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Unit

CALL FOR TENDERS

N° *EAC/22/2018*

Capacity building for European Capitals of Culture

TENDER SPECIFICATIONS

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1. INFORMATION ON TENDERING

1.1. Participation

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.

For British candidates or tenderers:

Please be aware that after the UK's withdrawal from the EU, the rules of access to EU procurement procedures of economic operators established in third countries will apply to candidates or tenderers from the UK depending on the outcome of the negotiations. In case such access is not provided by legal provisions in force candidates or tenderers from the UK could be rejected from the procurement procedure.

The participation in this procurement 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 Procurement¹ 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.

1.2. 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.

1.3. 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/EU².

1.4. 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.

¹ See http://www.wto.org/english/tratop_E/gproc_e/gp_gpa_e.htm

² 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).

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.

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.

1.5. Subcontracting

Subcontracting is permitted but the contractor will retain full liability towards the Contracting Authority for performance of the contract as a whole.

Tenderers are required to identify all subcontractors 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.

1.6. Structure and content of the tender

The tenders must be presented as follows:

Part A: Identification of the tenderer (see section 1.7)

Part B: Technical offer

The technical offer must cover 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 rejected on the basis of non-compliance with the tender specifications and will not be evaluated.

Part C: Financial offer

The price for the tender must be quoted in euro. 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 bear the risks or the benefits deriving from any variation.

Prices must be quoted free of all duties, taxes and other charges, including VAT, as the European Union is exempt from such charges under Articles 3 and 4 of the Protocol on the privileges and immunities of the European Union. The amount of VAT may be shown separately.

The quoted price must be a fixed amount which includes all charges (including travel and subsistence). Travel and subsistence expenses are not refundable separately.

Part D: Non-exclusion (see section 4.3)

Part E: Selection (see section 4.4)

1.7. Identification of the tenderer

The tender must include the annex 1 signed by an authorised representative presenting the name of the tenderer (including all entities in case of joint tender) and identified subcontractors if applicable, and the name of the single contact point (leader) in relation to this procedure.

In case of joint tender, the annex 1 must be signed either by an authorised representative for each member, or by the leader authorised by the other members with powers of attorney. The signed powers of attorney must be included in the tender as well. Subcontractors that are identified in the tender must provide a letter of intent signed by an authorised representative stating their willingness to provide the services presented in the tender and in line with the present tender specifications.

All tenderers (including all members of the group in case of joint tender) must provide a signed Legal Entity Form with its supporting evidence. The form is available on:

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

Tenderers that are already registered in the Contracting Authority's accounting system (i.e. they have already been direct contractors) must provide the form but are not obliged to provide the supporting evidence.

The tenderer (or the leader in case of joint tender) must provide a Financial Identification Form with its supporting documents. Only one form per tender should be submitted. No form is needed for subcontractors and other members of the group in case of joint tender. The form is available on: http://ec.europa.eu/budget/contracts_grants/info_contracts/index_en.cfm

2. TECHNICAL SPECIFICATIONS

2.1. Background

Presentation of the European Capital of Culture Union action

Throughout history, Europe has been a hub of artistic development of exceptional richness and great diversity where European cities have played a vital role in the formation and spread of culture.

Born in 1985 on the initiative of the then Greek Minister of Culture Melina Mercouri, the European Capital of Culture action has grown into one of the most prestigious and successful initiatives of the European Union.

It is now governed by Decision No 445/2014/EU (as amended by Decision (EU) 2017/1545)³ for the titles 2020 to 2033⁴.

It aims at highlighting this richness and diversity as well as common cultural aspects in Europe with a view to contributing to bring the peoples of Europe closer together and improve mutual understanding.

Against this backdrop, the general objectives of the European Capital of Culture action have been defined as follows: to safeguard and promote the diversity of cultures in Europe and to highlight the common features they share as well as to increase citizens' sense of belonging to a common cultural area, on the one hand, and to foster the contribution of culture to the long-term development of cities at economic, social and urban level, in accordance with their respective strategies and priorities, on the other hand.

In line with these objectives, activities developed by the cities that are designated as European Capitals of Culture strive to enhance the range, diversity and European dimension of their cultural offering, including through transnational co-operation; to widen access to and participation in culture; to strengthen the capacity of their cultural sector and the links of the latter with other sectors and to raise their international profile through culture.

Selection and monitoring of European Capitals of Culture (ECOC)

Each year, two Member States are entitled to host the ECOC action in turn according to a chronological order annexed to Decision No 445/2014/EU ("the Decision"). Furthermore, every third year starting from 2021, cities in candidate countries and potential candidates for EU membership may also hold the title. This possibility has been extended by Decision (EU) 2017/1545 to cities in European Free Trade Association countries which are party to the Agreement on the European Economic Area (so-called EFTA/EEA countries) from the 2024 title.

