

TENDER SPECIFICATIONS

Support Services for the Grand Coalition for Digital Jobs

SMART 2015/1092

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PART 1: TECHNICAL DESCRIPTION

1 CONTEXT

State of play

The digital transformation of the economy and society is accelerating. The spread of digital innovations such as [big data](#), the [cloud](#), the [internet of things](#), developments in [robotics](#) and the ensuing radical transformation of industry (sometimes referred to as "Industry 4.0"), are having a major impact on the labour market and the type of skills needed in the economy. Specifically in science and research, new developments at the intersection of different areas such as informatics, statistics and applied mathematics lead to the "digitization" of whole disciplines and the emergence of new occupational profiles.

Firstly, the digital transformation is changing the structure of employment. ICT has become an integral part of all jobs (replacing routine activities, complementing traditional occupations but also creating completely new tasks and jobs). The labour market has undergone a period of polarisation: while the demand for "routine" (medium skills) jobs, which can more readily be automated, has fallen, employment is increasingly being concentrated at the high and low end of the skills spectrum. Technology is also changing the functioning of the labour market (due to for example the emergence of App based employment services such as Uber), with significant repercussions on the employment conditions and work patterns of workers being employed through these services.

Secondly, it is leading to the need for increased numbers of highly-skilled digital technology experts in all sectors of the economy. It is estimated that there could be up to 825,000 unfilled vacancies for ICT professionals by 2020. Already now, 40% of enterprises trying to recruit ICT professionals have difficulty doing so. This issue not only affects the ICT sector itself but the economy as a whole as the majority of all ICT professionals work outside the ICT sector.

Thirdly, it is leading to the need for digital skills and competences for nearly all jobs where digital technology complements existing tasks. Already today about 90% of jobs require some level of digital skills whatever the sector. By contrast, one third of Europe's workforce does not have sufficient digital skills, 13% has none at all.

Finally, it is leading to the need for everyone in society to have at least basic digital skills/competences in order to live, work, learn and participate in an increasingly digital society. Here too, digital skills have been shown to be lacking: around 40% of EU citizens has insufficient digital skills, 22% has none at all.

Also education systems have difficulties in keeping up with the digital revolution. For example, only 20-25% of students are taught by digitally confident and supportive teachers having access to ICT and facing low obstacles to their use at school. Stakeholders have identified the following as some of the key bottlenecks: difficulty to access new forms of teacher training; professional development opportunities that incorporate the pedagogical use of digital technologies; access to digital skills pedagogies, including on coding; recognition and validation of the certificates acquired by teachers through these new forms of professional development.

All these challenges are resulting in a digital skills gap between the current skills/competences available in the economy and those that are being increasingly demanded, also for scientific research and innovation activities in digital technology.

Addressing these issues is essential for achieving the benefits of a "[Digital Single Market](#)". This is why the Commission committed in its [Digital Single Market Communication](#) and [related staff working document](#) to address digital skills and expertise as a key component of its future initiatives on skills and training.

What has been done so far?

To address the digital skills deficit, the Commission launched in March 2013 the [Grand Coalition for Digital Jobs](#), i.e. the largest collaborative effort in Europe to date aimed to offer more ICT training co-designed with the industry; implement job placement programmes; provide more aligned degrees and curricula at vocational schools and universities; and motivate young people to study ICT and pursue related careers. This multi-stakeholder partnership endeavours to facilitate collaboration among business and education providers, public and private actors to take action around 6 main priority areas:

- Training for digital jobs – to offer training packages co-designed with the ICT industry so that the skills people get are the skills business needs;
- Certification - to improve recognition of qualifications across countries by stimulating take-up of the European [e-Competence Framework](#);
- Innovative learning and teaching – to offer more aligned degrees and curricula at vocational and university level education so that students get the skills for success;
- Mobility – to help those with the right skills get to the place where they are needed, to avoid shortages and surpluses in different geographical areas
- Awareness raising – to attract young people to ICT, which offers rewarding and enjoyable careers to both women and men;
- [Coding](#) - to raise awareness on the importance of coding skills

To date, the Grand Coalition has received [over 60 pledges](#), i.e. concrete commitments to act to reduce digital skills gaps, by about 100 stakeholders.

[National coalitions](#), reflecting the priorities and actions of the Grand Coalition at local level, have been created in 13 Member States (BE, BG, CY, EL, IT, LV, LT, MT, NL, PL, PT, RO, UK) and more are likely to follow (e.g. HU, ES, AT, DE). National coalitions aim to promote and implement the objectives of the Grand Coalition for Digital Jobs in each Member State by means of concrete action plans. They can also benefit from and support pledges made by stakeholders from industry, academia and civil society.

The Grand Coalition for Digital Jobs has been supporting the Commission's digital skills and competences policies. It helped to accelerate and intensify efforts initiated by European policies, such as the [Digital Agenda for Europe](#), the [e-Skills Strategy](#), the [Opening up Education Initiative](#), the [Rethinking Education Strategy](#), the [Youth Opportunities Initiative](#), and the [EU Skills Panorama](#).

What is coming up?

In its [Digital Single Market Communication](#) and the related [Staff Working Document](#), the Commission has made a commitment to address digital skills and expertise as a key component of its future initiatives on skills and training, such as for example the forthcoming **new Strategic Framework for European Cooperation in Education and**

Training 2020, as well as the planned **Commission Communication on Skills foreseen for 2016**.

Indeed, the Digital Single Market will not succeed unless European citizens have the highest possible level of competences and skills, in particular in the digital field; this is only possible through access to the best possible education and training systems and ongoing learning opportunities. Modern and innovative education systems will be able to provide the digitally skilled and competent workforce capable of continuously adapting to new needs and changes in the labour market. More opportunities to validate and recognise digital skills acquired outside the formal education systems will also raise the employability of European citizens in a Digital Single Market.

The Commission furthermore intends to launch a **process involving Member States and social partners** so as to mobilise all levers of change in Europe and foster digital competences, skills and expertise.

Within this frame, we also intend to **increase the number and the role of national coalitions** launched under the Grand Coalition for Digital Jobs. National coalitions for digital jobs today exist in 13 Member States. They should be set-up in all 28 Member States (to that end a [toolkit](#) has been created with a clear set of guidelines and recommendations on how to start and implement successfully coalitions in a country of interest) and be more explicitly supported at high political level to be sustainable and impactful, for example by implementing national digital skills strategies. Indeed, experience shows that only actions with the active support of Member States and regions can be sustainable and have a long-term impact.

To reflect the fact that digital skills and competences are required for nearly all jobs, the Grand Coalition should be scaled up to include ICT-using companies (e.g. banking, automotive, healthcare, energy, textiles, tourism) and additional pertinent stakeholders such as education and training providers, social partners and business associations. They should help to increase digital skills tuition offers through for example industry-led training, on-line learning tools and pedagogies, apprenticeships or traineeships, vocational education and training, and as such help tackle the digital skills gap of 32% of the workforce and 40% of EU citizens.

In line with what precedes, the aim of the Grand Coalition for Digital Jobs is thus to contribute to equipping all Europe's citizens, *inter alia* through awareness raising and education and training initiatives at all levels, with the necessary digital skills to live, work and participate in an increasingly digital society and economy.

This encompassing process around digital skills development, may lead to an official re-launch of the Grand Coalition for Digital Jobs, and if appropriate, to the initiative being re-branded.

2 OBJECTIVES, TASKS AND METHODOLOGY

2.1 Objectives of the service to be delivered

The objective of the support services contract is for the contractor to act as the Secretariat of the Grand Coalition for Digital Jobs. Building on the experience gained by the Grand

Coalition so far, the contractor's aim should be to enhance, develop and extend the Grand Coalition for Digital Jobs partnership¹ in coordination with the contracting service.

The Secretariat should act as the central information repository and guidance point for actual and potential local, national and European stakeholders of the Grand Coalition, and promote and facilitate the transparent exchange of experience, solutions, best practices, and data.

The contractor will be required to carry out three main interlinked strands of work:

1. Scale-up the Grand Coalition for Digital Jobs with the objective of covering the full range of (i) digital skills, i.e. from basic to professional; (ii) economic sectors; and (iii) likely contributors, e.g. businesses, Member States, education and training providers, employment services, civil society.
2. Ensure communication on the goals and achievements of the Grand Coalition with the objective of ensuring visibility and activating broad adherence and commitment to the initiative.
3. Provide organisational support with the objective of facilitating the smooth and effective functioning of the Grand Coalition for Digital Jobs and ensuring coherence, quality and delivery of the set objectives.

The geographical scope of the services to be delivered will cover all EU Member States.

2.2 Tasks

For each of the three main strands of work set out above, the contractor will have to carry out at least the following tasks, in coordination with the contracting service.

2.2.1 Scaling-up the Grand Coalition for Digital Jobs

2.2.1.1 Individual pledges

Pledges are concrete commitments by stakeholders to act to reduce digital skills gaps in line with the Grand Coalition's priority areas.

