



## TENDER SPECIFICATIONS

**Reference:** OC/EFSA/HUCAP/2021/01

**Subject:**

**Lot 1:** Study on EFSA attractiveness as a workplace

**Lot 2:** Development of EFSA's Employer Branding Strategy

**Procurement procedure:** Open call (Article 164(1) (a) of the Financial Regulation)

**Project/Process code:** D01.01-HUCAP-18

**Budget Line:** 1802

**Tender specifications purpose:**

1. specify what EFSA will buy under the contract resulting from this procurement procedure;
2. announce the criteria which EFSA will use to identify the successful contractor;
3. guide tenderers in the preparation and sending of their offer;
4. form annex 1 of the contract resulting from this procurement procedure and be binding for contract implementation.

**Additional guidance:**

Please read the [EFSA Guidance for tenderers](#) available on the EFSA website, designed to assist potential tenderers in their understanding of EFSA procurement procedures.

**Provide EFSA with feedback:**

If you considered applying to this call for tenders but finally decided not to, please provide [EFSAProcurement@efsa.europa.eu](mailto:EFSAProcurement@efsa.europa.eu) with your feedback on the call and reasons for not applying. Feedback will be treated confidentially and will only be used for improving future EFSA procurement calls.



## PROCEDURE TIMETABLE

Milestone	Date <sup>1</sup>	Comments
Launch date	28/01/2021	Date Contract Notice is sent to Official Journal
Deadline for sending request for clarification to EFSA	26/02/2021 at 14:30 (CET)	Requests for clarification may only be submitted through the e-Tendering website as described in the Invitation Letter.  EFSA is not obliged to reply to clarifications received less than 6 working days before the deadline for submission of offers.
Deadline for EFSA to reply to clarification questions	02/03/2021	
"Receipt Time Limit" - Closing date and time for receipt of offers	<b>08/03/2021 at 14:30 (CET)</b>	Refer to the Invitation letter and part 3 of these tender specifications regarding how to submit your offer.
Opening session	09/03/2021 at 14:30 (CET)	Requests to attend the virtual opening session must be made 2 working days in advance of the opening session. Refer to Invitation letter for details.
Notification of evaluation results	End Estimated March 2021	The outcome of the procurement procedure will be communicated to all tenderers exclusively using the e-mail address indicated in their offer. Please check regularly the inbox in question.
Contracts signatures (lot 1 and lot 2)	Estimated early April 2021	

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<sup>1</sup> All times are in the time zone of Italy, the country in which EFSA is based.



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## **PART 1 TECHNICAL SPECIFICATIONS - WHAT DOES EFSA NEED TO BUY THROUGH THIS PROCUREMENT PROCEDURE?**

### **1.1 BACKGROUND**

EFSA is a European agency funded by the European Union that operates independently from the European legislative and executive institutions (Commission, Council, and Parliament) and EU Member States.

It was set up in 2002 following a series of food crises in the late 1990s to be a source of scientific advice and communication on risks associated with the food chain. The agency was legally established by the EU under the General Food Law - Regulation 178/2002.

The General Food Law created a European food safety system in which responsibility for risk assessment (science) and for risk management (policy) are kept separate.

EFSA is located in Parma, Italy. The total number of statutory staff currently employed at EFSA is around 500 and EFSA's current staff is coming from 24 EU Member States with Italian nationals representing 46% of the staff.

Several EU Member States are proportionally under-represented in EFSA or not represented at all.

As mentioned in EFSA's programming document 2020-2022<sup>1</sup> EFSA has already implemented several measures, such as a proactive promotion of EFSA career opportunities in all EU Member States, a broader dissemination of the Vacancy Notices and an offer of several onboarding services (e.g. support with the relocation, language courses). EFSA has also developed several partnerships with both internal and external stakeholders, as well as new schemes allowing scientific experts to join the agency for a specific assignment and for a limited period of time.

Despite the above-described measures, EFSA does not attract a sufficient number of candidates from the under-represented and unrepresented Member States. More than 70% of the applicants for EFSA's recruitment calls are coming from Italy, Spain and Greece, which effects the geographical imbalance described in the paragraph above.

Through this call for tenderers, EFSA aims to identify an experienced partner able to help the agency understand the reason why candidates from certain Member States do not apply to EFSA's vacancies (lot 1).

This call for tenderers will also help EFSA identify a partner able to support in the development of its Employer Branding Strategy (lot 2).

The requested services for each lot are detailed in the below paragraphs.

#### **This tender is divided into the following 2 lots:**

- **Lot 1 – Research study on EFSA attractiveness as workspace**
- **Lot 2 – Development of EFSA's Employer Branding Strategy**

You may submit an offer for one or more lots, but your offer should clearly indicate for which lot you are applying. In case you decide to apply for several lots, a technical and financial offer for each lot must be provided.



## 1.2 OBJECTIVES

### **LOT 1:**

The objective of the research study is to both evaluate the attractiveness of the agency and to understand what motivates or prevents EU professionals to join EFSA.

The motivational factors will need to be objectively measured by the contractor.

The results of the research study are intended to be used by EFSA in order to strengthen its branding efforts and communication channels in selected EU countries.