While each Member State manages its own selection competition for the ECOC title at national level, under the responsibility of its relevant authority and with the assistance of the European Commission, the Commission is directly responsible for the organisation of the open competitions between cities in EFTA/EEA countries, candidate countries and potential candidates.

In practical terms, this means that, every year, parallel competitions run at national level in two different Member States, and that, every third year, a third competition – open only to cities in EFTA/EEA countries, candidate countries and potential candidates – also takes place.

The selection phase is organised in two stages: a pre-selection stage and a final selection stage, each including a meeting of an Expert Panel, during which the latter assesses candidate

³ Official Journal of the European Union, OJ L 132 of 3 May 2014: <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:L:2014:132:TOC> and OJ L 237 of 13 September 2017: <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32017D1545>.

⁴ The European Capitals of Culture 2007-2019 were governed by Decision No 1622/2006/EC.

cities. It starts with the publication of a call for submission of applications at least six years before the ECOC year and ends up with the formal designation of the cities as European Capitals of Culture on the basis of the Panel's recommendation, normally around four years before the ECOC year.

On the date of publication of this call, the following European Capitals of Culture have been designated (only ECOCs that have not taken place are detailed).

2019: Matera (Italy) and Plovdiv (Bulgaria).

2020: Rijeka (Croatia) and Galway (Ireland).

2021: Timisoara (Romania), Elefsina (Greece) and Novi Sad (Serbia, candidate country).

2022: Kaunas (Lithuania) and Esch (Luxembourg).

During the implementation of the service contract based on this call, European Capitals of Culture will be selected in the following countries:

- ECOC 2023 in Hungary in the end 2018 (there will be no ECOC 2023 in the United Kingdom in line with the notification by the United Kingdom of its intention to withdraw from the European Union and Euratom based on Article 50 of the Treaty on European Union received by the European Council on 29 March 2017).

- The three ECOCs 2024 (in a city from Estonia, in a city from Austria and in a city from an EFTA/EEA country, candidate country or potential candidate) will be announced in the end 2019.

- The two ECOCs 2025 (in a city from Germany and in a city from Slovenia) will be announced in the end 2020.

The two ECOCs 2026 will be announced in the end 2021 and therefore do not fall under the period covered by this procurement.

Once cities are designated as European Capitals of Culture, they enter a monitoring phase aiming to help them in their preparations up to the beginning of the ECOC year. This phase is coordinated by the European Commission, which shall convene three meetings between the Expert Panel and the designated cities. On top of these meetings, the Commission may also organise visits of a delegation of the Panel to these cities whenever necessary.

At the end of this phase, acting on the reports of the Panel, the Commission will decide whether or not it should pay to the cities concerned the "Melina Mercouri Prize", which currently amounts to 1.5 million Euros coming from the Creative Europe Programme or the subsequent EU programme supporting culture.

Lack of skills and need for further capacity building

Lack of the skills and capacity needed to organise an event of the scale and scope of a European Capital of Culture – which is a very unique event of its own type – is too often mentioned in the ex post evaluations carried out on behalf of the Commission since 2008 as one key element leading to difficulties in preparing and implementing an ECOC⁵.

While all cities – from their designation as ECOC to the actual ECOC-year and legacy planning – share similar challenges and develop their own expertise on the ground, there is no real "pool" at EU level where such expertise is collected and transferred to the others, despite the ECOC being a highly visible EU action. Each ECOC city has therefore to start from scratch, often replicating mistakes already made by others and losing precious time and energy in the process.

The only forum where ECOCs can interface is the "informal ECOC network", which is an initiative consisting of former, present and future ECOC representatives, meeting twice a year to discuss challenges faced in the implementation of their respective ECOC years. The ECOC network is functioning in an informal manner, driven by the willingness of some of its members, and with no permanent secretariat or funding. It acts more as a meeting point where ad hoc solutions can be found to concrete problems faced by one or the other city and where cooperation projects among ECOCs can spring up. It does not function as a platform for capacity enhancement. But, it could be usefully associated to and complement a potential capacity-building and peer-learning action at EU level.

Furthermore, there is in parallel a tendency now for smaller cities – with limited experience and know how in terms of holding large-scale and year-long events – to bid for and get the ECOC title.

The monitoring already provided by the Commission to all upcoming ECOC title-holders with the assistance of the Expert Panel, while being extremely instrumental in giving useful guidance, doesn't cover the full spectrum of the needs of the ECOC delivery teams.