The contractor will have to stimulate the offer of (i) renewed pledges from existing pledgers and (ii) new, additional pledges by stakeholders such as education and training providers, social partners, employment services and by ICT-using companies from sectors such as banking, automotive, healthcare, energy, textiles, tourism. Pledges must always be qualitative as well as quantifiable in terms of impact.

New pledges could, for example, evolve around teacher training, development of (vendor neutral²) pedagogies for teachers and for learners, translation of digital skills pedagogies and tools, teaching of digital skills (e.g. coding) in education or training at any specific level, up- or re-skilling in digital competences of workers or unemployed. They could also evolve around digital skills development in specific areas of the digital economy (e.g. cyber security, robotics, internet of things, industry 4.0) or of the digital society (e.g. eHealth, eGovernance).

¹ See for example <https://ec.europa.eu/digital-agenda/en/how-get-involved>

² Vendor-specific packages offered by large ICT companies should be certified following the e-competence framework for ICT professionals ("eCF"). Training packages should in principle be vendor neutral in particular when targeting schools or publicly supported programs.

The contractor will endeavour to ensure that education and training pledges are, where appropriate and to the extent possible, conform with the [European e-Competence Framework](#) for ICT professionals or the [Digital Competence Framework for citizens](#).

The contractor will have to validate the offered pledges with the contracting service, upon preliminary analysis as to, *inter alia*, their practicability, relevance, quality, and impact. In particular, the contractor will have to interact with and support the pledgers so as to collect detailed information about the content of the pledges, their conditions and how best to use them.

The contractor will have to monitor and report on the achievement of the pledged targets on a 6-monthly basis and foresee a corrective measure in case of non-compliance or delay in the achievement of the pledged targets.

The contractor will act as an information and support point for potential beneficiaries of the pledges. To this end, the contractor will have to compile this information and facilitate transparent and customised access to the pledges in a common publicly available repository.

The contractor will have to be able to provide on demand best practice pledges which can be used *inter alia* as a reference for potential or renewing pledgers.

2.2.1.2 Collective pledges

Collective pledges are those pledges that are undertaken by a number of pledgers willing to collectively undertake a large-scale training exercise at national or European level. They are generally based on a mapping of best and good practices (e.g. successful training schemes that can be scaled-up). Such collective pledges could be end-user specific, e.g. focussing on developing digital skills of, for example, teachers or unemployed or career changers, or be digital skill specific, e.g. focussing on developing, for example, big data or cybersecurity-related digital skills, or on practical digital skills, such as digital marketing or coding skills, which could be delivered in a few months.

The contractor will have to support the contracting service in identifying actual or potential pledgers that could be interested in scaling-up their efforts to the national or European level.

The contractor will have to coordinate the efforts of the stakeholders concerned in such a collective pledge, with the national coalition when present and appropriate, and with the contracting service.

The contractor will have to monitor and report on the achievement of the collectively pledged targets on a 6-monthly basis and foresee a corrective measure in case of non-compliance or delay in the achievement of the pledged targets.

The contractor will act as an information point for potential beneficiaries of the pledges. To this end, the contractor will have to compile this information and facilitate transparent access to the collective pledges in a common publicly available repository.

Collective pledges could potentially benefit from national or European funding. The contractor should therefore have a thorough knowledge of the functioning of funding mechanisms.

2.2.1.3 National coalitions for digital skills and jobs

National coalitions are multi-stakeholder partnerships which aim to promote and implement the objectives of the Grand Coalition for Digital Jobs in their respective Member State by means of concrete action plans most appropriate to the national circumstances. Concrete national action plans can also benefit from and support pledges made by stakeholders from industry, academia and civil society.

National coalitions generally include national authorities, ICT and ICT-using industry players (large to small companies, Chambers of Commerce, employer federations), education and training providers, public and private employment services, [the Digital Champions](#) and other relevant ambassadors, representatives from the European Commission's local offices, and civil society (youth associations, library networks, etc.).

National coalitions cover a whole Member State territory, include a Member State Ministry or Agency which often leads the Coalition, have a national outreach (i.e. activities are implemented at a national level), and normally focus on all five key priorities of the Grand Coalition for Digital Jobs. There can be only one NC per Member State.

The contractor will have to, with the support of contracting service, stimulate and support the set-up of a national coalition in those Member State where there is none and support the sustainability in those Member States that have a national coalition. The contractor should therefore possess a good network of high-level stakeholders to activate in the pursuit of this task.

The contractor will have to set-up and animate, with the support of the contracting service, a network of national coalitions, mainly by means of information, data and best practice sharing.

The contractor will have to ensure linking to the extent possible all individual and collective pledgers to national coalitions.

2.2.2 Communication plan

The objective of the Grand Coalition is to contribute to equipping European citizens with the necessary digital skills to live, work and participate in an increasingly digital society and economy.

Consequently, the targeted end-users by the initiative's actions are manifold: kids, parents, students, learners, workers, unemployed, retired, teachers and trainers.

The variety of key interlocutors to achieve the set objective for the Grand Coalition is broad too: policy makers (in particular Ministries responsible for education, employment, and digital issues), businesses (ICT and ICT-using corporations, companies, SMEs, associations), public and private employment services, NGOs, social partners, teacher associations, education and training providers at all levels.

Bearing this in mind, the contractor will have to design and implement, in coordination with the contracting service, a Grand Coalition for Digital Jobs communication plan covering all dissemination activities to be organised throughout the duration of the contract in order to advertise this EU initiative. The tenderer has to include a draft proposal already in the tender.

The contractor will at least:

- disseminate and promote the goals, benefits and achievements of Grand Coalition by means of targeted communication to both the target groups and the key interlocutors;
- provide clear and consistent messages to the key interlocutors on digital skills related EU and national initiatives (e.g. studies) and policies, indicating how the Grand Coalition for Digital Jobs contributes to these;
- communicate about on- and off-line training opportunities organised under the umbrella of the Grand Coalition for Digital Jobs, in a way that is targeted to the various end-users concerned and provides enrolment information;
- advocate for digital skills and competences (incl. coding) to be taught in schools (intra- or extra-curricular) so that all kids, irrespective of gender or social background, can acquire the necessary digital skills and competences to live and work in the digital world, raising possibly their interest in computing science tertiary education. In this frame, communication should also promote the collaboration, critical thinking, teamwork and creativity competences that come with digital skills development;
- showcase Member States that have successfully introduced digital skills and or coding into their education systems (identifying besides success recipes also lessons learned and bottlenecks);
- communicate about ICT/digital role models (e.g. for digital creativity, breaking the gender bias) and bring them into education and training organisations with the objective of raising interest in digital careers;
- communicate about the launch of new or renewed individual and collective pledges and national coalitions, about their objectives, and about their achievements on the basis of the monitoring exercise.

2.2.3 Organisational support

While the contracting service will continue to define the digital skills policy action lines, the contractor will have to facilitate the smooth and effective functioning of the Grand Coalition for Digital Jobs and ensure coherence, quality and delivery of the set objectives. To this end, the contractor will have to perform the following organisational tasks.

2.2.3.1 On-line platform

Set-up, maintain and animate an on-line Grand Coalition community information-platform for all actual and potential pledgers and national coalitions. Such a Grand Coalition community platform should contain organised links to all pledges and pledgers as well as to national coalitions, easily accessible for interested stakeholders and targeted end-users, and containing at least a description of their objectives, activities, and contact points. It should allow customised access to potential beneficiaries of the pledges and national coalitions.

It should also present a monitoring tool, indicating progress with regard to the quantitative targets. The [pledge tracker currently in place](#) could serve for inspirational purposes.

Ideally, the monitoring mechanism should present, where possible and at regular intervals, a numerical representation of people trained.

2.2.3.2 Supporting database

Set-up, maintain and share with the contracting service a database containing the contact coordinates of all actual and potential Grand Coalition partners, including where applicable a link to the respective pledges of the partners and a link to the national coalitions they are attached to. The database should also contain a repository of high-quality potential speakers for events. The latter should be identifiable and selectable by digital skill area, country, gender, stakeholder group, etc. Speakers should be selected among Grand Coalition partners, but also among beneficiaries of successful pledges, and other (inter)national organisations dealing with digital skills development. Ideally, the database would include links to (videos of) recent events they have participated in.

2.2.3.3 Administrative and logistics support

Provide administrative and logistics support with regard to digital skills related events organised by the contracting service. Such support relates mainly to (i) the identification of venues outside Commission premises put at disposal as in-kind support to the Grand Coalition for Digital Jobs, (ii) the management of invitations, i.e. identification of relevant participants and speakers, and follow-up of responses to invitations, and (iii) support in the organisation of pledges' selection and award proceedings.

The minimum requirements to be met by the tender are:

- a) The technical proposal must cover at least all aspects and tasks required in the technical specifications and provide all the information needed to apply the award criteria. Offers deviating from the requirements or not covering all requirements may be excluded on the basis of non-conformity with the tender specifications and will not be evaluated.
- b) The geographical scope of the services to be delivered will cover at least all EU Member States.

