editorial independence of all of the media concerned.

The Contractor may also be required to advise the Commission on general communication and priority actions aimed at specific target audiences, and on specific actions aimed at the press. The Contractor will be required to communicate to the Commission the anticipated impact and coverage figures, broken down geographically and by type of target audience.

The principal target audiences will be:

- The "general public", i.e. particular segments of citizens identified on the basis of the specific actions envisaged.
- Key multipliers such as media/broadcasters, civil society, youth, regional authorities.
- Specific audiences, in particular students, business community and local audiences outside capital cities.

The principal channels of distribution to be used could include:

- Television and radio networks in Europe (including pan-European, national and regional media, as well as specialised channels).
- Internet.
- Advertising space in various media (written press, billboards, etc).
- Public events and specialist events, such as conferences, festivals, fairs and exhibitions.
- Any other channels, including new distribution channels, deemed appropriate by the Contractor for reaching specified target audiences.
- Distribution and marketing of "off line" audiovisual and multimedia material, such as DVDs.
- Dissemination of printed matter (leaflets, direct mailshots, etc.).

b) Development of messages

In order to be effective and convince audiences in the Member States, all communication on EU enlargement needs to be based on one overarching narrative. Based on the current state of play, DG Enlargement intends to communicate the following message:

- The EU has an interest in promoting its values, anchoring stability and security, and increasing prosperity, in its immediate vicinity. For such reform in aspiring countries, the prospect of EU accession is an important catalyst, as illustrated with the 2004/07 enlargement. The past enlargement rounds had a positive impact on the economy, the number of jobs and the level of income. Opening the borders has not destabilised the old Member States or led to massive outplacement of jobs. Progress by candidate countries and potential candidates towards the EU is measured on their merits in advancing reform. It is not speed that counts, but quality. A well-prepared accession process of Croatia further demonstrates the value of enlargement.

The Contractor will be required to break down the above, or the future revised, narrative into targeted messages adapted to the specific target audiences and dissemination channels chosen. This task would include the dissemination of messages in the most appropriate form on all media. The Contractor will, where appropriate, arrange consultation with the European Commission Representations in the Member States or with other EU Information networks (such as Europe Direct info points, Euro Info Centres, Team Europe, etc) to confirm its proposals are well suited to the target audience(s).

DG Enlargement reserves the right to modify the narrative depending on policy development.

DG Enlargement will also suggest topics to the Contractor based on its own priorities and may request advice on key messages and dissemination channels to be used for particular target audiences.

The Contractor could be assigned for example the following editorial tasks:

- Information collection, drafting, translation and linguistic adaptation of publications such as reports, brochures, leaflets, newsletters, project descriptions and magazines.
- Drafting of messages and advertisements (e.g. for publication in the press or for a conference).
- Drafting of reports (e.g. on the occasion of conferences, colloquia, etc.).
- Production of news packages, press reviews, etc.
- Re-writing, summarising, and otherwise revising and updating various texts in English and/or French.
- Translating, principally from and into all the official languages of the EU; typing, layout, transcription and re-reading; proof-reading in all the official languages of the EU; finalisation of publications in all language versions: corrections, language concordance, production of the final version.
- Production of promotional and presentational material (transparencies, conference kits, information packs for various target audiences, folders, posters, pens, gadgets, etc.); suggesting new and innovative promotional material.
- Editorial work for electronic publications (websites, EUROPA, electronic newsletter or multimedia supports)
- Detailed analysis of existing content produced by DG Enlargement, both on-line and off-line (brochures and print products).

c) Provision of information material

Activities related to the provision of information material will mainly cover audiovisual and web-based services. However, this does not exclude the possibility to produce also brochures or print material. In all cases, we will put a strong emphasis on a well-developed distribution plan or, in the case of some of the audiovisual products, the broadcast guarantee.

Audiovisual products (television, radio, multimedia, etc)

The Contractor will translate the technically complex subject matter into audiovisual products containing messages easily understood by a non-specialist audience. These will be of the highest broadcasting standard, imaginative, innovative, creative and compelling. Ideally, each video production will be based on a clear storyline, aimed at catching the attention of the audience and also, at times, aimed to provoke an emotional response in order to engage the audience. The text and voiceover of any audiovisual production should be free of EU-Jargon and clearly adapted to film and

TV, it should be written and checked by a native speaker. It should be short, clear and precise and the audience should understand clearly what is being explained and said.

The Contractor will be able to provide the expertise for ensuring the participation in important international co-production in documentaries in the field of EU enlargement. A particularly important aspect will be to ensure that programmes produced through this contract are actually distributed and broadcast. This should be achieved by obtaining, **wherever possible, broadcasters' guarantees** of their intention to broadcast, as well as by careful tracking and confirmation of actual take-up and diffusion. The same tracking and analysis is to be applied for any audiovisual material published on Internet, for which DG Enlargement will receive an analysis of the number of viewers and, when applicable, their origin and the time they spend watching the material.

The principal tasks required of the Contractor will be:

- to provide advice and media planning tools to the Commission for a communication strategy in relation to audiovisual communication to all target audiences and, in particular, to the general public through the medium of radio and television in the Member States;
- to produce audiovisual material (television, radio, multimedia, etc) in the field of EU enlargement. The subject and nature of the audiovisual products will be defined in advance jointly with the Commission, and may evolve with technological and market developments;
- to disseminate and market audiovisual productions to audiovisual media and to selected audiences, to be defined in advance with the Commission;
- to monitor the effectiveness of this strategy and report on the size of the audiences effectively reached.
- In view of the development of video on demand and other dissemination channels on the web, the contractor should be able to provide and disseminate content on Internet. He should advise on the most prominent and viable platforms and on productions aiming at an internet audience. The contractor will develop special, audiovisual web strategies for an internet-based audience in the course of the running of the contract. He will meet the challenges of being innovative for new platforms which will develop in the next few years, such as mobile content and gaming.