The proposal described below is also to be seen in the context of the Commission's obligation to "foster the exchange of experience and good practices between past, present and future cities holding the titles [...] and promote wider dissemination of [...] lessons learned" (article 15, point g) of Decision 445/2014/EU).

Against this backdrop, the need for the Commission to support capacity building and peer-learning activities for and between ECOCs becomes evident. Such activities should be seen as a way to contribute to the success of this very popular and highly visible EU action and safeguard its credibility and legacy. This will further complement Commission involvement in the other steps of the ECOC process from selection (award of the title) to monitoring and ex post evaluation.

⁵ See ex post evaluations in the table at the bottom of the following webpage: https://ec.europa.eu/programmes/creative-europe/actions/capitals-culture_en.

2.2. Objective of the call

The objective of this call is to create a pool of expertise and provide capacity building services and peer-learning activities to upcoming ECOCs.

More generally, it is also to provide useful information, contacts and training to the ECOC delivery teams and cities that would like to apply for the ECOC title, increasing the quality of the applications and enhancing the success of the delivery of the ECOC year.

At any given moment during the 30 months period covered by the contract, there are 2 running ECOCs (3 in 2021), 8 to 9 ECOCs already designated and 4 to 5 selection procedures on-going.

Work packages:

Work Package 1 – Mapping of the capacity building needs of the delivery bodies of present and future ECOCs.

An important amount of literature produced in the field of the European Capitals of Culture, including among others the selection and monitoring reports of the Panel and the evaluations carried out by the European Commission⁶ point out the need to enhance the skills of the delivery teams to ensure a successful delivery of the ECOC year. It is of utmost importance to identify the specific needs for capacity building in this context, with the collaboration and input from former, current and future European Capitals of Culture.

As an example, skills' gaps have been identified in development and implementation of (i) audience development strategies, (ii) communication and marketing strategies, (iii) European and international cooperation and partnerships, iv) access to funding strategies, v) monitoring and evaluation plan or vi) legacy considerations.

This work package includes the following tasks:

⁶ See selection and monitoring reports of the ECOC Expert Panel as well as the ex post evaluations carried out for the Commission in the table at the bottom of following webpage:

- https://ec.europa.eu/programmes/creative-europe/actions/capitals-culture_en

See compendium of the recommendations from ex post evaluations at:

-https://ec.europa.eu/programmes/creative-europe/sites/creative-europe/files/files/ecoc-compendium-recommendations_en.pdf

See European Parliament study on "European Capitals of Culture: Success Strategies and Long-Term Effects" at:

-[http://www.europarl.europa.eu/RegData/etudes/etudes/join/2013/513985/IPOL-CULT_ET\(2013\)513985_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/etudes/join/2013/513985/IPOL-CULT_ET(2013)513985_EN.pdf)

- Revision of available literature about the ECOC action, the required skills for its implementation and the possible gaps to be addressed to ensure the building of these skills, leading to a successful delivery of an ECOC.
- Consultation with the delivery teams of the ECOCs currently in preparation and other relevant stakeholders to gather the necessary input about their capacity building needs and the evaluation of findings under the point above.
- Production of a report summarising the above findings and the proposed strategy to fill the identified gaps, through the tasks in the relevant work packages.

Tenderers should describe how they intend to gather the necessary input, analyse the information and synthesize the capacity building needs in a way which is suitable for the implementation of the capacity building actions in the other work packages.

Work Package 2 – Establishment and management of a pool of experts for the capacity building activities.

The necessary expertise to build up the skills that might need enhancing in the delivery teams needs a wide spectrum of knowledge and experience. While the ECOCs can usually count on the financial means to make use of the necessary expertise, finding the right person or team proves challenging. The establishment of a pool of expertise to which the delivery teams can refer is a therefore real added value.

Under this work package, contractors will:

- Publish a call for expressions of interest for the delivery of expertise and advice to the designated ECOCs. The contractor will carry out all the tasks related to the call: drafting of the text, publication, publicity, reception of applications, evaluation of applications, inclusion in the database and updating of the database.

The call should specify the expertise searched (based on the work in WP1), the eligibility requirements and the criteria to evaluate the applications submitted. These criteria will be approved by the services of the Commission and will valorise in particular a prior and direct experience in the implementation of a European Capital of Culture or other large-scale events in the cultural field or a deep academic knowledge of such events. Other criteria might include, for example, experience in development of cities or cultural management at city level. The call for expressions of interest should be open throughout the duration of the contract to allow for a constant enrichment of the expertise pool.

The Commission services will approve or provide comments on the evaluation criteria within 1 week after submission.