2.3 Methodology

The support services should be developed following a clear methodology covering all aspects of the service contract. Tenderers are free to propose the specific methodology, taking into account the context and objectives of the service contract and the following conditions:

The balance between the efforts devoted to each specific objective of the service contract should be reasonable and well justified.

More generally, the services and deliverables (see 4) should be based on data from a variety of sources such as company, industry, government, tech blogs and organisations.

Efficient use of available networks should be made by liaising with relevant local, national and European stakeholder groups in the area of digital skills development and policies.

3 DURATION

Duration of the tasks, including the period of approval of the deliverables if applicable, must not exceed 24 months and is subject to the provisions of Article I.3.3 of the contract.

4 DELIVERABLES, MEETINGS AND TIMETABLE

4.1 Deliverables

4.1.1 Scaling-up the Grand Coalition for Digital Jobs

With regard to the deliverables related to scaling up the Grand Coalition for Digital Jobs, the contractor will submit a clear, realistic, structured albeit indicative actions plan. Such plan should take utmost account of the context, the objectives, and tasks, including a link to the communication plan deliverable. The indicative action plan should contain at least:

- a methodology including:
 - an identification of potential and existing stakeholders and how these could articulate their pledges;
 - a tentative proposal regarding the engagement of existing and new national coalitions;
- an indicative roadmap with milestones.

The contracting service will comment on the indicative action plan proposed by the contractor within 4 weeks after signature of the contract. If the contracting service has not commented within this period, then the proposed indicative action plan shall be deemed approved.

4.1.1.1 Individual pledges

The contractor shall undertake the necessary actions to support the set-up of at least 1 new pledge per month, along the lines set out under section 2.2.1.1.

In addition, the contractor shall stimulate existing pledgers to renew or upgrade their pledges in line with the context and objectives of the Grand Coalition for Digital Jobs.

The contractor will have to monitor (see for inspirational purposes the [pledge tracker currently in place](#)) on the achievement of the pledged targets on a 6-monthly basis and foresee a corrective measure in case of non-compliance or delay in the achievement of the pledged targets.

The contractor will have to be able to provide on demand best practice pledges which can be used *inter alia* as a reference for potential or renewing pledgers.

4.1.1.2 Collective pledges

The contractor shall undertake the necessary actions to support the set-up of at least one new collective pledge every 3 months, along the lines set-out under section 2.2.1.2.

The contractor will have to monitor (see for inspirational purposes the [pledge tracker currently in place](#)) on the achievement of the pledged targets on a 6-monthly basis and foresee a corrective measure in case of non-compliance or delay in the achievement of the pledged targets.

4.1.1.3 National coalitions for digital skills and jobs

The contractor shall undertake, in coordination with contracting service, the necessary actions to stimulate and support the set-up of a national coalition in all those Member States where none exists and support the sustainability in those Member States that have a national coalition, along the lines set-out under section 2.2.1.3.

To ensure the (i) set-up of new national coalitions, (ii) engagement and commitment of existing national coalitions, and (iii) creation and sustainability of the network of all national coalitions, the contractor will have to organise regular visits to the key stakeholders of such national coalitions in the respective Member States at a regularity of 2 times per year. Such visits should serve to provide key stakeholders with information, data and best practices and to report back to the contracting service, including on identified barriers and possible queries.

The contractor will have to compile practical information on the national coalitions (e.g. contact point(s), structure, partners, objectives, targets) and facilitate transparent and customised access to it in a common publicly available repository.

The contractor will have to sustain and animate the network, in coordination with the contracting service, for the duration of the contract.

While the objective would be to have a national coalition in all Member States ideally within the first year of the contract, the contractor can clearly not be held responsible for the non-achievement of this deliverable. Instead, the contractor will have to prove that despite its undertaken steps and the support of the contracting service, no national coalition was set up for reasons beyond its powers.

4.1.2 Communication plan

Taking account of section 2.2.2, the contractor shall propose, already in the tender, a clear, well-structured communication plan for the duration of the contract. Such plan should take utmost account of the context, the objectives, tasks and deliverables as per above, and include at least:

- audience segmentation and messaging;
- content / themes categorisation and messaging;
- public relations and media plan, including social media;
- website maintenance and information strategy;
- production proposal for a promotional video of the Grand Coalition for Digital Jobs;
- production proposals for on-line flyers with best practices and recommendations on formal/non-formal/informal educational programmes for digital skills that can be up-scaled at national and/or European level.

The contracting service may suggest changes to the communication plan proposed in the tender within 4 weeks after signature of the contract.

4.1.3 Organisational support

The contractor will deliver an on-line Grand Coalition community-platform along the lines set-out under sections 2.2.1.1 until 2.2.1.3 and under section 2.2.3.1 no later than 4 months after signature of the contract and will maintain, update and animate this on-line community for the duration of the contract.

The contractor will deliver the supporting database along the lines set-out under 2.2.3.2 no later than 3 months after the signature of the contract and maintain/update the database for the duration of the contract.

The contractor will carry out the administrative and logistics support along the lines set out under 2.2.3.3 on an ad hoc basis. The number of events concerned will not exceed 4 per year.

4.1.4 Reporting

To ensure the proper management and follow-up of the service contract, the contractor will submit an Inception Report, an Interim Report and a Final Report:

Inception report, specifying the methodology, resources and objectives provided in the tender in accordance with the indications provided by the Commission during the inception meeting (see section 4.2 below). A draft of the report shall be made available to the Commission's services for information 5 working days before the inception meeting. The report should be finalised after the meeting taking into account all observations and comments raised at the meeting. The Inception Report shall be made available within 5 days after the inception meeting.

Interim report which will cover the progress made, the successes booked, the bottlenecks encountered, and the lessons learned with regard to the context and against the objectives, tasks and deliverables of the service contract. It will draw mid-term conclusions, make recommendations, and propose process adjustments where appropriate and necessary.

A draft Interim Report shall be made available to the Commission's services 10 working days before the interim meeting month 11 (described in section 4.2 below). The report should be finalised after the meeting taking into account all observations and comments raised at the meeting. The finalised Interim Report shall be submitted to the Commission's services within 10 working days after the first interim meeting.

The **final report** will provide a qualitative and quantitative appraisal of the impact of the Grand Coalition for Digital Jobs initiative and shall be made available to the Commission's services within 22 months after signature of the contract by the last contracting party. A draft of the report shall be made available to the Commission's services for information 15 working days before the final meeting. The final report should be finalised after the final meeting taking into account all observations and comments from the Commission during the meeting. The finalised report shall be made available within 2 weeks after the final meeting.

4.1.5 Report format

All deliverables must be written in English.

All reports should be consistent in style (headings, margins, citations, bibliography, etc.) and contain a short executive summary. The contractor is required to properly apply quotation techniques and particular care will be taken to verify improper re-use of existing material.

All reports will be submitted in electronic format (.doc, .xls, .ppt or equivalents in open formats). Exchange of advance copies as well as other non-formal communications shall take place via electronic mail.

The Commission services will decide the possible dissemination of the findings and conclusions and any other information produced under this assignment.

4.2 Meetings

A schedule of meetings will be agreed with the contractor for this assignment. Such meetings will be attended by representatives of the European Commission, the project manager leader and other members of the contractor's team, as required. Other knowledgeable external experts might be invited to participate by the Commission. The meetings will be chaired by a Commission representative and will take place in *Brussels*.

The aim of the meetings will be to guide the work of the contractor. In particular, they will allow setting-up the initial orientations, review progress in critical milestones and review the deliverables of the assignment.

Within three days following each meeting, the contractor will circulate minutes of the meeting to all participants, together with copies of presentations made during the meeting or other related documents. The minutes shall be concise and concentrate on major decisions and shall list the open action points for the next reporting period.

Inception meeting

An inception meeting will be organised by the Commission's services at the Commission's premises in Brussels 1 month after signature of the contract by the last contracting party. The contractor will have to finalise the inception report on the basis of the outcome of the inception meeting.

Interim meeting

An interim meeting during which the contractor will present the interim findings will be held within 11 months after signature of the contract by the last contracting party. It will be organised by the Commission's services at the Commission's premises in Brussels. The contractor will have to finalise the interim study report on the basis of the outcome of the interim meeting.

Final meeting

A final meeting during which the contractor will present the final findings and proposed conclusions will be held within 22 months after signature of the contract by the last contracting party. It will be organised by the Commission's services at the Commission's premises in Brussels. The contractor will have to finalise the final study report on the basis of the outcome of the final meeting.

Each tenderer should include costs of attendance of its own representative(s) at all the above meetings in the financial section of the offer.