The subject and the nature of the audiovisual products will be defined in advance in liaison with DG Enlargement. The audiovisual products may include, among other things: production of documentaries and video clips; production of animation clips; production of short viral clips; stock shots for the media (raw footage including the shot list); co-productions with European radio and/or television networks; coverage and audiovisual post-production of events ("media support"); re-editing, subtitling and dubbing. The contractor should offer stories and create opportunities to participate in events and/or interview opportunities to the audiovisual press.

The use of produced audiovisual material must be monitored in qualitative and quantitative terms. This includes providing information on market shares, rating and timing etc. For any material intended for the use of audiovisual media, the Contractor must provide DG Enlargement with available information on the market shares of the media who actually used the material, specify the rating and time(s) of broadcasting

of the programmes in which the material was used, and offer information on viewer statistics.

In addition, the Contractor will deliver all edited productions in formats adapted for web distribution, including high-definition and low-definition streaming formats, suitable for viewing with widely available end-user software.

The Contractor should make available to the Commission master copies of all edited material, cut raw footage and full rushes of the audiovisual products. All of this must be accompanied by shot lists with time codes in English and authorisations (disclaimers) from all persons appearing in the footage.

All audiovisual products, should be delivered in broadcasting format. In addition, the Contractor should deliver all products in formats adapted for web distribution, including high-definition and low-definition streaming formats, namely FLV for web streaming, and H.264, MPEG-4 in MP4, MOV and M4V for high quality formats). Contractor can be also asked to deliver the material in a format that can be screened at cinemas, i.e. 35mm film and/or digital files.

The Contractor may also be required to upload audiovisual productions to one of the websites managed by the Commission or its web Contractors.

Electronic products

The production may among others include the following services:

- Creation, production and updating of websites, newsletters, chat forums, blogs, podcasts etc.
- Creation, production and updating of "off-line" audiovisual and multimedia materials, such as games, quizzes and animations on CD or DVD.
- Technical implementation (detailed analysis, composition, implementation, tests).

Print products

The production may among others include the following services:

- Development and production of informative publications in various formats, types and languages including research, information gathering, writing or rewriting, updating, translations and linguistic adaptations. This includes the following formats intended for direct distribution to general public in Member States and also in candidate countries and potential candidates:
 - reports
 - brochures
 - leaflets
 - newsletters
 - fact-sheets (basic facts and figures)
 - project testimonials
 - tailor made hand-out material

- Development and production of specialised information or advertisement, background material and fact sheets for the use of specific audiences and multipliers.
- Dissemination, mailing and distribution of publications and information products to targeted audiences, including information centres and relays both in Member States and in candidate countries and potential candidates.

Graphic work

- Graphic design, layout, production of certified pdf files for the production of publications such as reports, brochures, leaflets, newsletters, project descriptions and magazines, consistent with existing or future graphic charts and/or logos used by the Commission.
- Advice on graphic aspects such as colouring schemes, layouts, visual identity etc.
- Graphic production of advertisements (e.g. for publication in the press or for presentation at a conference).
- Production of photographic reports related to activities covered by this invitation to tender.
- Proposal and, where appropriate, adaptation of photos suitable for use in the production of the products covered by this invitation to tender.
- Creation of artwork such as drawings, logos, comic strips, etc.
- Production of promotional and presentational material (transparencies, conference kits, information packs for various target audiences, folders, etc.).

In addition to supplying the finished product, the Contractor will make available to the Commission the source files and photos so that these can be re-used in the same form or in modified form in future communication actions.

d) Visibility events

The Contractor will be asked to assist DG Enlargement with the organisation of high-visibility events. The Contractor should plan and manage the programme, identify target groups and assure the appropriate follow-up with a view to establish the pool of multipliers. Events will be organised either on specific occasions or in the context of a wider campaign.

In addition, particular emphasis should be given to identifying synergies with existing, well established events such as festivals, fairs or pan-European competitions where information about EU enlargement and/or the candidate countries and potential candidates could naturally be presented to wide audiences. The Contractor can be also asked to work together with regional and local authorities and networks as well as interest groups (e.g. Chambers of Economy and Labour, Federations of Industrialists, Trade Unions) and pro-European civil society organisations.

With the above overall approach in mind, the Contractor could be asked to deliver among others the following services:

- Organisation, promotion and practical management of seminars, conferences and other information actions and events, including conception and content preparation, aimed at main target groups and potentially in co-operation with other contractors.
- Support the involvement of information multipliers and civil society organisations e.g. through fostering contacts with partners in candidate countries and potential candidates such as NGOs, academic institutions and think tanks.
- Assure effective follow-up of events e.g. through establishing and animating alumni networks, creating opportunities to maintain long-term relationship with key multipliers.

e) Media relations and study visits for journalists

- Organisation of press conferences, press trips and briefings on specific subjects or projects aimed at press and audiovisual media.
- Organisation of study visits and training on EU enlargement to selected media.
- Organisation of media trainings.
- Setting up long-term media partnerships and co-production schemes.
- Setting-up, maintenance and regular update of a media database of journalists and editors who cover enlargement-related topics (e.g. EU, enlargement policy, political, economic, both audiovisual and print) in EU Member States.
- Setting-up, maintenance and regular update of a media database of journalists/editors of talks shows and debates, including travel journalists, photo magazines, family or women's magazines etc.
- Establishment and maintaining of Media Advisory Board: a group of media specialists/journalists who could assist DG Enlargement with public relations.
- Establishment and maintaining of VIP journalist network.

f) New media

The Contractor is expected to propose an appropriate strategy for the use of new media (social media) to complement the existing communication mix. Social media shall be particularly leveraged to enrich planned "off-line" campaigns and events.