- Evaluate the applications for the pool of experts on the basis of the mentioned criteria. Due care should be given to existing or potential conflicts of interest. Experts who are nominated for the abovementioned Expert Panel cannot be part of the pool as long as they act as members of the Panel. They can however participate once their mandate as Panel members is over.
- Build and maintain a database of experts including searching facilities for the ECOCs and making it possible for the experts to modify their profiles (for example, by adding new

expertise) and contact details, where needed. Access to the database should be restricted to the designated ECOC delivery teams, and to other ECOC stakeholders upon agreement of the Commission. Due care should be given to the General Data Protection Regulation.⁷ The database should be presented in a user-friendly way, highlighting for each expert the type of expertise on offer, the relevant professional experience connected with this expertise as well as the working language(s). This database should be designed using open source software allowing for an easy transfer to the Commission or to any other entity designated by it at the end of the project. The contractors will produce the documentation necessary to the management and update of the database to be handed over along with the tool, as foreseen in WP5.

Tenderers should describe how they intend to implement and manage the call for expressions of interest and how the database will be designed including its main features. These tasks should be carried out along with the tasks described in Work Package 4, in order to offer a single solution for the ECOCs.

Work Package 3 – Facilitating and organising collective capacity-building, sharing of knowledge and exchange of best practices and networking activities for all interested ECOCs.

Apart from the capacity building needs specific to each ECOC, all delivery teams encounter difficulties that are common to the organisation of such events. The organisation of collective training activities for all designated ECOCs will allow tackling those common needs, while at the same time fostering networking activities and exchange of best practices among the different ECOCs.

This work package includes the following activities:

Activity 1: Organization of ECOC Academy Camps.

Two camps will be organised per year (5 camps during the contract) with the attendance of the delivery teams of the ECOCs. The themes will be announced in advance and will be drawn from the mapping resulting from WP1 and in consultation with all interested ECOCs. The camps should have duration of 3 days and should combine lectures, workshops, networking activities and field visits, allowing for both exchange of best practices and delivery of expertise.

Contractors will:

- Develop a programme relevant to the chosen topic(s), aligned with the needs identified in WP1. The programme should be agreed with the Commission.
- Contact the ECOC delivery teams, send invitations and manage attendance. They will also help the attendees with accommodation arrangements where needed.

⁷ <https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1528874672298&uri=CELEX%3A32016R0679>

- Invite the necessary experts (that can come from the experts' pool or not) and deal with all contractual and financial issues related to the experts, along with the management and payment of their travel and accommodation arrangements.
- Book, manage and pay for the necessary venues, material and catering during the event.
- Manage all contractual and financial issues related to the event.

Attending ECOC staff will take in charge their own travel and accommodation costs. Meals should be organised and paid by the contractors.

Activity 2: Organisation of MOOCs/webinars on specific topics.

Some of the topics that can be touched upon during the training activities may be of interest for a much wider range of stakeholders in the field of culture, urban or rural development, or other connected fields. It is therefore useful to make it available as widely as possible. This objective can be achieved with the currently available state-of-the-art tools for on-line training and meeting facilities.

Contractors will:

- Deliver at least 5 on-line courses (Massive Open Online Courses, MOOCs) on topics of interest about the challenges of designing and implementing an ECOC. Contractors will take in charge the production of the content and the broadcasting of these MOOCs on the site implemented under WP4. Contents should be linked to the ECOC Academy Camps.
- Organise at least 5 webinars open to the ECOC delivery teams and broadcasted to a wider audience on themes of interest as detected in WP1. These webinars should include the participation of experts in the specific theme and be based on open discussions and Q&A sessions for the ECOCs implementing teams and wider audiences, that might include (but not limited to) cultural operators in the designated ECOCs.
- Contractors will take in charge all technical, contractual and financial issues linked to the on-line courses (MOOCs) and webinars under this task.

Activity 3: Development of toolkits, brochures or other training material.

The activities described above will gather a wealth of expertise about the implementation of the ECOCs and the challenges that it implies. This wealth of expertise should be condensed and made available in the format of toolkits, brochures or other training materials for the use not only of the designated ECOCs but also of other cities interested in culture-based development or willing to apply to the ECOC action in the future.

Under this activity, contractors will:

- Develop at least 5 sets of training material, relating to 5 different themes, in the more suitable formats (e-training, toolkits, brochure, booklet...) gathering the knowledge of the ECOC Academy Camps and other training activities carried out under the contract.
- Publish them in the site developed under WP 4, open to the general public.

Tenderers should describe the design and organisation of the activities under this work package, how they intend to engage the ECOCs and wider audiences in the training activities and how they will produce and disseminate the training materials.

Work Package 4 – Development of a website and on line communication tools.