4.3 Timetable

Title	Type	Due month
Inception meeting	Meeting	1 month after signature of the contract
Inception meeting minutes	Deliverable	3 working days after the inception meeting
Final inception report,	Deliverable	5 working days after the inception meeting
Supporting database	Deliverable	3 months after signature of the contract
On-line Grand Coalition community-platform with all pledgers and national coalitions (incl. pledge tracker)	Deliverable	4 months after signature of the contract
Interim meeting	Meeting	Month 11 after signature of the contract
Interim meeting minutes	Deliverable	3 working days after the interim meeting
Final Interim Report	Deliverable	10 working days after the interim meeting
Final meeting	Meeting	Month 22 after signature of the contract
Final meeting minutes	Deliverable	3 working days after the final meeting
Final Report	Deliverable	15 working days after the final meeting
For the record only:		
New individual pledges (minimum 1)	Output	Monthly
New collective pledges (minimum 1)	Output	3-monthly
Monitoring and reporting on the achievement of the pledged targets	Output	6-monthly

5 TERMS OF APPROVAL OF REPORTS/DELIVERABLES

5.1 Reports

After reception of each report included in section 4.1 above, except for the reports linked to payments, the Commission will have 30 calendar days in which:

- to approve it,
- to reject it and request a new report.

If the Commission does not react within this period, the report shall be deemed to be approved.

Where the Commission requests a new report because the one previously submitted has been rejected, this must be submitted within 10 calendar days. The new report shall likewise be subject to the above provisions.

For the terms of approval of the reports linked to payments please refer to article I.5 of the contract.

5.2 Other Deliverables

Except for the reports linked to payments and the proposed communication plan, the Commission shall have 10 working days from receipt to approve or reject the deliverables, and the Contractor shall have 10 working days in which to submit additional information or a new deliverable.

As for the communication plan proposed by the tender, the contracting service will have 4 weeks to provide comments which are to be taken into account by the contractor in a revised proposal. The Contractor shall have 10 working days in which to submit additional information or a new deliverable. If the contracting service has not commented within the 4 weeks period, then the proposed communication plan shall be deemed approved.

For the terms of approval of the other deliverables linked to payments please refer to article I.5 of the contract.

6 LAYOUT/CONTENT OF THE WORK PLAN

Offers should include a detailed work plan. The work plan should specify the management structure as well as the responsibility of each member of the team, including the main contractor and/or sub-contractors.

The work plan should include a list of tasks to be performed, with clear and realistic phases and milestones. Resources should be clearly associated to each task.

PART 2: ADMINISTRATIVE DETAILS

1 PARTICIPATION TO THE PROCEDURE

Participation in this procurement procedure is open on equal terms to all natural and legal persons coming within the scope of the Treaties, as well as to international organisations.

It is also open to all natural and legal persons established in a third country which has a special agreement with the Union in the field of public procurement on the conditions laid down in that agreement. Where the plurilateral Agreement on Government Procurement³ concluded within the World Trade Organisation applies, the participation to this procedure is also open to all natural and legal persons established in the countries that have ratified this Agreement, on the conditions it lays down.

CONTRACTUAL CONDITIONS

The tenderer should bear in mind the provisions of the draft contract which specifies the rights and obligations of the contractor, particularly those on payments, performance of the contract, confidentiality, and checks and audits.

COMPLIANCE WITH APPLICABLE LAW

The tender must comply with applicable environmental, social and labour law obligations established by Union law, national legislation, collective agreements or the international environmental, social and labour conventions listed in Annex X to Directive 2014/24/EU⁴.

2 ADMINISTRATIVE REQUIREMENTS

A service provider may consider submitting a tender as a single entity or decide to collaborate with other service providers to present an offer: either by submitting a joint tender or through subcontracting. Tenders may also combine both approaches. Whichever type of offer is chosen, the tender must stipulate the legal status and role of each legal entity in the tender proposed.

2.1 Different ways to submit a tender

Options 1 to 4 below describe the different ways to submit a tender.
Please make sure all required documents and evidences are submitted with your tender.
(Please refer to the checklist in Annex 7)

Option 1: Submission by **one tenderer: Private / Public entity / Individual.**

Option 2: Submission by **partners** as defined under section 2.2 below.
One must be designated as **lead partner/contractor**.

³ See http://www.wto.org/english/tratop_e/gproc_e/gp_gpa_e.htm

⁴ Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC (OJ L 94, 28.3.2014, p. 65).

Option 3: Submission by one tenderer **with subcontractors** as defined under section 2.2 below

Option 4: Submission by partners (one must be designated as lead partner/contractor) **with subcontractors** as defined under section 2.2 below

The tender must include a cover letter (Annex 8) presenting the name of the tenderer (including all entities in case of joint offer as well as their roles) and identified subcontractors if applicable.

2.2 Joint Tenders and Subcontracting

2.2.1 Joint tenders

A joint tender is a situation where a tender is submitted by a group of economic operators (natural or legal persons). Joint tenders may include subcontractors in addition to the members of the group.

In case of joint tender, all members of the group assume joint and several liability towards the Contracting Authority for the performance of the contract as a whole, i.e. both financial and operational liability. Nevertheless, tenderers must designate one of the economic operators as a single point of contact (the leader) for the Contracting Authority for administrative and financial aspects as well as operational management of the contract (Annex 5).

After the award, the Contracting Authority will sign the contract either with all members of the group, or with the leader on behalf of all members of the group, authorised by the other members via powers of attorney (Annex 5).

2.2.2 Subcontracting

Subcontracting is a situation where a contract is to be established between the Commission and a service provider and where this service provider, in order to carry out the contract, enters into legal commitments with other legal entities for performing part of the tasks foreseen in the contract.

The tenderer submitting the tender, if awarded the contract, shall become the sole contractor and shall assume **full liability toward the European Commission for the performance of the contract as a whole**. The other service providers will be regarded as subcontractors.

Tenderers are required to identify subcontractors whose share of the contract is above 5 % of the price of the tender and whose capacity is necessary to fulfil the selection criteria.

During contract performance, the change of any subcontractor identified in the tender or additional subcontracting will be subject to prior written approval of the Contracting Authority.

2.3 Identification of the tenderer – List of Forms & Evidences Required

Options 1/2/3/4: Documents to be provided by the single tenderer or lead partner:

- Annex 1: Administrative identification form (ORIGINAL filled in and signed by (an) authorised representative(s))
- Annex 2: Legal Entities form⁵ (ORIGINAL filled in, signed by (an) authorised representative(s), and supported by relevant evidences according to the entity concerned, i.e. private/public/individual)
Economic operators already registered as a legal entity in the Commission's files (i.e. they are or have been contractors of the Commission) are not obliged to provide a new form, on the condition that they confirm that no change in the information already provided has occurred. In case of doubt, we recommend submitting a new form.
- Annex 3: Financial Identification form⁶ (ORIGINAL filled in according to the instructions contained in this form)
If the corresponding bank account of economic operators is already registered in the Commission's files they are not obliged to provide a new form, on the condition that they confirm that no change in the information already provided has occurred. In case of doubt, we recommend submitting a new form.
- Annex 4: Declaration of honour with respect to the exclusion criteria and selection criteria (ORIGINAL filled in and signed by (an) authorised representative(s))
- Legible photocopy of the statutes of the legal entity (for public/private entities)
- Legible copy of the **notice of appointment of the persons authorised to represent the tenderer** in dealings with third parties and in legal proceedings, if it is not included in the abovementioned documents, or a copy of the publication of such appointment if the legislation which applies to the legal entity concerned requires such publication. If the person(s) signing the tender or the person designated to sign the contract is/are entitled to represent the economic operator by a power of attorney from the above mentioned authorised persons, the power of attorney must also be submitted; for public entities: the **names and functions of the legal representatives** (directors, etc.) of the tenderer, authorised to sign contracts with third parties (a copy of the appointment of the persons authorised to represent the tenderer must be produced);

Options 2 and 4: documents to be provided by each partner, except the lead partner

- Annex 1: Administrative identification form (ORIGINAL filled in and signed by (an) authorised representative(s))
- Annex 2: Legal Entities form⁷ (ORIGINAL filled in, signed by (an) authorised representative(s), and supported by relevant evidences according to the entity concerned, i.e. private/public/individual)
Economic operators already registered as a legal entity in the Commission's files (i.e. they are or have been contractors of the Commission) are not obliged to provide a new form, on the condition that they confirm that no change in the information already provided has occurred. In case of doubt, we recommend submitting a new form.