The contractors need to provide EFSA with concrete answers and identified solutions to the following questions:

- a. What is the level of awareness among EU professionals with a background in life sciences (Biochemistry, Chemistry, Food Science and Technology, Human or Veterinary Medicine, Biotechnology, Biology, Agronomy, Toxicology, etc.), data management, risk communication and business support services of EFSA as an employer? How do they view and perceive EFSA and its value proposition?
- b. What are the elements making a vacancy at EFSA attractive in comparison to similar vacancies in their own Member States (from both national bodies and private companies)?
- c. How attractive is EFSA as an employer in comparison with other EU or International Bodies? How could EFSA improve in this ranking?
- d. How important are the following factors when considering a position at EFSA? How do potential candidates rank them? Are there other factors?
  - Remuneration/ Compensation & Benefits: e.g. salary, health insurance, taxation, additional family allowances.
  - Work life balance: e.g. working hours nurseries & schools support, parental leave.
  - Career opportunities: e.g. career development, mobility/promotion possibilities, organisational values, job content, training and enhancing your skills & competencies.
  - Location: e.g. city size, proximity to airports, sustainability, multiculturalism, cost of living, housing, amenities, weather, quality of schools, safety.
  - Facilitated integration: e.g. relocation support, language courses, job opportunities for partners.
  - Teleworking possibilities: the possibility to telework from abroad, extended telework possibilities.



The successful tenderer shall draft a clear report based on the above described questions, which can be re-formulated upon agreement with EFSA.

EFSA would like to generate a specific report/presentation per each identified Member State, taking into consideration the gender and age category of the respondents.

### **Issues**

The tenderers need to ensure that they have access to a representative sample of professionals from the selected countries, sourced through a well elaborated methodology.

### **Coverage and profiles**

- The research study should focus on under-represented and not represented EU Member States in EFSA staff population:  
Germany, The Netherlands, France, Poland, Czech Republic, Denmark, Sweden, the Baltic Countries and Romania.
- The objective of the research study is in each Member States, to gather feedback from professionals, such as: life sciences (Biochemistry, Chemistry, Food Science and Technology, Human or Veterinary Medicine, Biotechnology, Biology, Agronomy, Toxicology, etc.), data management, risk communication and business support services and to provide EFSA with answers on the questions listed in in the 1.1: "objectives" paragraph above.

### **Reporting:**

The contractors shall be requested to deliver the following reports, whose frequency and table of contents are indicated in the corresponding specific contract:

- Progress reports specifying the completed and outstanding tasks, achieved milestones and remaining percentage of actions to project completion, status of deliverables and their validation, risks and other relevant issues deserving attention.
- Project/activity reports describing the activities performed, resources invested.

All reports must be sent in electronic format, via email, to EFSA's project officer, within the deadline agreed by the parties and indicated in the specific contract.

In addition to the reports, the contractor needs to be available for a monthly meeting with EFSA's project officer.



## **LOT 2:**

With the development of a new Employer Branding Strategy and the introduction of new recruitment schemes, EFSA wants to achieve the following objectives:

- Increasing EFSA's visibility as an employer of choice  
A strong employer brand will help sustain and foster EFSA's image as the place to work for future applicants as well as the reference for Food Safety towards the EU Member States. It will also help EFSA to advocate the achievements of its employees in the outside world.  
EFSA wants to become "the hub" for Food Safety professionals, "the place to be" where professionals would like to work, on a temporary or a permanent basis.
- Improving EFSA's employee geographical balance  
The new Employer Branding Strategy will need to focus on EFSA's branding & dissemination strategies in specific EU Member States: those of strategic importance for the agency, and those from which EFSA currently attracts very few candidates.
- Enhancing the outreach of our different recruitment schemes  
Besides recruiting Staff Members exclusively working for EFSA, the agency also offers recruitment schemes allowing young professionals and experts to join EFSA on a temporary basis, sometimes in addition to their current employment. We would like to further fine-tune those different schemes and to develop new strategies to help to target the underrepresented nationalities at EFSA.

The selected contractor will be responsible for the development of EFSA's Employer Branding Strategy and tools.



### 1.3 TASKS, DELIVERABLES, TIMELINE AND PAYMENTS

#### **LOT 1:**

No.	Tasks & deliverables	Can be sub contracted ? <sup>2</sup>	Deadline
1	<b>Kick-off meeting &amp; methodology:</b> <ul style="list-style-type: none"> <li>EFSA will provide the contractor with more information on the current nationality balance of its staff, the identified Member States and the specific targeted profiles as described in the above coverage and profiles section during the kick-off meeting.</li> <li>EFSA expects the contractor to provide more details on the methodology chosen to conduct the study and how they will target the selected countries and profiles specified in 1.2 objectives</li> <li>A mixed-method approach is required, i.e. both a quantitative and a qualitative component are expected as part of the proposal.</li> <li>Within the above requirement, the contractor may propose and discuss the optimal mix of research methods (e.g. Desk Research, Interviews, Focus Group, Statistical Modelling, Analysis of competitors, Online Surveys or other methods); EFSA will</li> </ul>	NO	<p>The kick-off meeting will be organised 1 week after the entry into force of the contract</p> <p>3 weeks after the entry into force of the contract, the contractor needs to present its methodology, approach and target strategy for the study</p>





	agree on the approach prior to start of the research.		
2	<b>Research and reporting:</b> <ul style="list-style-type: none"> <li>The contractor will organize and conduct research in the selected countries in line with methodologies agreed in the previous step.</li> <li>The contractor will prepare an Interim report/presentation on EFSA's questions listed in the 1.2 objectives paragraph above</li> </ul>	YES	3 months after the entry into force of the contract
3	<b>Draft Final Report</b> The contractor must produce the research study after 3 months after the entry into force of the contract in the form of a written report and a PowerPoint presentation. The presentation will be held remotely. EFSA will provide its feedback and request for changes to the contractor upon 2 weeks of the receipt of the report.	NO	3 months after the entry into force of the contract
4	<b>Final report:</b> The contractor must produce the final research study in the form of a written report and a PowerPoint presentation after 4 months after the entry into force of the contract. The presentation will be held remotely.	NO	4 months after the entry into force of the contract
No.	Meetings	Deadline for finalisation	
1	Kick-off meeting (teleconference) to provide the contractor to finalise the research arrangement and to establish a clear timeline	Within 1 week after the entry into force of the contract	
2	Meeting (teleconference) to confirm details of the methodology, approach and research plan.	3 weeks after the entry into force of the contract	
3	Remote Monthly meetings between the EFSA's project officer and the contractor.	Every 4 weeks after the interim meeting	