The activities under this contract need of a suitable website where ECOCs can refer to in their search for expertise and training. The pool of experts should be hosted on-line to allow for easy interaction between them and the ECOCs. Equally, ECOCs and other interested stakeholders should be able to access as much information as possible for the delivery of the ECOC year and/or for the preparation of an ECOC application. ECOCs also need informal means of communication that are common to all delivery teams allowing for easy integration of the newcomers.

The ECOCs generate during their application, preparation and delivery an important volume of publications, audio-visual material and other documents relating to their own ECOC. Sometimes this information is lost once the year ends and the delivery teams are dismantled.

To this end, this work package includes the following activities.

Activity 1: Development and maintenance of a website for the management of the contract.

Contractors will:

- Create a website that will host the database for the pool of experts, deliver information about the ECOCs (including relevant links to the ECOCs' websites) and deliver information to the ECOCs on specific events or funding possibilities of interest. The website should include a public section open to all and a private section only available to the ECOCs, where functionalities linked to the pool of experts and other activities, such as possibilities for peer to peer exchanges, calls for expression of interest for internship positions, etc., can be managed. The website should use an open source solution to allow for its transfer to the Commission or to another contractor, as detailed in WP5. Contractors will produce the documentation necessary to the handover of the site as foreseen in WP5.

Activity 2: Development of an on-line forum for the ECOCs to exchange internally and with external stakeholders about relevant topics.

Contractors will:

- Under the site developed in Activity 4.1, develop an on-line forum functionality for the ECOC delivery teams.

Activity 3: Development and population of a database of documents relating to the ECOC action.

Contractors will:

- Map the relevant documents produced by former and current ECOCs, designated ECOCs and other stakeholders on topics directly related to the action. This will include bid-books, evaluations, academic papers, etc.

- Map other relevant documents of interest for the ECOC delivery teams and for the general public, including pictures and audio-visual material. Due attention should be paid to copyrights or other IPR issues and to the wishes of the authors regarding accessibility of the material.
- Gather and index the corresponding documents.
- Create and manage a database with different levels of read and write access (ECOCs only, ECOCs + Commission, ECOCs + Commission + Panel, General access)
- Encourage the ECOCs to continue populating the database after the delivery year.
- Ensure the transferability of the database and access to the Commission at the end of the contract. The database should be based on open source software (such as CIRCA⁸) ensuring full transferability to the Commission or any other entity designated by it at the end of the project. The contractors will produce the documentation necessary to hand-over the database as foreseen in WP 5.

Tenderers should describe the proposed design for the website, forum and documents repository, the open source they intend to use and its transferability possibilities, what information and documents will be gathered and how these will be obtained. They should also describe how they intend to ensure the population of the repository by former and designated ECOCs and its sustainability.

Work Package 5 – Handover of the tools developed during the contract.

After the end of the contract, there is a need to keep the pool of experts and the website and repository running. Due to the nature of the contract (awarded upon an open procurement procedure) a hand over of these tools and contents to the Commission or to another contractor might be necessary.

Contractors will:

- Produce a hand-over report including all relevant information about the status of the tools and manuals of operations of the website, forum and documents repository.
- Deliver all tools and content developed under the contract to the Commission or to any other entity designated by it, including all IPR and the necessary login information, documentation, etc.... that will allow continuing the activities under the contract after the end of the contract.

Tenderers should describe how they will manage the hand over and the documents and tools they intend to use to ensure continuity of the service during and after the transfer.

Work Package 6 – Management and administration.

⁸ <https://joinup.ec.europa.eu/solution/circabc>

The different activities under this contract will need a strong management structure including adequate quality controls and regular reporting to the Commission.

Contractors will:

- Ensure adequate quality controls for the design, implementation and reporting of the activities under the contract.
- Establish language proofing procedures for the requested deliverables.
- Ensure the continuity of operations for the duration of the contract.
- Establish a single contact point for the Commission for the contract.

Tenderers should describe their management structure, the resources allocated to the different activities, their quality control strategy for the contract, their arrangements for the continuity of service and their risk assessment and contingency measures for the activities under the contract.

The Commission Decision of 12 December 2011 on the reuse of Commission documents applies to the results of this contract.⁹

This Decision determines the conditions for the reuse of documents held by the Commission or on its behalf by the Publications Office of the European Union (the Publications Office) with the aim of facilitating a wider reuse of information, enhancing the image of openness of the Commission, and avoiding unnecessary administrative burdens for re-users and the Commission services alike.

3. CONTENT, STRUCTURE AND GRAPHIC REQUIREMENTS OF THE DELIVERABLES

The contractor must deliver the deliverables as indicated below.