The Contractor should carry out a market analysis, i.e. investigate which blogs, social media platforms and other web communities are interested/could be potentially interested in the enlargement policy/could act as multipliers in view of establishing partnerships.

The Contractor will be required to find and manage the appropriate new media tools in order to create an alternative support for the dissemination of audiovisual products (as referred to in c) Provision of information material). New media shall also be used in order to accompany and supplement (d) Visibility events and e) Media relations and study visits for journalists.

The Contractor should be responsible for moderation and editorial input to social media platforms. The Contractor should also prepare reports and regularly monitor social media platforms.

The non-exhaustive list of new media tools to be considered is below:

- Social network sites & Twitter
- Sharing widgets & platforms
- Webcasts & webinars
- Photo & video-sharing sites
- Podcasts
- RSS feeds

g) Cooperation with 3rd parties

The Contractor could be assigned tasks aimed at ensuring optimum dissemination of products to the target audiences through cooperating with 3rd party organisations. In this context the Contractor can be asked to propose and identify synergies with existing events, festivals, exhibitions, concerts etc. as well as to establish partnerships with international and national institutions, universities, schools, NGOs, media and relevant networks. Material to be disseminated may be produced by:

- a) the Contractor under this contract;
- b) other parties involved in the activities covered by this contract.

In case of audiovisual material, the Contractor will be responsible for advising DG Enlargement as to the suitability of broadcasting of such material. Alternatively, the Contractor is required to propose other distribution channels.

It will be up to the Contractor to establish, as needed, appropriate relationships with the various partners in the Member States and in the enlargement region in order to develop the activities proposed. The Contractor may be asked to develop a media plan to promote the dissemination of the materials produced in this context.

The Contractor will also be responsible for maintaining a dialogue with the audiences agreed together with DG Enlargement, so that feedback is on a constant basis taken into account into the evaluation and readjustment of the information and communication actions.

The Contractor must ensure the visibility of planned actions in the written press and audiovisual media (not only quality, but also extent of public outreach), thanks in particular to a dynamic information and communication policy aimed at the specialist and/or general press.

The following tasks will be involved:

- Dissemination via advertising space in various media, media buying.
- Cooperation with broadcasting companies, well established TV channels and alike.
- Media coverage of events.
- Meetings with groups of decision-makers, contacts with opinion multipliers, helplines, interactive dialogues on the Web, podcasting, etc.

- Establishment and maintaining of NGO/CSO Advisory Board: multipliers would gather with the Contractor and DG Enlargement to discuss joined activities and set up a communication agenda.
- Establishment of NGO/CSO/interest groups network: set up and maintain privileged contacts/partnerships with multipliers in Member States (universities, NGOs, think tanks etc.).
- Establishment of Enlargement Ambassador/Advocates network (artists from enlargement region, representatives of think tanks etc.).
- Hosting Enlargement Ambassadors/Advocates.

Each communication action or production will be subject to validation by DG Enlargement before the Contractor can start production and dissemination.

The Contractor may be required to upload audiovisual productions to one of the websites managed by DG Enlargement or its web contractors.

h) Follow-up of the actions and measurement of their impact

The Contractor will closely monitor the take-up and actual usage of all activities, productions and disseminated information listed under section "2.3 - expected services" (video, publications, Internet sites, events, etc.). The Contractor will report to the Commission on impact indicators.

This would include:

- Regular media clipping, reporting and evaluation, both from qualitative and quantitative point of view.
- Measuring the impact on the target audiences of the specific products with a view to a subsequent independent evaluation of the actions undertaken and, consequently, further improvement of future products. These measures may be based, among other things, on polls and/or comments and reactions gathered from the target audiences.
- Pre-testing of the developed formulas on target audiences.
- Organisation of Focus Groups to test so-called myths and general public perception/opinion towards enlargement policy and enlargement region; this would set a clear basis for our whole communication strategy;
- Regular evaluation of communication tools and communication strategy with focus groups or other evaluation means:
- Evaluations and impact assessment of information and communication activities including ex-ante evaluation of needs and problem analysis, cost effectiveness, etc.
- Preparation and implementation of surveys, studies and fieldworks leading to operational recommendations.

The scope of the services required may vary. In some cases the actions requested may cover just one of the above.

3. CONTRACTUAL FRAMEWORK

3.1 Type of Contract

The services described above will be the subject of a multiple Framework Contract with renewed competitive tendering. A Framework Contract will be concluded between the European Commission, represented by DG Enlargement, and each of operators, provided that a sufficient number of operators submit bids that comply with the call for tenders conditions. The Framework Contract will lay down the legal, financial, administrative and technical conditions applicable throughout its period of validity, including price indexation. The model Framework Contract applicable is part of the tender documents, as well as the model Specific Contract. In drawing up his bid, the tenderer should bear in mind the provisions of these model contracts. In replying to this invitation to tender, the tenderer declares that he accepts them. The European Commission will not accept any changes to the bid.

Signature of the Framework Contract does not commit the European Commission to placing orders and does not give the Contractor any exclusive rights regarding the services covered by the Framework Contract. In any case, the European Commission reserves the right, at any time during the validity of the Framework Contract, to cease placing orders, without the Contractor having the right to any compensation.

There will be renewed competitive tendering between the Contractors for each service required. The tendering arrangements for the award of the Specific Contracts are described at point 3.3 of these Tender Specifications.

3.2 Duration, value and places of performance of the contract

The duration of the Framework Contract will be a maximum of four years. The Framework Contract will be concluded for an initial duration of two years, automatically renewable once only for a further period of two years, as described in the model Framework Contract in Annex 2 to these Tender Specifications..