4	Remote teleconference to present the draft final report after 3 months	3 months after the entry into force of the contract
5	e.g. Remote Teleconference to present the final research study.	4 months after the entry into force of the contract
No.	Payments	Linked to EFSA approval of deliverable No.
1	Payment of the invoice	Against EFSA acceptance of: <ul style="list-style-type: none"> <li>• The approved final research study.</li> <li>• The tele-conference presenting the above-mentioned report</li> </ul>

## **LOT 2:**

The selected contractor will be responsible for the development of EFSA's Employer Branding Strategy and tools.

### **Deliverables:**

#### **A. The development of an Employer Branding Strategy that contains the following elements:**

- 1.** The contractor needs to develop EFSA's Employee Value Propositions (EVP's) based on the results of the research study (LOT 1), its assessment of EFSA current employer branding efforts and in close collaboration with EFSA's project team.
- 2.** The Employee Value Proposition Statements need to consider EFSA's values (Scientific Excellence, Independence, Openness, Innovation, Cooperation)<sup>3</sup>. The EVP's need to help EFSA gain visibility in the job market and attract candidates with the right set of competencies and skills in the different EU Member States.  
EFSA requests the contractor to come forward with tailored and implementable strategies to attract candidates in Member States from which EFSA has few staff members.
- 3.** EFSA's employer brand narrative: The development of EFSA's tone of voice, key messages and narratives for EFSA's future internal and external communications and career kit.
- 4.** To prepare a strategic media advertising plan to increase the visibility and reach of EFSA, incorporating EFSA's need to obtain a better geographical staff balance.



5. Propose new ideas after benchmarking EFSA against other EU Agencies, Member States organisations, international organisations and private companies across relevant markets.
6. To provide advice and practical suggestions to optimise the positive impact of EFSA's corporate recruitment & career website, EFSA's LinkedIn pages, and other social media outlets.

#### **B. New sourcing schemes & development of talent pipelines**

EFSA will provide the contractor with more detailed information about our current sourcing schemes (e.g. expert schemes & young professionals schemes). Which are currently available on our career page<sup>4</sup> and forthcoming ones.

#### **Deliverables :**

1. The future contractor needs to carry out an assessment of EFSA's current and envisaged sourcing schemes on how to optimise them, bearing in mind target countries, sectors and demographics. The contractor must also provide EFSA with adapted narratives for our current and future sourcing schemes.
2. The contractor needs to provide EFSA with concrete and implementable recommendations on new alternative sourcing approaches, channels and schemes considering the need to improve the current geographical balance in EFSA. The contractor should propose an optimal design for the creation of talent pools/communities using the channels available within EFSA or on the market.

No.	Tasks & deliverables	Can be subcontracted? <sup>5</sup>	Deadline
1	<b>Kick-off meeting &amp; methodology :</b> <ul style="list-style-type: none"> <li>EFSA will provide the contractor with the results of the Research Study (LOT 1), more information on the nationality balance of its staff, the current dissemination activities, the different types of contracts, recruitment schemes and EFSA's corporate identity manual branding guidelines.</li> </ul>	NO	The kick-off meeting will be organised at the first week of June 2021.



	<ul style="list-style-type: none"> <li>The contractor needs to provide the necessary details on their approach to achieve all the deliverables described in A and B.</li> <li>The approach needs to be approved by EFSA's Project Officer before going to step two.</li> </ul>		The approach needs to be presented to EFSA at the latest the first week of July 2021
2	<p><b>Development of employer branding strategy &amp; new sourcing schemes/development of new talent pipelines.</b></p> <ul style="list-style-type: none"> <li>The contractor shall organize workshops with EFSA's project team in coordination with EFSA's project officer.</li> <li>The contractor is expected to develop the deliverables described in A and B based on desk research and on the outcome and feedback of the different workshops with EFSA's project team.</li> </ul>	NO	Between July 2021 and Mid October 2021
3	<p><b>Draft employer branding strategy &amp; sourcing schemes/development of new talent pipelines</b></p> <p>The contractor must provide EFSA with the requested deliverables in A and B. EFSA will provide its feedback and request for changes to the contractor upon 2 weeks of the receipt of deliverables</p>	NO	By Mid October 2021



4	<b>Final employer branding strategy &amp; sourcing schemes/development of new talent pipelines:</b> <ul style="list-style-type: none"> <li>The contractor will present the requested deliverables mentioned in A and B and adapted with EFSA's feedback on the draft strategy to EFSA's project officer for approval.</li> </ul>	NO	By Mid November 2021
No. Meetings			Deadline for finalisation
1	Kick-off meeting (teleconference) to provide the contractor with all the necessary background information.		First week of June 2021
2	Interim meeting (teleconference) to confirm details of the chosen approach and work plan		First week of July 2021
3	Remote Monthly meetings between the EFSA's project officer and the contractor.		Every 4 weeks after the interim meeting
4	Presentation of the deliverables (draft version) via teleconference		By Mid October 2021
5	Presentation of the final deliverables		By Mid November 2021
No. Payments			Linked to EFSA approval of deliverable No.
3	Payment of the invoice		Against EFSA acceptance of: The tele-conference presenting the deliverables mentioned in the paragraphs A and B



For each lot, the working language for contract implementation including execution of tasks, meetings and deliverables shall be English. Any written deliverables must be to a high standard of English which does not require proof reading.