⁵ A standard template in each EU language is available at

http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm

⁶ A standard template in each EU language is available

http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial_id_en.cfm

⁷ A standard template in each EU language is available at

http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm

- Annex 4: Declaration of honour with respect to the exclusion criteria and selection criteria (ORIGINAL filled in and signed by (an) authorised representative(s))
- Annex 5: Power of attorney (ORIGINAL filled in and signed by (an) authorised representative(s) of each partner)
- Legible photocopy of the statutes of the legal entity (for public/private entities)
- Legible copy of the **notice of appointment of the persons authorised to represent the tenderer** in dealings with third parties and in legal proceedings, if it is not included in the abovementioned documents, or a copy of the publication of such appointment if the legislation which applies to the legal entity concerned requires such publication. If the person(s) signing the tender or the person designated to sign the contract is/are entitled to represent the economic operator by a power of attorney from the above mentioned authorised persons, the power of attorney must also be submitted; for public entities: the **names and functions of the legal representatives** (directors, etc.) of the tenderer, authorised to sign contracts with third parties (a copy of the appointment of the persons authorised to represent the tenderer must be produced);

Options 3 and 4: Documents to be provided by subcontractors

- Annex 6a: Letter of intent from **each subcontractor** (ORIGINAL signed by (an) authorised representative(s)) to confirm their willingness and availability to perform the tasks.
- Annex 4: Declaration of honour with respect to the exclusion criteria and selection criteria (ORIGINAL filled in and signed by (an) authorised representative(s)) needs to be provided by **identified sub-contractors as required in section 5.1 below**.

Individual external experts, not part of the tenderer's staff, foreseen to execute a part of the work are also to be considered subcontractors. Individual external experts will have to provide only the letter of intent in Annex 6b (ORIGINAL).

3 SIGNATURE OF THE TENDER

The signature of the single tenderer's or lead partner's authorised representative or representatives (preferably in blue ink) on the administrative identification form (**Annex 1**) will be considered as the signature of the tender, binding the single tenderer or the group of partners to the terms included in the tender.

4 LAYOUT OF THE TENDER

All tenders must be clear, complete and consistent with all the requirements laid down in the tendering documents and **presented in 3 sections** as follows:

4.1 Administrative section

The documentary evidence required in accordance with part 2 section 2, section 3, section 5.1 and section 5.2 of the Tender Specifications must be included in the administrative section of the tender. **Tenders not including the necessary evidence may be rejected.** The Commission reserves the right, however, to request clarification or additional evidence in relation to the exclusion and selection stages after the opening within a time limit

stipulated in its request and in the conditions explained in section (3) of the invitation to tender.

4.2 Technical section

This section must address all the requirements laid down in Part 1 - Technical description of the tender specifications. Information included here will be used to conduct the qualitative assessment of the tenders on the basis of the technical award criteria listed in section 5.3 below. **Offers deviating from the requirements or not covering all requirements may be rejected on the basis of non-compliance with the tender specifications and will not be evaluated.**

The Commission will reject tenders where no technical offers are proposed.

4.3 Financial section

The price quoted must fulfil the following requirements:

- A **total** fixed price expressed **in Euro** must be included in the tender. Tenderers from countries outside the euro zone have to quote their prices in euro. The price quoted may not be revised in line with exchange rate movements. It is for the tenderer to assume the risks or the benefits deriving from any variation.
- The price quoted must **be firm and not subject to revision.**
- The European Commission, pursuant to the provisions of Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Union, is exempt from all duties, taxes and dues, including value added tax (VAT).

Such charges may not therefore be included in the calculation of the price quoted.

VAT exemption is granted to the Commission by the governments of the Member States, either through refunds upon presentation of documentary evidence or by direct exemption.

For those countries where national legislation provides an exemption by means of reimbursement, **the amount of VAT is to be shown separately.** In case of doubt about the applicable VAT system, it is the tenderer's responsibility to contact his or her national authorities to clarify the way in which the European Commission is exempt from VAT.

- The price quoted shall be subject to the terms set in Article I.4 of the model contract attached.
- The price must fall within the scope of these tender specifications and be broken down into unit prices and quantities per each of the following categories:

(a) Professional fees. The daily rates and total number of person-day for each member of staff working on the contract must be specified.

(b) Travel and subsistence expenses (including costs of attendance of future contractor's representative(s) at meetings and/or workshops with the Commission as foreseen in section 4.2, part 1). In the event of travel being necessary to carry out the duties specified in the tender, travel and subsistence expenses shall be paid as indicated in the tender.

(c) Other expenses (outsourced services or supplies e.g. translation expenses, printing expenses, website development, cost of acquiring data etc.)

- Tenders involving more than one legal entity, either as partner or subcontractor (including external experts) must specify the categories above for each legal entity.
- The Commission will reject tenders where no financial offers are proposed.

The part that the tenderer intends to subcontract shall be precisely indicated and detailed.

The total price quoted cannot exceed EUR 1 000 000 (one million euros). Tenders with a higher total price will be rejected.

5 EVALUATION OF TENDERS

The evaluation is based solely on the information provided in the submitted tender. It involves the following:

- Verification of non-exclusion of tenderers on the basis of the exclusion criteria
- Selection of tenderers on the basis of selection criteria
- Verification of compliance with the minimum requirements set out in these tender specifications
- Evaluation of tenders on the basis of the award criteria

The contracting authority may reject abnormally low tenders, in particular if it established that the tenderer or a subcontractor does not comply with applicable obligations in the fields of environmental, social and labour law.

The tenders will be assessed in the order indicated above. Only tenders meeting the requirements of one step will pass on to the next step.

5.1 Verification of non-exclusion

All tenderers must provide a declaration on honour (see Annex 4 signed and dated by an authorised representative, stating that they are not in one of the situations of exclusion listed in that declaration on honour.

In case of joint tender, each member of the group must provide a declaration on honour signed by an authorised representative.

In case of subcontracting, subcontractors whose share of the contract is above 5 % of the price of the tender and whose capacity is necessary to fulfil the selection criteria must provide a declaration on honour signed by an authorised representative.

The Contracting Authority reserves the right to verify whether the successful tenderer is in one of the situations of exclusion by requiring the supporting documents listed in the declaration of honour.

The successful tenderer must provide the documents mentioned as supporting evidence in the declaration on honour before signature of the contract and within a deadline given by the contracting authority. This requirement applies to each member of the group in case of joint tender and to subcontractors whose share of the contract is above 5 % of the price of the tender and whose capacity is necessary to fulfil the selection criteria.

The obligation to submit supporting evidence does not apply to international organisations.

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit the documentary evidence if it has already been submitted for another procurement procedure and provided the documents were issued not more than one year before the date of their request by the contracting authority and are still valid at that date. In such cases, the tenderer must declare on its honour that the documentary evidence has already been provided in a previous procurement procedure, indicate the reference of the procedure and confirm that there has been no change in its situation.

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit a specific document if the contracting authority can access the document in question on a national database free of charge.

5.2 Selection criteria

Tenderers must prove their legal, regulatory, economic, financial, technical and professional capacity to carry out the work subject to this procurement procedure.

The tenderer may rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. It must in that case prove to the Contracting 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.

The tender must include the proportion of the contract that the tenderer intends to subcontract.

Declaration and evidence

The tenderers (and each member of the group in case of joint tender) and subcontractors whose capacity is necessary to fulfil the selection criteria must provide the declaration on honour (see Annex 4), signed and dated by an authorised representative, stating that they fulfil the selection criteria applicable to them. In case of joint tender or subcontracting, the criteria applicable to the tenderer as a whole will be verified by combining the various declarations for a consolidated assessment.

This declaration is part of the declaration used for exclusion criteria (see section 5.1) so only one declaration covering both aspects should be provided by each concerned entity.

The Contracting Authority will evaluate selection criteria on the basis of the declarations on honour. Nevertheless, it reserves the right to require evidence of the legal and regulatory, financial and economic and technical and professional capacity of the tenderers at any time during the procurement procedure and contract performance. In such case the tenderer must provide the requested evidence without delay. The Contracting Authority may reject the tender if the requested evidence is not provided in due time.

After contract award, the successful tenderer will be required to provide the evidence mentioned below before signature of the contract and within a deadline given by the contracting authority. This requirement applies to each member of the group in case of joint tender and to subcontractors whose capacity is necessary to fulfil the selection criteria.

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit the documentary evidence if it has already been submitted for another procurement procedure and provided the documents were issued not more than one year before the date of their request by the contracting authority and are still valid at that date. In such cases, the tenderer must declare on its honour that the documentary evidence has already been provided in a previous procurement procedure, indicate the reference of the procedure and confirm that there has been no change in its situation.

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit a specific document if the contracting authority can access the document in question on a national database free of charge.

5.2.1 Legal and regulatory capacity

Criterion:	Capacity to pursue the professional activity necessary to carry out the work subject to this call for tenders
Evidence (to be provided on request)	Declaration or certificate of inclusion in a trade or professional register, or a sworn declaration or certificate, membership of a specific organisation, express authorisation, or entry in the value added tax (hereinafter 'VAT') register ⁸

⁸ For private entities:

- a proof of registration, as prescribed in their country of establishment, on one of the professional or trade registers or any other official document showing the registration number;
- if the above documents do not show the VAT number, a copy of the VAT registration document, where applicable

For individuals:

- a legible copy of his or her identity card or passport;
- where applicable, a proof of registration, as prescribed in the individual's country of establishment, on one of the professional or trade registers or any other official document showing the registration number;
- if the above documents do not show the VAT number, a copy of the VAT registration document, where applicable.