The maximum total value of the orders which may be placed each year is as follows:

Annual maximum ceiling: € 5,000,000

The activities cover Member States of the European Union as well as candidate countries and potential candidates.

3.3 Organisation of the renewed competitive tendering

The multiple framework contract with reopened competition will be concluded with three economic operators submitting the best bids in response to these Tender Specifications. When the European Commission wishes to procure services under this Framework Contract, the operators will compete again on the basis of the same and, if necessary, more precisely formulated terms, and, where appropriate, on the basis of other terms referred to in these Tender Specifications.

For each specific action DG Enlargement will send a written request by post or e-mail to each of the three Contractors, specifying the aim of the planned action, the specific conditions pertaining to its performance and an estimated and/or maximum budget (a model Request for a Communication Action is contained in Annex 5).

The Contractors will then each submit a specific bid comprising an implementation proposal accompanied by a detailed budget. Bids must be submitted in writing within a time limit to be specified by DG Enlargement, which will depend on the complexity of the planned action.

The exclusion and selection criteria will not be re-examined, the operator having undertaken to report any change in circumstances occurring since the signing of the Framework Contract which could affect the exclusion and selection criteria. The European Commission does, however, reserve the right to re-verify them before each renewed competitive tendering procedure.

Price Offers for the Specific contracts

For each specific contract, Contractors will be requested to submit a price offer which will consist of the following elements:

A total fixed price expressed in EUR, which shall be broken down into:

- A) Fees for personnel and individual service items: as determined in accordance with the Price Schedule submitted with the tender and annexed to the Framework Contract (see Annex 4 to these Tender Specifications). The price offer should be based on the terms of reference of the specific contract.
- B) Travel and subsistence cost: costs of all travel & subsistence costs outside the premises of the contractor considered necessary for the execution of the tasks of the specific contract according to the terms of reference. Contractors must indicate how many trips are planned and to what destinations. In determining the amount of this type of expenses, the candidate(s) shall consider the Commission rules on reimbursable expenses and the provisions of article II.7 of the Model Framework Contract (Annex 2 to these Tender Specifications). The applicable per diem rates:
http://ec.europa.eu/europeaid/work/procedures/implementation/per_diems/index_en.htm

The total fixed price (A+B) will be used to calculate the quality/price ratio in order to determine the economically most advantageous offer for each specific request for services.

An evaluation committee will be set-up to award specific contracts when the estimated value of the specific contract to be awarded would exceed €60,000.

Prices shall be quoted free of all duties, taxes and other charges, as the European Commission is exempt from such charges under Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities of 8 April 1965 (OJ L 152 of 13 July 1967); the VAT amount must be indicated separately.

Prices shall be subject to the terms set in Article I.3 of the model Framework contract in Annex 2. The type of costs included in each price offer must fall within the scope of each specific request for services and terms of reference.

The part of each specific contract that the tenderer intends to subcontract shall be precisely indicated and detailed.

DG Enlargement will place the order with the tenderer submitting the bid which offers the best value for money. The award criteria will be specified by DG Enlargement in its request for a communication action (as laid down in the specimen form in Annex 5). They will not be the same as those used in these Tender Specifications, but will take account of the technical quality of the bid (in particular the methodology chosen and the creativity of the actions proposed) and the all-in global price proposed for performance of the planned action.

3.4 Team to be set up

The Contractors, and especially the project leaders, must work in close and regular cooperation with DG Enlargement. In their bids, tenderers must bear in mind that work performed by the service provider for DG Enlargement in the execution of the Framework Contract must, as far as possible, be reusable. This means that contractors must be ready to share the outcomes of services rendered with other service providers under the Framework Contract to assure the consistency of DG Enlargement communication policy.

Contractors must set up a team capable of carrying out the user services' requests. The team must combine all the know-how and experience necessary to carry out the tasks described in these Tender Specifications and to cover the geographical area in question.

In their bids, tenderers must clearly designate a senior manager as project leader. In particular, in the event of a contract being awarded, the project leader will be the European Commission's contact point, the sole interlocutor to whom it will address any requests and who must attend the follow-up meetings. The project leader must propose answers and solutions to the European Commission regarding both the subject of the contract and organisational or administrative matters (including problems related to invoicing and payment), and must implement them once the European Commission has approved them.

The Contractor must inform the European Commission of any changes (departures, arrivals, promotions, etc) in the composition of the team during the performance of the contract. He must ensure that the composition of the team corresponds to the terms of his bid throughout the full duration of the contract. He must ensure a constant high quality of services from his team. The European Commission reserves the right to request the replacement of any member of the team whose experience and/or competence it deems to be inadequate, stating its reasons. The consistent quality of the team must be assured. Replacements must be done at the comparable level of experience.

Special attention will be paid to the approach proposed by the Contractor for managing his subcontractors.

The team should establish close contacts with communication specialists in Member States having practical expertise in enlargement communication to maximise the synergies, to identify best communication practices and to obtain feedback on envisaged communication measures.

3.5 Reporting

Performance reports to be submitted to DG Enlargement for each specific contract.

Save where the specific contracts provide otherwise, the Contractor must report, in French or English, on the services rendered in performance of the contract, and must send the Commission two paper copies of the report plus one copy by electronic mail.

A final report will describe all the work carried out under the specific contract, as well as the results and the media impact achieved. It will also contain a summary of the main results.

Pursuant to Article 60 of the Financial Regulation applicable to the general budget of the European Communities expenditure verification reports produced by an independent approved auditor shall accompany the requests for interim payments and payments of the balance. For specific contracts of values inferior to EUR 100,000, the expenditure verification report shall be produced only for the request for payment of the balance.