#### **1.4 INFORMATION ON THE CONTRACT**

Respectively for each lot:

**Nature of expense:** services

**Type of contract:** direct

**Place of performance:** EFSA premises/contractor's premises

**Duration of tasks in direct contract**

Lot 1: 4 months after entry into force of contract

Lot 2: 8 months after entry into force of contract

**Budget information**

The maximum budget EFSA has available per lot is:

Lot 1: 230 000 €

Lot 2: 90 000 €

Any offer exceeding these maximums will be excluded from further assessment during evaluation.

#### **1.5 OWNERSHIP, INTELLECTUAL PROPERTY RIGHTS, USE OF RESULTS**

As regards any product or delivery commissioned by EFSA and developed by the contractor in the context of the contract resulting from this call for tenders, as well as source codes of IT applications and models developed for EFSA, the intellectual property rights will be owned by EFSA only in its capacity as financial source of the contract. The contractor cannot file a trademark, patent, copyright or other IPR protection scheme in relation to any of the results or rights obtained by EFSA in performance of the contract, unless the contractor requests EFSA ex-ante authorisation and obtains from EFSA a written consent in this regard.

In addition, the contractor selected as a result of the present procurement procedure shall be solely responsible and liable for the following:

- To ensure that terms and conditions asserted by any copyright holder of publications or information referred to in the final deliverable for EFSA are fully satisfied;



- To make the necessary arrangements enabling EFSA to reproduce and make non-commercial use of publications and information referred to in the final deliverable it commissioned. As needed, the contractor shall consult with copyright licensing authorities (i.e. at national level) for guidance on purchasing copyright licenses to reproduce any publications provided to EFSA. The contractor remains solely responsible and liable for obtaining all necessary authorizations and rights to use, reproduce and share the publications provided to EFSA

The draft contract in Annex 2 contains further provisions on ownership of intellectual property rights. All quotations or information the tenderer provides in the technical and financial offer for EFSA which originates from other sources to which third parties may claim rights, have to be clearly marked in the offer in a way allowing easy identification (source publications, including date & place, creator, number, full title etc.). The tenderer shall take account of the above specification on ownership and copyrights in their technical and financial offer.

## **1.6 REQUIREMENTS CONCERNING PERSONAL DATA AND CONFIDENTIALITY**

### **1.6.1. General requirements**

The general requirements regarding the processing of personal data are laid down in Article II.9 of the General Conditions of the Framework Contract (Annex 2). This contract provision refers to the following points:

- the application of Regulation (EU) 2018/1725 and its principles laid down in Article 4.1 thereof, including the principles of purpose limitation and data minimisation, the right of access and rectification of data subjects, the right of recourse to the EDPS.
- the conditions for processing of personal data in the execution of the contract, including the obligation for the Contractor only to act on the instruction of EFSA as the data controller, the conditions for processing of personal data by subcontractors, the obligation for the Contractor to adopt technical and organisational security measures with regards to the risks inherent with the treatment and nature of the personal data.

Further information on the processing of personal data in the context of procurement procedures of EFSA is available in the [Privacy Statement](#) on the EFSA website.

Personal data may be registered in the Early Detection and Exclusion System (EDES) if you are in one of the situations mentioned in Article 136 of the Financial Regulation. For more information see the Privacy Statement at [http://ec.europa.eu/budget/explained/management/protecting/protect\\_en.cfm#BDCE](http://ec.europa.eu/budget/explained/management/protecting/protect_en.cfm#BDCE).



### 1.6.2. Further requirements for the use of applications and online tools

Any technical solution proposed by the Contractor to deliver services – such as platforms for online surveys or for e-learning and training shall be agreed upon by EFSA prior to implementation. The Contractor shall provide evidence of having in place a back-up and a business continuity solution. The systems must guarantee maximum reliability and very tight deploy and restore times.

The Contractor's tools and applications shall comply with the following:

- **Respect of data quality principles:** Besides the purpose limitation and data minimisation principles, personal data processed must be accurate and kept up to date in a form which permits for the identification of the data subjects for no longer than necessary for the purpose for which the data were collected and further processed (storage limitation).
- **Territoriality of datacentres:** the personal data related to the EFSA contract may only be stored in systems or subsystems (including back-up storage) using datacentres or similar premises, located on the territory of the European Economic Area (EEA = EU countries + Iceland, Liechtenstein, Norway) + Switzerland. The Contractor must inform EFSA by means of a list of all locations where EFSA data will be stored and processed as well as the interconnections. Every additional data storage and/or treatment location within the EEA envisaged during the period of implementation of the contract, must be communicated in advance to EFSA.
- **Data transfers outside EEA:** without prejudice to the territoriality requirement, any transfer of personal data under the contract to third countries shall fully comply with the requirements laid down in Chapter V, articles 46-51 of Regulation (EU) 2018/1725.
- **Audits:** EFSA shall be allowed to carry out audits or to request that such audits are carried out by a third party to ascertain that the system and all subsystems have the necessary technical and organisational measures in place and fulfil the control and security standards regarding vulnerability and penetration testing. EFSA has the right to verify or request verification by a third party, at any moment, the storage, location and access rights of its data and the technical environment on which its data is treated.
- **Personal data breaches:** the Contractor has an obligation to inform EFSA, within 48 hours of detection, of any information security incident affecting personal data under the contract ("personal data breach"), indicating which EFSA data was or potentially was accessed/modified/copied/made available to non-authorized persons. The Contractor remains responsible for such personal data breach and is subject to damage repair and penalties except if the origin is due to a fault of EFSA and one or more of its staff. In addition, the Contractor is required to implement appropriate mechanisms to deal promptly and effectively with personal data breaches and security incidents.