5.2.2 *Economic and financial capacity criteria*

Criterion:	<p>The tenderer must have the necessary economic and financial capacity to perform this contract until its end. In order to prove their capacity, the tenderer must comply with the following selection criteria.</p> <p>Annual turnover of the last two financial years above EUR 1 000 000; this criterion applies to the tenderer as a whole, i.e. the combined capacity of all members of a group in case of a joint tender.</p>
Evidence (to be provided on request)	<p>- Copy of the profit and loss accounts for the last two years for which accounts have been closed from each concerned legal entity;</p> <p>- Failing that, appropriate statements from banks;</p>

If, for some exceptional reason which the Contracting Authority considers justified, a tenderer is unable to provide one or other of the above documents, it may prove its economic and financial capacity by any other document which the Contracting Authority considers appropriate. In any case, the Contracting Authority must at least be notified of the exceptional reason and its justification. The Commission reserves the right to request any other document enabling it to verify the tenderer's economic and financial capacity.

5.2.3 *Technical and professional capacity criteria*

With respect to the criteria listed below (e.g. relevant expertise of the tenderer and other applicants, management capability), in case of participation of group members, e.g. local affiliates of international companies, documentary evidence of the entire group (e.g. list of contracts, etc.) will only be taken into account if a specific written endorsement of the participation by the local affiliate and/or mother company is provided.

With respect to the criterion relating to the team members, any team member who is not directly employed by the legal entity (or one of the entities in case of a joint tender) submitting the tender is considered as a subcontractor. In such case either his employer, even if this is a local branch of the same global company, should be declared as a subcontractor or he is to be considered to participate as independent expert. In both cases the forms requested in section 2.3. need to be submitted.

For public entities:

- a copy of the resolution decree, law, or decision establishing the entity in question or failing that, any other official document attesting to the establishment of the entity;
- if the public entity has completed a VAT registration number in the legal entity form, an **official document showing the VAT number**.

Tenderers (in case of a joint tender the combined capacity of all tenderers) must comply with the following criteria:

Criterion:	Relevant expertise of the tenderer and other applicants, including subcontractors if any, acquired in the last three years, in the field of EU-wide support service contracts similar to the present call for tender.
Evidence (to be provided on request)	List of at least 2 contracts or relevant services delivered in the past three years, with sums, dates and recipients, public or private, accompanied upon request by statements issued by the clients in the field mentioned above performed in the past three years, or currently being performed, with a minimum value for each contract of at least EUR 300 000 [three hundred thousand euros].

Criterion:	Management capability
Evidence (to be provided on request)	<p>List of at least 2 contracts or relevant services of a value of at least EUR 300 000 [three hundred thousand euros] each, performed by the tenderer(s) (including subcontractor(s), if any) in the last three years.</p> <p>Short description of the measures employed to ensure the quality of the services for each of the listed contracts.</p> <p>Statement of the average annual manpower and the number of managerial staff of the service provider or contractor in the last three years.</p>

Criterion:	<p>Experience, technical knowledge and credibility of proposed team.</p> <p>The team delivering the service should, <u>as a minimum</u>, include the following profiles:</p> <p><u>Project management leader</u>: At least 5 years of experience in project management, including overseeing project delivery, quality control of delivered service, client orientation and conflict resolution experience in project of a similar size and coverage, with experience in management of team of at least 5 people.</p> <p><u>Project manager</u>: At least 3 years of experience in project execution, follow-up and delivery in project of a similar size and coverage.</p> <p><u>Communication expert</u>: At least 3 years of experience in targeted and effective communication through the media and through social media, in a project of a similar size and coverage.</p> <p>All members of the team should have native-level language skills in English or equivalent, as guaranteed by a certificate or past relevant experience.</p>
Evidence (to be provided)	Description of the full project team, their respective and joint

on request)	<p>responsibilities and tasks.</p> <p>Concise but informative curricula vitae of all the persons in the project team who will provide the service for this tender, demonstrating professional experience, including the requisite language skills, and the educational qualifications. Each CV provided should indicate the intended function in the delivery of the service.</p> <p>The Europass curriculum vitae template (available at http://europass.cedefop.europa.eu/europass/home/hornav/Introduction.csp) shall be filled in by each person involved in the execution of the tasks foreseen in the tender. Please make sure the precise contractual link with the tenderer is clearly indicated.</p>
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Criterion:	Proven access to key stakeholders (ministries, industry, education, training, media) in Europe to provide a thorough coverage of the objectives, tasks and deliverables described in the specifications.
Evidence (to be provided on request) Documentary evidence:	<p>Detailed listing of an EU-wide network of experienced contact persons in the area of digital skills (e.g. Ministries, local/regional authorities, businesses, NGOs, education and training providers and other relevant stakeholders and end-users) that can act as digital skills coordinators within and beyond their respective Member States.</p> <p>The list should include a justification (description) of their relevance to contribute to the success of the Grand Coalition for Digital Jobs.</p>

5.3 Award criteria

5.3.1 Technical award criteria

The contract will be awarded based on the most economically advantageous tender, according to the 'best price-quality ratio' award method. The quality of the tender will be evaluated based on the following criteria. The maximum total quality score is 100 points.

<u>Technical award criterion</u>	<u>Maximum score/weighting</u>	<u>Threshold</u>
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1. Effectiveness, relevance and clarity with regard to the scope of the tasks pertaining to the scaling up of the Grand Coalition . This includes: (i) the creativity, effectiveness and relevance of the proposed methodology to achieve the set objectives and deliverables, and to fulfil the set tasks (<i>inter alia</i> description, timetable, efforts); (ii) the relevance, effectiveness, and clarity of the proposed identification of and interaction with the key stakeholders, including the quality and extent of contacts proposed in terms of relevant public and private stakeholders; <i>All the sub-criteria above are of equal relative importance</i>	45	22,5
2. Quality and effectiveness of the proposed communication plan and dissemination activities .	25	12,5
3. Creativity, effectiveness, and relevance of the proposed organisational support service .	10	5
4. Sound and realistic allocation of financial and human resources , including allocation of expertise, as well as the time dedicated to the project execution by each member of the team	20	10
TOTAL	100	60

Minimum score per criterion (threshold):

Tenders scoring less than 50% of the maximum score for any technical award criterion will be considered of insufficient quality and rejected.

Minimum total score (threshold):

Tenders with a total score of less than 60 points at the end of the evaluation process will be considered of insufficient quality and rejected.

5.3.2 *Price*

The price quoted must comply with the requirements laid down in Part 2 - section 4.3 above.

6 RANKING OF TENDERS

The contract will be awarded to the most economically advantageous tender, i.e. the tender offering the best price-quality ratio determined in accordance with the formula below. A weight of 60/40 is given to quality and price.

$$S_x = \left(\frac{CP}{PT_x} \right) * 40 + \left(\frac{TQS_x}{100} \right) * 60$$

where:

S_x = score for tender x

CP = cheapest price

PT_x = price of tender x

TQS_x = total quality score for all criteria of tender x

The tender ranked first after applying the formula will be awarded the contract.

7 PAYMENT AND STANDARD CONTRACT

- Payments under the contract shall be made in accordance with articles I.5 and I.21 of the model contract attached, provided that the contractor has fulfilled all his contractual obligations.

8 ADDITIONAL PROVISIONS

- Changes to tenders will be accepted only if they are received on or before the final date set for the receipt of tenders.
- Expenses incurred in respect of the preparation and presentation of tenders cannot be refunded.
- No information of any kind will be given on the state of progress with regard to the evaluation of tenders.
- All documents submitted by tenderers will become property of the Commission and will be regarded as confidential.

9 LIQUIDATED DAMAGES: SEE ARTICLE II.15 OF THE MODEL CONTRACT

10 NO OBLIGATION TO AWARD THE CONTRACT

Initiation of a tendering procedure imposes no obligation on the Commission to award the contract. Should the invitation to tender cover several items or lots, the Commission reserves the right to award a contract for only some of them. The Commission shall not be liable for any compensation with respect to tenderers whose tenders have not been accepted. Nor shall it be so liable if it decides not to award the contract.

11 RESULTS

The results of the service must be forwarded to the European Commission in Brussels. **The copyright will belong to the Commission;** the Commission will in particular have the right to publish the results.

If the result is not to be fully created for the purpose of the contract it is to be clearly pointed out in the tender. There should be information provided about the scope of pre-existing materials, their source and when and how right to have them have been acquired.

The provisions on the use of the results and ownership of the results can be found in the Model Service Contract (Article I.10 Exploitation of the results of the contract and Article II.13 Intellectual Property Rights).

PART 3: ANNEXES

ANNEX 1: ADMINISTRATIVE IDENTIFICATION FORM

Support Services for the Grand Coalition for Digital Jobs – SMART 2015/1092

<u>TENDERER'S ID</u>	
Name	
Legal form	
Date of registration	
Country of registration	
Registration number	
VAT number	
Address of registered office	
Contact address (if different)	
URL	
<u>AUTHORISED REPRESENTATIVE(S)⁹</u>	
<u>CONTACT PERSON</u>	
Name	
Forename	
Position	
Telephone	
Fax	
Email	
<u>DECLARATION BY THE AUTHORISED REPRESENTATIVE(S):</u> I, the undersigned, certify that the information given in this tender is correct and that the tender is valid.	