Annual activity report

For each calendar year, the Annual Activity Report on all the work carried out by the Contractors in performance of the Framework Contract must be produced, in English or French. Two paper copies of the report plus one copy by electronic mail must be sent to DG Enlargement.

The report must show, for the preceding 12 months (to be established on the basis of the calendar year):

- the services performed during that period, size of the audiences effectively reached;
- a qualitative analysis, including suggestions and recommendations for optimising the ongoing activities and the impact of the actions undertaken, particularly in terms of cost effectiveness.

The reports must be sent to the European Commission within 30 days following the end of the reference period (calendar year).

The cost of producing the above reports will be borne exclusively by the Contractor; the European Commission will not contribute in any way to the costs incurred in, *inter alia*, the drafting, production or distribution of the reports required.

3.6 Quality Plan

The Contractor will guarantee full quality control of all the services that he provides, in line with the requirements set out in this invitation to tender. He will include in his bid the quality plan that he proposes to adopt for the performance of the services requested. The quality plan should address the quality of the organisation as well as the quality assurance in terms of the method and procedure proposed for the general organisation and day-to-day management of the work, including financial and technical reporting and interaction with the European Commission services.

To this end, in his proposed quality plan the tenderer must specify how he intends to control and ensure high quality and effective monitoring of the services and works he may be required to supply to the European Commission in execution of the contract.

The proposed quality plan must specify, among other things:

- the various procedures the tenderer intends to implement and the indicators he intends to use to ensure the quality and monitoring of the services performed;
- reporting procedures the tenderer intends to use in order to keep the Commission services up to date about the implementation of services;
- the procedures the tenderer intends to use to gather and process indicators of performance and client satisfaction and any complaints received;
- quality control and assurance / management of complaints;
- personnel policy, management and training of staff;
- the procedure for updating and adapting the quality plan, taking account of the fact that any such updating and adaptation must have the European Commission's prior approval.

All expenses incurred in producing and implementing the quality plan will be borne in full by the Contractor.

a) Obligations of the Contractor

Employment law applicable to transfers of undertakings:

Tenderers are reminded that their bid must be established in conformity with the applicable national and European employment legislation regarding the transfer of undertakings, and specifically Directive 2001/23/EC³ and its national implementing measures. In particular, tenderers should take note of the provisions on safeguarding employees' rights in the event of a change of employer as a result of a legal transfer.

Copyright and other intellectual property rights:

Copyright and other intellectual or industrial property rights and any other right of ownership will vest in the European Union, except where one or more of these rights already exist.

The Contractor must specify any parts of the services performed that are covered by copyright or any other rights of ownership. The Contractor must confirm that he has obtained the authorisation of the holder of these rights to use these parts. Any costs arising from obtaining this authorisation will be borne by the Contractor and clearly identified on his invoice.

Any results or rights thereon, including copyright and other intellectual or industrial property rights, obtained in performance of the contract, shall be owned solely by the European Union, which may use, publish, assign or transfer them as it sees fit, without geographical or other limitation, except where industrial or intellectual property rights exist prior to the contract being entered into.

This applies to all distribution media and methods.

³ Council Directive 2001/23/EC of 12 March 2001 on the approximation of the laws of the Member States relating to the safeguarding of employees' rights in the event of transfers of undertakings, businesses or part of undertakings or businesses, OJ L 82 of 22.03.2001, p. 16.

If subcontractors are used, the main Contractor will be required to obtain a guarantee from them on this point.

b) TERMS OF PAYMENT

Provisions relating to payment are laid down in the draft Model Framework Contract and in the Model Specific Contract in Annex 2 to these Tender Specifications.

4. ORGANISATION OF THE INVITATION TO TENDER

4.1 Participation in the tendering procedure

This invitation to tender is subject to the Government Procurement Agreement (GPA) signed under the aegis of the WTO.

Participation in tendering procedures is open on equal terms to all natural and legal persons.

Participation in this tendering procedure is open to consortia and to groups of service providers. The members of any consortium or group of service providers that tenders must designate from among their number a lead operator who will be the European Commission's main interlocutor and will have sole legal and financial liability vis-à-vis the European Commission.

No operator may participate in more than one tender.

4.2 Documents available to tenderers

- Pre-information notice OJ 2010/S 252-387042 of 29 December 2010
- Notice of invitation to tender published in OJ 2011/S 124-204970 of 1 July 2011
- Tender Specifications
- Other documents – Annexes:
 1. Identification of the tenderer
 2. Model Framework Contract and specimen specific contract
 3. Case studies
 4. Form (price schedule) that must be used to present the financial bid
 5. Specimen request for a communication action, to be used in renewed competitive tendering operations
 6. Tables referencing the supporting documents supplied in connection with the selection criteria
 7. Declaration relating to exclusion criteria
 8. Standard Application Form
 9. Check-list for a complete bid

4.3 Submission of bids

Tenderers will structure their bid in five clearly identified and separate chapters, comprising:

1. declaration relating to the exclusion criteria listed at point 4.4 (model provided at Annex 7);
2. all the documents relating to the selection criteria listed at point 4.5, accompanied by Annex 6 (table referencing the supporting documents supplied in connection with the selection criteria);

3. the technical tender, as described at point 4.6;
4. the case studies described at point 4.7;
5. the unit price schedule described at point 4.8, fully completed, based exactly on the model at Annex 4 and signed by the tenderer.

The bid must be accompanied by a **dated cover letter signed by the tenderer**, or by his duly authorised representative, declaring the tenderer's adherence to the terms of this invitation to tender and pledging to provide all the services proposed in his bid.

In the case of a bid presented by a consortium or a group of service providers, the bid must be accompanied by a **letter signed by each member** pledging to provide all the services proposed in the bid and specifying the role and qualifications of each member.