EFSA will disregard general statements that the whole tender or substantial parts of it contain confidential information. Tenderers need to mark clearly the information they consider confidential and explain why it may not be disclosed. EFSA reserves the right to make its own assessment of the confidential nature of any information contained in the tender.



## **PART 2 EVALUATION - HOW WILL YOUR OFFER BE ASSESSED?**

In case you apply as a group of economic operators in a joint offer or if your offer envisages the use of subcontractors, please refer to the [EFSA Guidance for tenderers](#).

### **2.1 OPENING OFFERS**

The aim of the public opening session is to check whether the offer received was dispatched by the deadline for tender receipt and that the tenders are electronically protected until the official opening.

### **2.2 ORDER OF EVALUATION**

Tenderers should note that the content of their offers will be assessed in the following pre-defined order: Exclusion criteria (Access to EU Market); Selection criteria (Technical & Professional capacity); Compliance with tender specifications; Award Criteria (Quality and Price).

Following the above assessment and identification of the winning tender, the following will be assessed only for the tenderer proposed for contract award: Exclusion criteria (Declaration on Honour on exclusion criteria); Selection criteria (Declaration on Honour on selection criteria); Selection criteria (Economic & Financial capacity).

Evidence under sections 2.3 and 2.4 does not have to be submitted to EFSA if it has already been submitted in response to a previous EFSA call. In such case the evidence must be exactly the same as requested in these tender specifications and not older than 12 months. Please specify the reference of the EFSA call for tenders under which you have already submitted the evidence to EFSA if you chose to rely on such evidence.

### **2.3 GROUNDS FOR EXCLUSION**

#### **Eligibility – access to EU Market**

Only offers from tenderers established in eligible countries will be allowed to the next step of the evaluation. Please refer to the [EFSA Guidance for tenderers](#) for further details.

#### ***Evidence requested in your offer:***

Tenderers must submit the Administrative data forms (including LEF and BAF) available [here](#).

#### **Exclusion**

Tenderers must not be in one of the exclusion situations listed in article 136 of the Financial Regulation, explained in the [EFSA Guidance for tenderers](#).

#### ***Evidence requested in your offer:***

Tenderers must declare that they are not in one of the exclusion situations by providing a signed and dated Declaration on Honour on exclusion criteria, available [here](#). In case of a joint offer from a group of economic operators, or in case of subcontracting, such declaration should be submitted for each member of the group and for each identified subcontractor.



Further supporting evidence in support of this declaration may be requested from the successful tenderer prior to signature of the contract. Such requested evidence will be specified in the award letter and may have to be provided to EFSA before the contract is signed.

## 2.4 SELECTION CRITERIA

In addition to the evidence requested below, EFSA has the right, during the evaluation process, to request further evidence on the tenderer's compliance with the economic, financial, technical and professional capacity requirements.

### **LOT 1 :**

#### **A) Economic and financial capacity**

The tenderer must have generated an overall annual turnover of at least 460 000 € in each of the last 3 closed financial years (2017, 2018 and 2019).

##### ***Evidence requested in the offer:***

Tenderers must declare they fulfil the economic and financial capacity by providing a signed and dated Declaration on Honour on selection criteria, available [here](#). In case of a joint offer from a group of economic operators, such declaration should be completed by the leading partner only.

EFSA will request proof of annual turnover from the successful tenderer prior to signature of the contract. Such requested evidence will be specified in the award letter and must be provided to EFSA before the contract is signed. This evidence will be evaluated on a consolidated basis.

During contract implementation, in case of request for the addition of new subcontracting or assignment of the contract to a new legal entity, the economic and financial capacity will be checked for the last 3 most recent closed financial years and not necessarily the financial years published with the call.

#### **B) Technical and professional capacity**

The tenderer must have the following **minimum professional capacity** to perform the contract .

- a. The tenderer must have extensive and demonstrable experience in conducting similar market researches in the field of employer attractiveness.
- b. Ability to provide a team of experts complying with the following requirements:
  - **At least 1 Overall contract manager who figures as the single point of contact (SPOC):** at least 10 years of professional experience in project management, including overall responsibility for quality control and business continuity.



- **At least 3 consultants** with at least 5 years of professional experience in Market Research, the development of surveys, conducting of surveys and being able to translate those results in a clear report or presentation.
  - **At least 1 administrative support:** 3 to 5 years of professional experience, experience with providing the necessary technical and administrative support to projects.
- c. The team of experts must have overall/each expert individually an excellent level of spoken and written standard UK English. For non-native speakers, this should be demonstrated by an official certificate proving a C1 level OR at least 3 years of experience in an English-speaking environment.

***Evidence requested in the offer:***

For requirement a): The tenderer must provide a minimum of 3 relevant major projects or publications in the field of Market Research, focussed on Employer's attractiveness, carried out in the course of the past 3 years.

The references must contain the following information:

- Description of the project and its challenges.
- The followed methodology.
- How the tenderer ensured the representativeness of the targeted audience/profiles.