3.1. Indicative timetable for the execution of the contract

T0	Start of the contract
T0+2 weeks	Submission of draft inception report
T0+3 weeks	Kick-off meeting with the Commission (in Brussels)
T0+3 months	Report on capacity building needs
T0+4 months	Criteria for evaluation of experts

⁹ COMMISSION DECISION of 12 December 2011 on the reuse of Commission documents (2011/833/EU) <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2011:330:0039:0042:EN:PDF>

T0+4 months	First interim report and first interim payment
T0+6 months	Pool of experts starts their activities (operational)
T0+10 months	Website is operational
T0+10 months	Second interim report and second interim payment
T0+20 months	Third interim report and third interim payment
T0+22 months	Documents repository is operational
T0+28 months	Submission of draft final report and hand-over report and manuals
T0+28.5 months	Final meeting with the Commission
T0+30 months	Submission of final report

3.2. Content

3.2.1. Inception and capacity building reports

Contractors must submit, two weeks after the start of the project, an inception report detailing the design, methodology and intended schedule for the different activities requested in the Tender Specifications,

Contractors must submit, three months after the start of the project, the report on capacity building needs requested in Work Package 1 of the Tender Specifications.

3.2.2. Interim and final reports

Contractors must submit three interim reports and a final report, summarising the activities carried out, the tools developed, the use of these tools by the ECOCs, the results of these activities and the possible challenges in their implementation, along with the contingency measures taken.

The reports should be concise and factual and drafted in English, with an extension between 30 and 50 pages.

3.2.3. Requirements for publication on Internet

The Commission is committed to making online information as accessible as possible to the largest possible number of users including those with visual, auditory, cognitive or physical disabilities, and those not having the latest technologies. The Commission supports the Web Content Accessibility Guidelines 2.0 of the W3C.

For full details on the Commission policy on accessibility for information providers, see: http://ec.europa.eu/ipg/standards/accessibility/index_en.htm

For the publishable versions of the deliverables (including training material), the contractor must respect the W3C guidelines for accessible pdf documents as provided at: <http://www.w3.org/WAI/>.

3.3. Graphic requirements

The contractor must deliver all publishable deliverables in full compliance with the corporate visual identity of the European Commission, by applying the graphic rules set out in the European Commission's Visual Identity Manual, including its logo. The graphic rules, the Manual and further information are available at:

http://ec.europa.eu/dgs/communication/services/visual_identity/index_en.htm

A simple Word template will be provided to the contractor after contract signature. The contractor must fill in the cover page in accordance with the instructions provided in the template. The use of templates is exclusive to European Commission's contractors. No template will be provided to tenderers while preparing their tenders.

4. EVALUATION AND AWARD

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

1. Verification of compliance with the minimum requirements set out in these tender specifications
2. Verification of exclusion and selection criteria based on Declaration on the honour.
3. Evaluation of tenders on the basis of the award criteria
4. Selection on the basis of selection criteria of tenderers whose tenders have been ranked first and second in relation to the assessment of the award criteria and to the ranking formula

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.

4.1. Award criteria

The contract will be awarded to 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:

- A maximum of 70 points will be attributed to criterion 1.
- A maximum of 20 points will be attributed to criterion 2.
- A maximum of 10 points will be attributed to criterion 3.

- The maximum total quality score is 100 points.

In order to pass the selection, tenderers will have to score a minimum of 65 points in total, with a minimum of 35, 10 and 5 points under criteria 1, 2 and 3 respectively.

Assessment of the tenders will focus on the quality of the proposed services therefore tenderers should elaborate on all points addressed by these specifications in order to score as many points as possible. The mere repetition of mandatory requirements set out in these specifications, without going into details or without giving any added value, will only result in a very low score. In addition, if certain essential points of these specifications are not expressly covered by the tender, the Commission may decide to give a zero point for the relevant qualitative award criteria.

1. Quality of the proposed methodology (70 points – minimum threshold 50%)

The degree to which the methodology shows the capacity to resolve the questions underlying in the tender in a realistic and well-structured way, as well as whether the methods proposed are suited to the needs set out by the Commission in the Technical Description as described in the different work packages. This criterion will evaluate the methodology for work packages 1 to 5, according to the following weighting:

WP 1 (10 points) - How the tenderers intend to gather the necessary input, analyse the information and synthesize the capacity building needs in a way which is suitable for the implementation of the capacity building actions in the other work packages;

WP 2 (15 points) - How the tenderers intend to implement and manage the call for expressions of interest and how the database will be designed including its main features. These tasks should be carried out along with the tasks described in Work Package 4, in order to offer a single solution for the ECOCs;

WP 3 (20 points) - How the tenderers intend to design and organize the activities under this work package, how they intend to engage the ECOCs and wider audiences in the training activities and how they will produce and disseminate the training materials;

WP 4 (20 points) - The proposed design for the website, forum and documents repository, the open source the tenderers intend to use and its transferability possibilities, what information and documents will be gathered and how these will be obtained. How the tenderers intend to ensure the population of the repository by former and designated ECOCs and its sustainability;

WP 5 (5 points) - How the tenderers will manage the hand over and the documents and tools they intend to use to ensure continuity of the service during and after the transfer.