⁹ Please include the names of the legal representative(s) whose contract signature is required in accordance with the statutes of the organisation and the official document to be provided as required in Part 2 under section 2.3

Place and date:

Name (in capital letters) and signature:

ANNEX 2: LEGAL ENTITIES FORM

As required in PART 2 under section 2.3 of the tender specifications.

A standard template in each EU language is available at:

http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm

ANNEX 3: BANK IDENTIFICATION FORM

As required in PART 2 under section 2.3 of the tender specifications

A standard template in each EU language is available at:

http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial_id_en.cfm

<p align="center"><u>ANNEX 4: DECLARATION OF HONOUR ON EXCLUSION CRITERIA AND SELECTION CRITERIA</u></p>

Support Services for the Grand Coalition for Digital Jobs – SMART 2015/1092

The undersigned [*insert name of the signatory of this form*], representing:

(<i>only for natural persons</i>) himself or herself	(<i>only for legal persons</i>) the following legal person:
ID or passport number:	Full official name: Official legal form: Statutory registration number: Full official address: VAT registration number:

➤ declares whether the above-mentioned person is in one of the following situations or not:		
SITUATION OF EXCLUSION CONCERNING THE PERSON	YES	NO
a) it is bankrupt, subject to insolvency or winding up procedures, its assets are being administered by a liquidator or by a court, it is in an arrangement with creditors, its business activities are suspended or it is in any analogous situation arising from a similar procedure provided for under national legislation or regulations;	<input type="checkbox"/>	<input type="checkbox"/>
b) it has been established by a final judgement or a final administrative decision that the person is in breach of its obligations relating to the payment of taxes or social security contributions in accordance with the law of the country in which it is established, with those of the country in which the contracting authority is located or those of the country of the performance of the contract;	<input type="checkbox"/>	<input type="checkbox"/>
c) it has been established by a final judgement or a final administrative decision that the person is guilty of grave professional misconduct by having violated applicable laws or regulations or ethical standards of the profession to which the person belongs, or by having engaged in any wrongful conduct which has an impact on its professional credibility where such conduct denotes wrongful intent or gross negligence, including, in particular, any of the following:		
(i) fraudulently or negligently misrepresenting information required for the verification of the absence of grounds for exclusion or the fulfilment of selection criteria or in the performance of a contract;	<input type="checkbox"/>	<input type="checkbox"/>
(ii) entering into agreement with other persons with the aim of distorting competition;	<input type="checkbox"/>	<input type="checkbox"/>
(iii) violating intellectual property rights;	<input type="checkbox"/>	<input type="checkbox"/>
(iv) attempting to influence the decision-making process of the contracting authority during the award procedure;	<input type="checkbox"/>	<input type="checkbox"/>
(v) attempting to obtain confidential information that may confer upon it undue advantages in the award procedure;	<input type="checkbox"/>	<input type="checkbox"/>

d) it has been established by a final judgement that the person is guilty of any of the following:		
(i) fraud, within the meaning of Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995;	<input type="checkbox"/>	<input type="checkbox"/>
(ii) corruption, as defined in Article 3 of the Convention on the fight against corruption involving officials of the European Communities or officials of EU Member States, drawn up by the Council Act of 26 May 1997, and in Article 2(1) of Council Framework Decision 2003/568/JHA, as well as corruption as defined in the legal provisions of the country where the contracting authority is located, the country in which the person is established or the country of the performance of the contract;	<input type="checkbox"/>	<input type="checkbox"/>
(iii) participation in a criminal organisation, as defined in Article 2 of Council Framework Decision 2008/841/JHA;	<input type="checkbox"/>	<input type="checkbox"/>
iv) money laundering or terrorist financing, as defined in Article 1 of Directive 2005/60/EC of the European Parliament and of the Council;	<input type="checkbox"/>	<input type="checkbox"/>
(v) terrorist-related offences or offences linked to terrorist activities, as defined in Articles 1 and 3 of Council Framework Decision 2002/475/JHA, respectively, or inciting, aiding, abetting or attempting to commit such offences, as referred to in Article 4 of that Decision;	<input type="checkbox"/>	<input type="checkbox"/>
(vi) child labour or other forms of trafficking in human beings as defined in Article 2 of Directive 2011/36/EU of the European Parliament and of the Council;	<input type="checkbox"/>	<input type="checkbox"/>
e) the person has shown significant deficiencies in complying with the main obligations in the performance of a contract financed by the Union's budget, which has led to its early termination or to the application of liquidated damages or other contractual penalties, or which has been discovered following checks, audits or investigations by an Authorising Officer, OLAF or the Court of Auditors;	<input type="checkbox"/>	<input type="checkbox"/>
f) it has been established by a final judgment or final administrative decision that the person has committed an irregularity within the meaning of Article 1(2) of Council Regulation (EC, Euratom) No 2988/95;	<input type="checkbox"/>	<input type="checkbox"/>
g) for the situations of grave professional misconduct, fraud, corruption, other criminal offences, significant deficiencies in the performance of the contract or irregularity, the applicant is subject to: i.facts established in the context of audits or investigations carried out by the Court of Auditors, OLAF or internal audit, or any other check, audit or control performed under the responsibility of an authorising officer of an EU institution, of a European office or of an EU agency or body; ii.non-final administrative decisions which may include disciplinary measures taken by the competent supervisory body responsible for the verification of the application of standards of professional ethics; iii.decisions of the ECB, the EIB, the European Investment Fund or international organisations; iv.decisions of the Commission relating to the infringement of the Union's competition rules or of a national competent authority relating to the infringement of Union or national competition law; or v.decisions of exclusion by an authorising officer of an EU institution, of a	<input type="checkbox"/>	<input type="checkbox"/>

European office or of an EU agency or body.		
---	--	--

<p><u>[Only for legal persons other than Member States and local authorities, otherwise delete this table]</u></p> <p>➤ declares whether a natural person who is a member of the administrative, management or supervisory body of the above-mentioned legal person, or who has powers of representation, decision or control with regard to the above-mentioned legal person (this covers the company directors, members of the management or supervisory bodies, and cases where one natural person holds a majority of shares) is in one of the following situations or not:</p>		
SITUATIONS OF EXCLUSION CONCERNING NATURAL PERSONS WITH POWER OF REPRESENTATION, DECISION-MAKING OR CONTROL OVER THE LEGAL PERSON	YES	NO
Situation (c) above (grave professional misconduct)	<input type="checkbox"/>	<input type="checkbox"/>
Situation (d) above (fraud, corruption or other criminal offence)	<input type="checkbox"/>	<input type="checkbox"/>
Situation (e) above (significant deficiencies in performance of a contract)	<input type="checkbox"/>	<input type="checkbox"/>
Situation (f) above (irregularity)	<input type="checkbox"/>	<input type="checkbox"/>

<p>➤ declares whether a natural or legal person that assumes unlimited liability for the debts of the above-mentioned legal person is in one of the following situations or not:</p>			
SITUATIONS OF EXCLUSION CONCERNING NATURAL OR LEGAL PERSONS ASSUMING UNLIMITED LIABILITY FOR THE DEBTS OF THE LEGAL PERSON	YES	NO	N/A
Situation (a) above (bankruptcy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Situation (b) above (breach in payment of taxes or social security contributions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p>➤ declares whether the above-mentioned person is in one of the following situations or not:</p>		
GROUND FOR REJECTION FROM THIS PROCEDURE	YES	NO
h) has not distorted competition by being previously involved in the preparation of procurement documents for this procurement procedure;	<input type="checkbox"/>	<input type="checkbox"/>
i) has provided accurate, sincere and complete information to the contracting authority within the context of this procurement procedure;	<input type="checkbox"/>	<input type="checkbox"/>
➤ acknowledges that the above-mentioned person may be subject to rejection from this procedure and to administrative sanctions (exclusion or financial penalty) if any of the declarations or information provided as a condition for participating in this procedure prove to be false.		

REMEDIAL MEASURES

If the person declares one of the situations of exclusion listed above, it should indicate the measures it has taken to remedy the exclusion situation, thus demonstrating its reliability. They may include e.g. technical, organisational and personnel measures to prevent further occurrence,

compensation of damage or payment of fines. The relevant documentary evidence which appropriately illustrates the remedial measures taken should be provided in annex to this declaration. This does not apply for the situations referred in point (d) of this declaration.

EVIDENCE UPON REQUEST

Upon request and within the time limit set by the contracting authority the person shall provide information on the persons that are members of the administrative, management or supervisory body, as well as the following evidence concerning the person or the natural or legal persons which assume unlimited liability for the debt of the person:

For situations described in (a), (c), (d) or (f), production of a recent extract from the judicial record is required or, failing that, an equivalent document recently issued by a judicial or administrative authority in the country of establishment of the person showing that those requirements are satisfied.