□ Requirements b) and c): Detailed CVs of the Project team members proposed for the assignment. EFSA strongly recommends submitting the CVs in the EU CV format which can be accessed here;

□ **Declaration on Honour on selection criteria** available [here](#). To be signed by the tenderer (in case of joint offer signed by the leading partner only);

□ **Confirmatory statement of resources** (*only applicable for joint offers or offers with subcontracting*): a statement signed by each partner/subcontractor confirming they will provide the necessary resources for the performance of the contract;

**C) Professional conflicting interest**

In accordance with article 167(1)(c) of the Financial Regulation and paragraph 104 of the recitals, if EFSA, based on the assessment of the technical and professional capacity evidence, concludes that the tenderer has a professional conflicting interest and therefore does not possess the professional capacity to perform the contract to an appropriate quality standard, the tenderer may be rejected.

With the exception of declarations of interest, evidence must be included in the offer for partners in a joint offer and/or subcontractors only if the capacity of those entities is necessary to satisfy the minimum economic, financial, technical and professional capacity requirements.

If any of the declarations or information provided proves to be false, EFSA may impose administrative sanctions (exclusion or financial penalties) on the entity providing the false declarations/information.



## **LOT 2 :**

**A) Economic and financial capacity** 180 000€ in each of the last 3 closed financial years (2017, 2018 and 2019).

### ***Evidence requested in the offer:***

Tenderers must declare they fulfil the economic and financial capacity by providing a signed and dated Declaration on Honour on selection criteria, available [here](#). In case of a joint offer from a group of economic operators, such declaration should be completed by the leading partner only.

EFSA will request proof of annual turnover from the successful tenderer prior to signature of the contract. Such requested evidence will be specified in the award letter and must be provided to EFSA before the contract is signed. This evidence will be evaluated on a consolidated basis.

During contract implementation, in case of request for the addition of new subcontracting or assignment of the contract to a new legal entity, the economic and financial capacity will be checked for the last 2 most recent closed financial years and not necessarily the financial years published with the call.

## **B) Technical and professional capacity**

The tenderer must have the following **minimum professional capacity** to perform the contract .

- a. The tenderer must have extensive and demonstrable expertise and experience in the field of Employer Branding, recruitment communication on an international scale, talent outreach campaigns, development of Employee Value Propositions, data analysis, experience with targeted campaigns in different EU Member States.
- b. Ability to provide a team of experts complying with the following requirements:
  - **At least 1 Overall contract manager who figures as the single point of contact (SPOC)** at least 10 years of professional experience in project management, including overall responsibility for quality control and business continuity.
  - **At least 1 Consultant** with at least 10 years of professional experience in employer branding, recruitment communication on an international scale and the development of new recruitment schemes.
  - **At least 1 Administrative support: up** to 5 years of professional experience, experience with providing the necessary technical and administrative support to projects.
  - Experience in working with international organisations.
  - Proven expertise and experience in delivering outputs in English.
- e. The team of experts must have overall/each expert individually an excellent level of spoken and written standard UK English. For non-native speakers, this should be



demonstrated by an official certificate proving a C1 level OR at least 3 years of experience in an English-speaking environment.

***Evidence requested in the offer:***

For requirement a):

The tenderer must provide a minimum of 3 relevant examples/similar projects with the following information:

- Description and scope of the project(s).
- How the tenderer developed the Employee Value Propositions and which methodology/approach has been used.
- How the new content helped to address their clients' needs.
- Demonstrate the impact on this attractiveness towards a targeted group.

For Requirements b) and c): Detailed CVs of the Project team members proposed for the assignment. EFSA strongly recommends submitting the CVs in the EU CV format which can be accessed [here](#);

- **Declaration on Honour on selection criteria** available [here](#). To be signed by the tenderer (in case of joint offer signed by the leading partner only)
- **Confirmatory statement of resources** (*only applicable for joint offers or offers with subcontracting*): a statement signed by each partner/subcontractor confirming they will provide the necessary resources for the performance of the contract;

**C) Professional conflicting interest**

In accordance with article 167(1)(c) of the Financial Regulation and paragraph 104 of the recitals, if EFSA, based on the assessment of the technical and professional capacity evidence, concludes that the tenderer has a professional conflicting interest and therefore does not possess the professional capacity to perform the contract to an appropriate quality standard, the tenderer may be rejected.

With the exception of declarations of interest, evidence must be included in the offer for partners in a joint offer and/or subcontractors only if the capacity of those entities is necessary to satisfy the minimum economic, financial, technical and professional capacity requirements.

If any of the declarations or information provided proves to be false, EFSA may impose administrative sanctions (exclusion or financial penalties) on the entity providing the false declarations/information

**2.5 COMPLIANCE WITH TENDER SPECIFICATION AND MINIMUM REQUIREMENTS**

Your offer will be assessed for compliance with the tender specifications before its assessment against the award criteria.

Tenders do not comply with the tender specifications and will be rejected if they:



- ☐ do not comply with minimum requirements laid down in the tender specifications
- ☐ propose a solution different from the one imposed
- ☐ propose a price above the fixed maximum set in the specifications
- ☐ are submitted as variants, when the specifications do not authorise them
- ☐ do not comply with applicable obligations under environmental, social and labour law established by Union law, national law and collective agreements or by the international environmental, social and labour law provisions listed in Annex X to Directive 2014/24/EU<sup>2</sup> and compliance with data protection obligations resulting from Regulation (EU) 2016/679 and Regulation (EU) 2018/1725<sup>3</sup>.