2. Organisation of the work and allocation of resources (20 points – minimum threshold 50%)

This criterion will assess how the roles and responsibilities of the proposed team and of the economic operators (in case of joint tenders, including subcontractors if applicable) are distributed for each task. It also assesses the global allocation of time and resources to the project and to each task or deliverable, and whether this allocation is adequate for the work. The tender should provide details on the allocation of time and resources and the rationale

behind the choice of this allocation. Details should be provided as part of the technical offer and not simply as part of the financial offer.

3. Quality control measures (10 points – minimum threshold 50%)

This criterion will assess the quality control system applied to the service foreseen in these tender specifications concerning the quality of the deliverables, the language quality check, and continuity of the service in case of absence of a member of the team. The quality control system should be detailed in the tender and specific to the tasks at hand; a generic quality control system will result in a low score.

Criteria 2 and 3 will be evaluated on the basis of the complete information contained in the technical offer, and in particular WP6.

4.2. 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.

score for tender X	=	$\frac{\text{cheapest price}}{\text{price of tender X}}$	*	100	*	40	+	total quality score (out of 100) for all award criteria of tender X	*	60
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4.3. Verification of non-exclusion

All tenderers must provide a declaration on honour (see Annex 2), 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 capacity is necessary to fulfil the selection criteria must provide a declaration on honour signed by an authorised representative.

The successful tenderer must provide the documents mentioned as supporting evidence in the declaration on honour before signature of the contract and within the standstill period.

The standstill period is a period of 10 days during which the contract cannot be signed by the contracting authority. This period counts from the day after simultaneous dispatch of the

notification by electronic means to all tenderers whose tenders have been considered regular at the opening phase (point 31 of Annex 1 to the Financial Regulation¹⁰).

If, due to technical reasons, the dispatch is made when using other means, the standstill period is 15 days (by point 35 of Annex 1 to the Financial Regulation). If the requested evidence is not submitted in due time, the Contracting Authority can award the Contract to the Tenderer evaluated as the next-best.

This requirement applies to each member of the group in case of joint tender identified subcontractors 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.

4.4. 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.

The tenderer (and each member of the group in case of joint tender) must declare whether it is a Small or Medium Size Enterprise in accordance with [Commission Recommendation 2003/361/EC](#). This information is used for statistical purposes only.

¹⁰ Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018, L 193 from 30 July 2018, p.1

4.4.1. 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 2), 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 4.3) so only one declaration covering both aspects should be provided by each concerned entity.

In order to speed up the evaluation process, the tenderers are also required to provide, at the time of submitting their tender, the evidence that they 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.

4.4.2. Legal and regulatory capacity

Tenderers must prove that they are allowed to pursue the professional activity necessary to carry out the work subject to this call for tenders. The tenderer (including each member of the group in case of joint tender) must provide the following information if it has not been provided with the Legal Entity Form:

- For legal persons, a legible copy of the notice of appointment of the persons authorised to represent the tenderer in dealings with third parties and in legal proceedings, or a copy of the publication of such appointment if the legislation applicable to the legal person requires such publication. Any delegation of this authorisation to another representative not indicated in the official appointment must be evidenced.
- For natural persons, if required under applicable law, a proof of registration on a professional or trade register or any other official document showing the registration number.

4.4.3. Economic and financial capacity criteria

In order to prove their economic and financial capacity (in case of joint tender, the combined capacity of all members of the consortium and identified subcontractors), tenderers must comply with the following criteria:

- Annual turnover of the last two financial years above € 200.000.

- Satisfactory results following the analysis of the financial capacity which will be performed by the Contracting Authority based on the methodology described in Annex 3a.

The following evidence should be provided:

a. *Contracts worth EUR 144 000 or less*

For contracts of this type, proof of financial capacity consists of a declaration on the honour by the economic operator (see Annex 2, 'Declaration on the honour').

b. *Contracts worth more than EUR 144 000 but equal to or less than EUR 260 000*

For this category of contracts, in addition to the declaration on the honour in Annex 2, proof of financial capacity is also provided by a statement of overall turnover and turnover specifically related to the supplies or services covered by the contract for the last two financial years for which accounts have been closed.