For the situation described in point (a) or (b), production of recent certificates issued by the competent authorities of the State concerned are required. These documents must provide evidence covering all taxes and social security contributions for which the person is liable, including for example, VAT, income tax (natural persons only), company tax (legal persons only) and social security contributions. Where any document described above is not issued in the country concerned, it may be replaced by a sworn statement made before a judicial authority or notary or, failing that, a solemn statement made before an administrative authority or a qualified professional body in its country of establishment.

If the person already submitted such evidence for the purpose of another procedure, its issuing date does not exceed one year and it is still valid, the person shall declare on its honour that the documentary evidence has already been provided and confirm that no changes have occurred in its situation.

➤ declares whether the above-mentioned person complies with the selection criteria as provided in the tender specifications:		
SELECTION CRITERIA	YES	NO
(a) It has the legal and regulatory capacity to pursue the professional activity needed for performing the contract as required in section 5.2.1 of the tender specifications;	<input type="checkbox"/>	<input type="checkbox"/>
(b) It fulfills the applicable economic and financial criteria indicated in section 5.2.2 of the tender specifications;	<input type="checkbox"/>	<input type="checkbox"/>
(c) It fulfills the applicable technical and professional criteria indicated in section 5.2.3 of the tender specifications.	<input type="checkbox"/>	<input type="checkbox"/>
➤ declares that the above-mentioned person will be able to provide the necessary supporting documents listed in the relevant sections of the tender specifications and which are not available electronically upon request and without delay.		

Full name

Date

Signature

ANNEX 5: POWER OF ATTORNEY¹⁰

MANDATING ONE OF THE PARTNERS IN A JOINT TENDER AS LEAD PARTNER AND LEAD CONTRACTOR

Support Services for the Grand Coalition for Digital Jobs – SMART 2015/1092

The undersigned:

– Signatory (Name, Function, Company, Registered address, VAT Number)

having the legal capacity required to act on behalf of his/her company,

HEREBY AGREES TO THE FOLLOWING:

- 1) To submit a tender as a partner in the group of partners constituted by Company 1, Company 2, Company N, and led by Company 1, in accordance with the conditions specified in the tender specifications and the terms specified in the tender to which this power of attorney is attached.
- 2) If the European Commission awards the Contract to the group of partners constituted by Company 1, Company 2, Company N, and led by Company 1 on the basis of the joint tender to which this power of attorney is attached, all the partners shall be co-signatories of the Contract in accordance with the following conditions:
 - (a) All partners shall be jointly and severally liable towards the European Commission for the performance of the Contract.
 - (b) All partners shall comply with the terms and conditions of the Contract and ensure the proper delivery of their respective share of the services and/or supplies subject to the Contract.
- 1) Payments by the European Commission related to the services and/or supplies subject to the Contract shall be made through the lead partner's bank account: [Provide details on bank, address, account number].
- 2) The partners grant to the lead partner all the necessary powers to act on their behalf in the submission of the tender and conclusion of the Contract, including:
 - (a) The lead partner shall submit the tender on behalf of the group of partners.
 - (b) The lead partner shall sign any contractual documents — including the Contract, and Amendments thereto — and issue any invoices related to the Services on behalf of the group of partners.
 - (c) The lead partner shall act as a single contact point with the European Commission in the delivery of the services and/or supplies subject to the Contract. It shall co-ordinate the delivery of the services and/or supplies by the group of partners to the European Commission, and shall see to a proper administration of the Contract.

Any modification to the present power of attorney shall be subject to the European Commission's express approval. This power of attorney shall expire when all the contractual obligations of the group of partners towards the European Commission for the delivery of the services and/or supplies subject to the Contract have ceased to exist. The parties cannot terminate it before that date without the Commission's consent.

Signed in on [dd/mm/yyyy]

¹⁰ To be filled in and signed by each of the partners in a joint tender, except the lead partner;

Place and date:

Name (in capital letters), function, company and signature:

ANNEX 6A: LETTER OF INTENT FOR SUB-CONTRACTORS

Support Services for the Grand Coalition for Digital Jobs – SMART 2015/1092

The undersigned:

.....

Name of the company/organisation:

.....

Address:

.....

Declares hereby that, in case the contract is awarded to [name of the tenderer], the company/organisation that he/she represents, intends to collaborate in the execution of the tasks subject to this call for tender, in accordance with the tender specifications and the tender to which the present form is annexed, and is available to carry out its part of the tasks during the period foreseen for the execution of the contract. In addition, the undersigned declares not to be in one of the situations of exclusion referred to in Article 106(1) of the Financial Regulation¹¹.

Declares hereby taking note of II.10 regarding subcontracting and Articles II.8, II.13 and II.24 of the general conditions of the contract.

Place and date:

Name (in capital letters) and signature:

¹¹ <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32015R1929&from=EN>

ANNEX 6B: LETTER OF INTENT FOR EXTERNAL EXPERTS

Support Services for the Grand Coalition for Digital Jobs – SMART 2015/1092

The undersigned:

.....

Address:

.....

Declares hereby that, in case the contract is awarded to [name of the tenderer], he/she intends to collaborate in an individual capacity as **an external expert** in the execution of the tasks subject to this call for tender, in accordance with the tender specifications and the tender to which the present form is annexed, and is available to carry out its part of the tasks during the period foreseen for the execution of the contract. In addition, the undersigned declares not to be in one of the situations of exclusion referred to in Article 106(1) of the Financial Regulation¹².

Declares hereby taking note of II.10 regarding subcontracting and Articles II.8, II.13 and II.24 of the general conditions of the contract.

Place and date:

Name (in capital letters) and signature:

¹² <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32015R1929&from=EN>

ANNEX 7: CHECK LIST OF DOCUMENTS TO BE SUBMITTED

Support Services for the Grand Coalition for Digital Jobs – SMART 2015/1092

The purpose of the table below is to facilitate the preparation of the tender by providing an overview of the documents that must be included (marked by ■) depending on the role of each economic operator in the tender (be it lead partner, partner in joint offer, single tenderer or subcontractor/external expert). The evidence for selection may be required at any stage of the present procurement procedure (marked by ●). Some of the documents are only relevant in cases of joint offers or when subcontractors are involved. Additional documents might be necessary depending on the specific characteristics of each tender.

Description	Lead partner in a joint offer	All the other partners in a joint offer	Single tenderer (with or without subcontractors)	Subcontractor	Subcontractor – External expert
<i>Administrative section of the tender</i>					
Annex 1: Original Administrative identification form (see section 2.3, part 2)	■	■	■		
Annex 2: Original Legal Entity Form (see section 2.3, part 2)	■	■	■		
Annex 3: Original Financial Identification form (see section 2.3, part 2)	■		■		
Annex 4: Original Declaration of honour with respect to the exclusion criteria and selection criteria (see section 2.3, part 2)	■	■	■	■ ¹³	
Annex 5: Original Power of attorney (see section 2.3, part 2)		■			
Annex 6 a: Original Letter of intent from each subcontractor (see section 2.3, part 2)				■	
Annex 6 b: Original Letter of intent from each subcontractor (see section 2.3, part 2)					■
Annex 8: Cover letter for the tender	■		■		
Legible photocopy of the statutes of the entity (see section 2.3, part 2)	■	■	■		
Legible photocopy of the notice of appointment of the persons authorised to represent the tenderer (see section 2.3, part 2)	■	■	■		
Declaration or certificate of enrolment in one of the professional or trade registers in the country of establishment (see section 5.2.1, part 2)	●	●	●		
Evidence of financial and economic capacity (see section 5.2.2, part 2)	●	●	●		

¹³ Only identified subcontractors whose intended share of the contract is above 5 % of the price of the tender.

Evidence of Technical and Professional capacity (see section 5.2.3 , part 2)	●	●	●	●	●
<i>Technical Section of the tender</i> (see section 4.2 , part 2)	■		■		
<i>Financial Section of the tender</i> (see section 4.3 , part 2)	■		■		

ANNEX 8: COVER LETTER FOR THE TENDER

Please select the appropriate option

OPTION 1

Single legal person or private/ public entity

- ☐ The offer is submitted by a **one tenderer**.

OPTION 2

Joint offers

- ☐ The offer is submitted by **partners**.
- Company acting as **lead partner** for the group of tenderers:
.....
 - **Other partners** taking part in the joint tender:
.....
.....

OPTION 3

Joint offers

- ☐ The offer is submitted by one tenderer **with subcontractors**.
- Company acting as **tenderer**:
.....
 - **Subcontractors**:
.....
.....

OPTION 4

Joint offers

☐ The offer is submitted by partners **with subcontractors**.

- Company acting as **lead partner** for the group of tenderers:

.....

- **Other partners** taking part in the joint tender:

.....

.....

- **Subcontractors:**

.....

.....