The grounds for rejection is not linked to the award criteria so there is no evaluation. The tenderer will be informed of the grounds for rejection without being given feedback on the content of the tender other than on the non-compliant elements.

## 2.6 AWARD CRITERIA

Tenders will be evaluated against the below award criteria. The award criteria serve to identify the **most economically advantageous offer**.

### A) QUALITY AWARD CRITERIA

#### **LOT 1:**

##### **1. METHODOLOGY PROPOSED FOR IMPLEMENTATION (MAX 40 points)**

The tenderer shall explain which methodology or methodologies it will use to address the described research question in 1.2 objectives.

- Qualitative and convincing justification of the choice of proposed methodology to answers the questions and objectives addressed in 1.2
- Efficiency in the choice of the methodological approach and its tools, hereby stating the advantages and disadvantages.
- Logical and structured step by step explanation of methodology.

##### **2. PROJECT ORGANISATION (MAX 25 points)**

The tenderer shall explain how the team will be organized to deliver the services described in the technical specifications.

- Clear and detailed information on distribution of the tasks among the project team; in case of joint offer & subcontractors, clarity on who does what, when and why

<sup>2</sup> OJ L 94 of 28.03.2014, p. 65

<sup>3</sup> Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of individuals with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC, OJ L 295/39 21.11.2018, <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32018R1725&from=EN>



(justify why the partner/subcontractor is proposed to do the particular task/work-package).

- The tenderers need to provide EFSA with a note on its approach for the research questions and an implementation plan with key phases and deliverables.
- The communication with EFSA (who, how, when);
- Proposed risk mitigation actions and their likely effectiveness

### **3. MEASURES TO GUARANTEE QUALITY OF DELIVERABLES (MAX 17.50 points)**

The tenderer shall elaborate on the main features of their quality assurance system. In particular:

- Tenderers should describe the proposed quality measures and how they will ensure they target the requested profiles in the different EU Member States.
- How risks will be proactively monitored and reported to EFSA.
- Tenderers need to indicate their standards of good practice, procedures and how they will be applied.

### **4. MEASURES TO MEET DEADLINES TO GUARANTEE ON TIME DELIVERABLES (MAX 17.50 POINTS)**

- Measures to ensure availability of proposed team members and mitigation strategies to cover absences;
- Measures proposed to ensure the meeting of the deadlines

**The sum of all quality award criteria gives a maximum possible total of 100 points.**

Tenderers must provide a detailed technical offer addressing all points in the technical specifications and each of the quality award criteria. Repetition of mandatory requirements in the technical specifications without providing detail in the technical offer will only result in a very low score.

Offers must score at least 50% for each criterion, and at least 60% of maximum possible total points against the quality award criteria.

Tenders that do not reach these minimum quality thresholds will be eliminated from subsequent stages of the evaluation process.

## **LOT 2:**

### **1. PROJECT METHODOLOGY (MAX 35 points)**

The tenderers shall provide a note explaining which approach they will use to ensure that they will be able to fulfil the expectations described in the deliverables of LOT 2. The note needs to provide the following information:

4. The tenderers' understanding of the objectives and the required deliverables, their vision and overall approach of the project.





5. Qualitative and convincing elements justifying the proposed approach/methodology.
6. The tenderers need to provide EFSA with a clear implementation plan including key phases and deliverables, detailing their approach to address the research questions.
7. The efficiency of the chosen process and workload assessment should appear in the note.

## **2. PROJECT ORGANISATION (MAX 35 points)**

The tenderers shall provide a note elaborating on the project organization which should include the following information:

- The organisation and governance dedicated to this project.
- The tenderers shall provide a note including the description of their project team and the distribution of the tasks among the project team explaining how team members act to the delivery of the different outputs
- In case of joint offer & subcontractors, clarity on who does. what, when and why is expected (justify why the partner/subcontractor is proposed to do the particular task/work-package).
- A description of the relevant company expertise in Employer Branding Strategy, EVP development, dealing with international organizations.
- How the tenderers will ensure that they have the necessary resources available during the lifetime of the direct service contract agreement.
- The communication with EFSA: who, how, when.

## **3. MEASURES TO GUARANTEE QUALITY OF DELIVERABLES (MAX 15 points)**

The tenderers shall provide a note elaborating on the main features of their quality assurance system. In particular:

- Tenderers shall describe the proposed quality assurance practices and measures and how they will ensure that they have a good understanding of the labour market dynamics, its needs and narratives in the different EU Member States.
- Quality of the company's understanding of the scope and objectives of the services.
- How risks will be proactively monitored and reported to EFSA.
- Tenderers need to indicate their standards of good practice, procedures and how they will be applied.

## **4. MEASURES TO MEET DEADLINES TO GUARANTEE ON TIME DELIVERABLES (MAX 15 points)**

The Tenderers shall provide a note elaborating on the main features of capacity to deliver on time:

- Measures to ensure availability of proposed team members and mitigation strategies to cover absences.
- Measures proposed to ensure the meeting of the deadlines.
- Proposed risk mitigation actions and their expected effectiveness.



**The sum of all quality award criteria gives a maximum possible total of 100 points.**

Tenderers must provide a detailed technical offer addressing all points in the technical specifications and each of the quality award criteria. Repetition of mandatory requirements in the technical specifications without providing detail in the technical offer will only result in a very low score.

Offers must score at least 50% for each criterion, and at least 60% of maximum possible total points against the quality award criteria.

Tenders that do not reach these minimum quality thresholds will be eliminated from subsequent stages of the evaluation process.