However, in case of doubt, the evaluation committee reserves the right to request supporting documents and to carry out the financial analysis described in point 4 of the abovementioned methodology.

Along similar lines, entities falling into one of the following high-risk categories must provide proof of their financial capacity (see points 3.3, 3.4 and 3.5 of the methodology) and are required to undergo the financial analysis provided for in point 4 of the methodology:

- newly-established entities which have existed for less than a year and for which no financial history is available;
- new entities which have existed for between one and three years;
- entities against which one or more expired and unpaid recovery orders have been issued by DG EAC;
- entities that are the subject of suspicions of or findings relating to serious administrative errors or fraud;
- entities against which legal proceedings have been brought for serious administrative errors or fraud.

c. *Contracts worth more than EUR 260 000*

For contracts worth more than EUR 260 000, proof of economic and financial capacity is provided by the following documents:

- the declaration on the honour in Annex 2.
- the economic and financial capacity analysis form showing the financial data of the economic operator, completed and signed by the operator (see Annex 3, 'Economic & financial capacity form');

- for economic operators required under national law to keep a complete set of accounts: the annual accounts (balance sheet, income statement and annexes) for the last two years for which accounts have been closed;
- for economic operators required under national law to keep a simplified set of accounts: the statement of expenditure and revenue and the annex showing assets and liabilities for the last two financial years for which accounts have been closed;
- in all cases, a statement of overall turnover and turnover specifically related to the supplies or services covered by the contract for the last two financial years for which accounts have been closed.

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.

4.4.4. Technical and professional capacity criteria and evidence

A. Criteria relating to tenderers

Tenderers (in case of a joint tender the combined capacity of all members of the group and identified subcontractors) must comply with the criteria listed below.

The project references indicated below consist in a list of relevant services provided in the past three years, with the sums, dates and clients, public or private, accompanied by statements issued by the clients.

- **Criterion A1:** A minimum of five years of professional experience in the field of culture and cultural policy or culture-based urban development through culture.

Evidence A1: the tenderer must provide references for three projects delivered in these fields in the last five years with a minimum value for each project of € 200.000.

- **Criterion A2:** A minimum of three years of professional experience in organisation of workshops / meetings, website creation and management and strategic planning.

Evidence A2: the tenderer must provide references for three projects delivered in the last five years with a minimum value of for each project of € 200.000.

- **Criterion A3:** The tenderer must prove capacity to draft reports in English.

Evidence A3: the tenderer must provide one document of at least 25 pages (reports, studies, , training manuals etc.) in this language that it has drafted and published or delivered to a client in the last two years. The verification will be carried out on at least 5 (randomly selected) pages of the document.

- **Criterion A4:** The tenderer must prove capacity to work in English.

Evidence A4: the tenderer must provide references for four projects relevant to cultural projects delivered in the last five years showing the necessary language coverage.

In order to prove their capacity, the tenderer must submit with its tender the evidence listed above.

B. Criteria relating to the team delivering the service:

The team delivering the service should include, as a minimum, the following profiles.

Evidence will consist in CVs of the team responsible to deliver the service. Each CV should indicate the intended function in the delivery of the service.

- **Criterion B1 - Project Manager:** At least five years' experience in project management, including overseeing project delivery, quality control of delivered service, client orientation and conflict resolution experience in managing projects of a similar size (at least € 500.000 of value and coverage of at least five EU countries), with experience in management of teams of at least five people.

At least two years of experience in working with the European Commission or an equivalent organisation (international or national organisation with complex hierarchical structure).

Relevant higher education degree or equivalent professional experience and at least three years' professional experience in the field of culture.

Evidence B1: CV

Criterion B2 - Language quality check: at least four members of the team should have at least C1 level in the Common European Framework for Reference for Languages in English.¹¹

Evidence B2: a language certificate or past relevant experience (CV).

Criterion B3 – Experts in development of IT solutions: at least three years of experience in the development of IT web-based solutions. Relevant higher education degree or equivalent professional experience and at least three years' professional experience in the field.

Evidence B4: CV

Criterion B4 - Experts event management: At least three years of professional experience in event management and stakeholder engagement. Relevant higher education degree or equivalent professional experience and at least three years' professional experience in the field.

Evidence B4: CV

¹¹ See http://www.coe.int/t/dg4/linguistic/Cadre1_en.asp

In order to prove their capacity, the tenderer must submit with its tender the evidence listed above.

5. ANNEXES

The following documents are annexed to these Tender Specifications and form an integral part of them:

Annex 1	Information on the tenderer
Annex 2	Declaration on Honour
Annex 3a	Methodology for Evaluating Financial Capacity
Annex 3b	Form for Economic & Financial Analysis
Annex 4	Price
Annex 5	Draft Contract