Tenders may be drafted in any of the official languages of the European Union. The tenderer is obliged to keep open his tender for a minimum of 6 months.

4.4 Exclusion

Tenderers must prove that they are not in one of the situations giving rise to exclusion as described below, by providing the following information, evidence and documents with their bid.

Exclusion from participation

Pursuant to Article 45(2) of Council Directive 2004/18/EC and to Article 93(1) of the Financial Regulation, the European Commission will exclude tenderers from participation in the procurement procedure if:

- a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning these matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) they have been convicted of an offence concerning their professional integrity by a judgment which has the force of res judicata;
- c) they have been guilty of grave professional misconduct proven by any means which the awarding authority can justify;
- d) they have not fulfilled their obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established, or with those of the country of the awarding authority, or with those of the country where the contract is to be performed;
- e) they have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests;
- f) following another procurement procedure or grant award procedure financed by the Community budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations.

Evidence:

1. All tenderers shall provide together with their bids a declaration on their honour, duly signed and dated, stating that they are not in one of the situations referred to above, using the form provided in Annex 7.

2. The three tenderers to whom it is proposed to award the contract shall, on top of the declaration on their honour, furnish, within a time-limit specified by the awarding authority and prior to the signature of the contract, the following evidence in support of their declarations:

- The contracting authority will accept, as evidence that the candidate or tenderer is not in one of the situations described in points (a), (b) and (e) above, the production of a recent extract from the judicial record (issued less than 90 days prior to the deadline for tender submission) or, failing this, a recent equivalent document (issued less than 90 days prior to the deadline for tender submission), issued by a judicial or administrative authority in the country of origin or provenance, showing that the requirements are met. The contracting authority will accept, as satisfactory evidence that the candidate or tenderer is not in one of the situations described in point (d) above, a recent certificate (i.e. less than 90 days old on the date of the deadline for tender submission) issued by the competent authority of the State concerned.
- Where no document or certificate of the type referred to in the above paragraph is issued in the country concerned, and for the other cases of exclusion referred to in points c) and f), it may be replaced by a declaration under oath, or, failing that, a solemn declaration made by the interested party before a judicial or administrative authority, a notary or a qualified professional body in his country of origin or provenance.
- Depending on the national legislation of the country in which the tenderer or candidate is established, the documents referred to in paragraphs 1 and 3 shall relate to legal persons and/or natural persons, including, where considered necessary by the awarding authority, company directors or any person with powers of representation, decision-making or control in relation to the candidate or tenderer.
- The European Commission reserves the right to check the information provided by tenderers.

Exclusion from award of contracts

Pursuant to Article 45(2) of Council Directive 2004/18/EC and Article 94 of the Financial Regulation, a contract shall not be awarded to candidates or tenderers who, during the procurement procedure for this contract:

- (a) are subject to a conflict of interests.

The Commission reserves the right to judge that on the date on which the tender is submitted, no tenderer is subject to a conflict of interests; such conflict of interests could arise in particular as a result of economic interest, political or national affinity, family or emotional ties, or any other relevant connection or shared interest.

Tenderers are therefore asked to specify whether their company includes among its staff (employees, trainees, etc.) or shareholders any:

- EU officials on leave of absence;
- former EU officials or any other former employee of the European Union (contract or temporary staff, auxiliary staff, etc.) who have worked for the European Communities/Union during the three years prior to this invitation to tender;
- former staff seconded to the European institutions who have worked for the European Communities/Union during the three years prior to this invitation to tender;
- former trainees who have undergone a traineeship at the European Communities/Union during the year prior to this invitation to tender.

The Commission reserves the right to judge whether such a conflict of interests exists.

Tenderers are also asked to declare:

- that they have not made and will not make any offer of any type whatsoever from which an advantage can be derived under the contract;
- that they have not granted, sought, attempted to obtain or accepted any advantage, financial or in kind, to or from any party whatsoever, constituting an illegal practice or involving corruption, either directly or indirectly, as an incentive or reward relating to the award of the contract;
- that they will inform the contracting authority without delay of any situation constituting a conflict of interests or which could give rise to a conflict of interests.

(b) are guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the procurement procedure or fail to supply this information.

Evidence:

Tenderers shall provide a declaration on their honour, duly signed and dated, stating that they are not in one of the situations referred to above, using the form provided in Annex 7.

The European Commission reserves the right to check the information provided by tenderers.

Comment:

In the case of tenders submitted by consortia or groups of service providers, each of the economic operators involved in the tender must provide a dated and signed declaration on their honour, based on the model provided at Annex 7, confirming that none of the exclusion criteria for participation in or award of the contract apply to them.

On top of the declaration on their honour, the winning three tenderers proposed for award of the Contract must furnish, within 14 days, and prior to the signature of the Contract, the evidence listed above, corroborating the declaration on their honour, in respect of each economic operator forming part of their consortium or group of service providers.

In the case of tenders involving subcontracting, the three tenderers proposed for award of the Contract must furnish, within 14 days, and prior to the signature of the contract, the declaration on their honour and/or the evidence listed above regarding exclusion criteria for participation in or award of the contract, in respect of each of the subcontractors in respect of whom the Commission requests such evidence.

The European Commission reserves the right to check the information provided by tenderers.

4.5 Selection

Tenderers must demonstrate that they have the necessary economic, financial and technical capacity to perform the tasks described at point 2 of these Tender Specifications in accordance with the payment schedule specified in the Model Framework Contract in Annex 2 to these Tender Specifications.

Where the bid is submitted by a consortium, the economic and financial capacity as well as the technical capacity must be ascertained at the level of the consortium.

Where the bid is submitted by a tenderer who intends to subcontract part of the tasks or entrust them to another economic operator, the subcontractors or economic operators involved must demonstrate that they have the requisite professional, economic, financial and technical capacity.

An economic operator may, if necessary and for a particular activity, rely on the capacities of other entities, regardless of the legal nature of the links it has with them. It must in this case prove to the awarding authority that it will have at its disposal the resources necessary for performance of the contract, for example by producing an undertaking on the part of those entities to place those resources at its disposal.

Tenderers must provide proof of their professional, economic, financial, and technical capacity by enclosing with their tender the following information and documents, accompanied by the documentation reference tables shown in Annex 6:

a. Professional capacity

For natural and legal persons:

- full name, address, telephone and fax numbers
- VAT status
- bank account number and bank's name and address
- certificate of enrolment on the professional or trade register in accordance with the legislation of the Member State in which the tenderer is established.

For legal persons the following information is necessary in addition to the above:

- legal form
- copy of the company's articles of association
- names and duties of managerial staff.

b. Financial and economic capacity (for natural and legal persons):

Tenderers must show that their annual average consolidated turnover exceeds 10,000,000 EUR for the last 3 financial years for which accounts have been closed.

Tenderers also must show positive cash at the end of the last three financial years. In case of a consortium, these indicators will be verified at the level of the consortium.

Evidence of financial and economic capacity must be provided by means of the following documents:

1. The balance sheets or extracts from balance sheets for the last 3 financial years for which accounts have been closed, where publication of the balance sheet is required under the company law of the country in which the economic operator is established.
2. A statement of overall turnover concerning the services covered by the contract during the last 3 financial years.
3. The completed table on financial data for the last 3 financial years. Table in Annex 6 to these Tender Specifications must be used.

c. Technical capacity (for natural and legal persons):

Tenderers must demonstrate convincingly that they have the ability to undertake information and communication actions at European level and the know-how to target a variety of audiences. To this end, they must provide the following information using the tables in Annex 6 to these Tender Specifications:

Criterion 1:	Management capacity to deliver information and communication activities at the European level.
Documentary evidence:	List of branches ⁴ or associated partners ⁵ in EU Member States and candidate countries and potential candidates. Tenderer must demonstrate that it has branches or associated partners in at least 10 EU Member States. Tenderer must demonstrate that it has branches or associated partners in at least 3 candidate countries or potential candidates.

Criterion 2:	Capacity to deliver information and communication activities in the area covered by this call for tenders. Tenderers and other applicants, including subcontractors if any, must possess the necessary experience - as demonstrated by relevant professional activities - in all of the following areas: advice for the design of communication actions; development of communication messages; provision of information (incl. audiovisual) material; organisation of visibility events; media relations; new media.
Documentary evidence:	Examples of up to 10 services/contracts (between 5 and 10 examples) provided during the last 3 years, indicating the amount, date and recipient (whether public or private) of these services ⁶ . If

⁴ An office or [subsidiary](#) of a company that exists and conducts operations in a country other than the one in which the company has its [headquarters](#)

⁵ Firms / persons regularly cooperating/working with the tenderer through a formal agreement

⁶ If the tenderer(s) or subcontractor(s) participated as a partner in a consortium, the total value of the contract should be mentioned along with the value corresponding to the work executed by the partner.

	these services were performed in part by subcontractors, tenderers must clearly indicate their own role and contribution.
Criterion 3:	<p>Capacity to mobilize human resources with relevant competencies and technical knowledge.</p> <p>Tenderers and other applicants, including subcontractors if any, must demonstrate that they have the human resources needed to provide the services required. The staff assigned to providing the services as defined in these Tender Specifications need to have minimum of 3 years' (for junior staff) and 10 years' (for senior staff) professional experience, depending on their position at a level appropriate to the required tasks. 10 years of experience in the field is requested for the following senior staff: director - senior manager, senior project leader, advisor on communication strategy, film director, producer.</p>
Documentary evidence:	<p>Statement of the total number of permanent staff⁷ and other staff⁸ employed by the tenderer and the total number of permanent staff and other staff to be assigned to providing the services as defined in these Tender Specifications.</p> <p>Short CVs (based on Europass template) demonstrating that tenderers have staff with minimum of 3 years' (for junior staff) and 10 years' (for senior staff) of professional experience in the field covered by this call for tenders and able to work in English or French. All CVs should be clearly linked to relevant categories of staff as listed in the Annex 4 (price schedule).</p>

Where applicable, tenderers must indicate which parts of the contract are likely to be subcontracted, the name of any company to which they are already intending to subcontract a part of the work, and what quality control mechanisms will be in place to check the quality of the subcontractor's work. Alternatively, a declaration stating that the service provider will have no recourse to the services of a subcontractor and that he undertakes to inform the European Commission of any change in this position. The European Commission reserves the right to judge whether such a change is acceptable.

Subcontracting during contract performance will require prior written approval from the contracting authority. The European Commission may authorise subcontracting during contract performance in duly justified cases, such as special linguistic needs. In any case, the Contractor remains solely responsible for the performance of the contract.

*Bids from tenderers who do not satisfy the exclusion and/or selection criteria will not be considered for the award of the contract. **Tenderers who fail to supply the***

⁷ staff directly employed by the Candidate on a permanent basis (i.e., under indefinite contracts)

⁸ other staff not directly employed by the Candidate on a permanent basis (i.e., under fixed-term contracts)

documents required under these Tender Specifications for the purpose of the exclusion and selection criteria will be excluded.

4.6 Technical tender

Tenderers should include in their bid a technical tender detailing how they intend to perform the tasks covered by the contract, in compliance with all the requirements of the Tender Specifications. Bids that fail to comply with this requirement will be rejected.

The structure of the technical tender must follow that of the nature of the services requested and the working method.

The technical tender should not include any of the documents referred to under the exclusion or selection criteria, nor should it refer to matters already covered by the exclusion and selection criteria.

Variants are not permitted.

4.7 Case studies

Tenderers will present three case studies, describing the approach which they intend to employ in order to achieve the stated objectives (see Annex 3) and the budget which they intend to allocate, broken down item by item.

NB: These cases are presented as a guide only: they cannot in any way be regarded as an indication of the priorities and the exact nature of future actions. They are purely a simulation of a fictional request for services, for the purpose of evaluating the quality of the services which the tenderer would be capable of providing in the context of a renewed competitive tendering procedure.

4.8 Prices

The price proposal is subject to the following requirements (failure to comply with any one of these requirements will result in the tender being rejected):

- Prices must be quoted in euros.
- Prices must be quoted free of all taxes, duties and other charges, including VAT, as the European Union is exempt from all such charges under Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities. VAT should be indicated separately.
- The price proposal must be made on the form shown at Annex 4 (the "price schedule"), **each sheet of which must be duly signed and dated** by a person able to engage the tenderer financially. The price schedule will constitute the future contractual basis for the pricing of the specific contracts and will be used for identifying the most economic advantageous tender. In this regard, it will be an integral part of the Framework Contract.

To note that the fees presented by the tenderers must be fixed and include all costs (salary costs, project management, quality control, training of the contractors' staff, support resources, etc) and all expenditure (management of

the firm, secretariat, social security, salaries, all associated administrative and overhead expenses for the members of the personnel, etc) incurred directly and indirectly by the contractor in the performance of the tasks which may be entrusted to him. In particular, the personnel fees must also include the travel and subsistence costs for services provided in the contractor's premises, in the European Commission offices in Brussels and in Luxembourg. All references to prices for additional costs of coordination, general administration, etc. will be ignored – such costs must be included as part of the price offer in the “price schedule”.

- The authentic prices, for the purposes of the contract, are the unit prices specified in the price schedule.
- The price schedule must be fully completed, item by item, with no items omitted. Tenderers may not add any additional items. Any incomplete tender will be excluded from the evaluation procedure.
- Prices quoted shall be fixed and not subject to revision for the first year of the contract. From the second year of performance of the contract, the price(s) may be revised upwards or downwards each year, in accordance with the provisions of the draft Contract. This revision will be based on the EICP (European Index of Consumer Prices) and will be calculated as specified in the Framework Contract.
- All costs incurred in the preparation and submission of the tender are to be borne by the tenderer and will not be reimbursed.

4.9 Award of the Framework Contract

Technical evaluation:

The technical aspect of each bid will be evaluated on the basis of two parameters:

1. the technical tender, as described at point 4.6;
2. three case studies, as described at point 4.7.

The criteria used are specified in the table below (tenders which do not obtain **50%** of the maximum score for **each** award criterion and **70%** of the **overall score for all these criteria together** will not be admitted to the next stage of the evaluation procedure).

Criterion:	Explanation of the criterion's scope	Maximum nr. of points	Minimum points to be obtained
1. Technical tender			
a) Quality and consistency of the proposal in respect of the	Quality of the approach proposed for meeting the European Commission's objectives and providing the services required. Quality and consistency, in	50	25

services requested and Quality Plan	relation to the contract's objectives, of the services and the technical specifications of the equipment proposed for performance of the contract, on the basis of the price schedule. Quality and appropriateness of the quality plan proposed by the tenderer. Quality of the solutions proposed for providing the requisite geographical coverage.		
b) Allocation of resources and quality of the day-to-day management of the work	Quality of the organisation and allocation of the resources proposed by the tenderer to ensure maximum efficiency in terms of costs, speed and quality of the services requested. Quality of the method and procedure proposed for the general organisation and day-to-day management of the work, including financial and technical reporting and interaction with the European Commission services.	50	25
c) Quality of the evaluation of the impact of the actions undertaken	Quality of the approach proposed to optimise and evaluate the impact of the actions undertaken, particularly in terms of cost-effectiveness.	20	10
2. Case studies (each case study will have equal weighting)			
e) Quality and consistency of the studies	Quality of the studies. Appropriateness of the degree of detail of the studies. Clarity of the actions proposed and of the responsibilities of the various players involved. The way the problem is addressed in each particular case.	30	15
f) Creativity of the approach	Creativity of the approach adopted in each particular case. Balance between innovation and tried-and-tested formulas.	50	25
g) Rational use of resources	Quality of preparation of the budget. Maximisation of the impact of the action.	50	25
Total		250	175

Financial evaluation

A notional amount, the "price component", will be used for the financial evaluation of bids in the award phase. The price component is calculated based on the sum of all items in the price schedule

Tenderers should note that the two objectives of the price schedule are:

- to set out the financial terms for the performance of the specific contracts, and
- to provide a fair, non-discriminatory basis for comparing the financial offers.

Consequently, these price schedules cannot under any circumstances be considered to constitute a commitment on the part of the European Commission to conclude specific contracts for the related services and quantities, and cannot give rise to any right or legitimate expectation on the part of the Contractor.

Award of the contract

Bids will be classed according to the criterion of economic advantage, which will be calculated using the following formula:

$$\text{Bid score (i)} = 0,8 \times Q(i) / 250 + 0,2 \times P^*/P(i)$$

where:

Q(i) is the score obtained in the technical evaluation of the bid (i) ;

P* is the lowest price component among all the bids satisfying the selection criteria

P(i) is the price component for bid (i).

Provided that there is a sufficient number of economic operators who satisfy the selection criteria and/or that there is a sufficient number of admissible bids that satisfy the award criteria, the contract will be awarded to the three tenderers having obtained the highest scores, who will thus thereafter be entitled to be consulted for each specific action, via the renewed competitive tendering mechanism.