#### **B) PRICE AWARD CRITERION**

Respectively for each lot, tenders which passed the quality threshold/s will be further assessed to ensure:

- I. the price offer is made within the maximum budget for financial offers indicated in the tender specifications and
- II. the financial offer satisfies the formal requirements of the tender specifications.

#### **C) THE BEST PRICE-QUALITY RATIO**

Respectively for each lot, tenders for which financial offers were made within the maximum budget and satisfied the formal requirements indicated in the tender specification will be retained for the identification of the tender with the best price-quality ratio based on the following formula:

#### **WEIGHTED FORMULA**

**TOTAL SCORE OF THE EVALUATED OFFER (C) =**

**40 \* Cheapest price offer/price of tender X**

**+**

**60 \* Total quality score (out of 100) for all quality award criteria of tender X/100**



## **PART 3 - HOW TO SUBMIT YOUR OFFER USING e-SUBMISSION**

You must submit your tender electronically via the e-Submission application available from the e-Tendering website before the time limit for receipt of tenders.

The e-Submission application allows economic operators to respond to call for tenders by preparing their tenders electronically in a structured and secured way and submitting their tenders electronically. The e-Tendering is the starting point for launching the e-Submission application.

**Make sure you submit your tender on time: you are advised to start completing your tender early. To avoid any complications with regard to late receipt/non-receipt of tenders within the deadline, please ensure that you submit your tender several hours before the deadline. A tender received after the deadline indicated in the procurement documents will be rejected.**

### **Registration in the Participant Register**

Any economic operator willing to submit a tender must be registered in the [Participant Register](#) - an online register of organisations and natural persons participating in European Commission's calls for tenders or proposals.

On registering each participant obtains a Participant Identification Code (PIC, 9 - digit number) which acts as its unique identifier in the Participant Register. A participant needs to register only once – the information provided can be further updated or re-used by the participant in other European Commission's calls for tenders or calls for proposals.

At any moment during the procurement procedure the Research Executive Agency Validation Services (hereafter *the EU Validation Services*) may contact the participant and ask for supporting documents on legal existence and status [and financial capacity].

The requests will be made through the register's messaging system to the e-mail address of the participant's contact person indicated in the register. It is the responsibility of the participant to provide a valid e-mail address and to check it regularly.

The documents that may be requested by *the EU Validation Services* are listed in the [EU Grants and Tenders Rules on Legal Entity Validation, LEAR appointment and Financial Capacity assessment](#).

**Please note that a request for supporting documents by the *EU Validation Services* in no way implies that the tenderer has been successful.**

### **How to Submit your Tender in e-Submission**

You can access the e-Submission application via the corresponding call for tender in TED e-Tendering, as specified in the Invitation Letter.



In order to have access to e-Submission, you will need to "Subscribe to call for tenders" on TED e-Tendering first. To subscribe, you will need to login with your an [EU Login](#)<sup>4</sup>. In case you don't have an [EU Login](#), you can [create an account](#) at any moment. For more information see the [EU login help](#). After logging in with your EU Login password, the e-Tendering will then display a button 'submit your tender' and you will be able to access the e-Submission.

The e-Submission "[quick guide for economic operators](#)" is available after logging in with your EU Login password.

### Information to be filled in

In the e-Submission application, fill in and upload all necessary fields and documents as appropriate. All tenders must be clear, complete and consistent with all the requirements laid down in the tender specifications, including:

- **Signed declaration on Honour on Exclusion criteria.** All members of a joint tender, including subcontractors – if applicable – must upload the signed and dated declaration on honour on exclusion criteria using the template available [here](#).
- **Signed declaration on Honour on Selection criteria.** In case of a joint offer from a group of economic operators, such declaration should be completed by the leading partner using the template available [here](#).
- **Exclusion criteria.** If requested in the tender specifications, the tenderer and all members of a joint tender including subcontractors – if applicable – must provide the documentary evidence for exclusion criteria.
- **Selection criteria.** If requested in the tender specifications, the tenderer and all members of a joint tender including subcontractors – if applicable –, must provide the documentary evidence for selection criteria.
- **Technical tender.** It must address all the requirements laid down in the tender specifications.
- **Financial tender** The complete financial tender, including the breakdown of the price as provided in the tender specifications.

For detailed instructions on how to submit your tender, consult the Quick Reference Guide for Economic Operators where you will find:

- Technical requirements to use e-Submission
- Step-by-step guide to help you submit your tender
- Important advices and information on how to get technical support

***Please make sure all required documents and evidence are submitted with your tender.***

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<sup>4</sup> Previously called European Commission authentication system (ECAS)



## Documents to be signed and dated while creating your Tender

The following documents must be signed and dated during the creation of your tender in e-Submission:

- **Declaration on honour(s).** All members of a joint tender, including subcontractors must sign and date the declaration on Exclusion criteria. Only the leader in a joint tender must sign and date the declaration on Selection criteria. The declaration on honour(s) must be converted to PDF format and then signed by the authorised representatives with advanced electronic signature based on qualified certificates or by hand.

## Re-submission of a tender

After submitting a tender, but within the time limit for receipt of tenders, you may still submit a new version of your tender. **If you submit a new Tender you must include all your Tender documents, including the Qualification and Tender documents.**

You must formally notify EFSA that the previous tender is withdrawn. The notification letter must be signed by the legal representative who signed the original tender stating the call reference and the Tender ID you wish to withdraw. The notification must be uploaded in e-submission together with the new version of all tender documents. You are kindly requested to also e-mail the notification letter to [EFSAProcurement@efsa.europa.eu](mailto:EFSAProcurement@efsa.europa.eu).

## Withdrawal of tenders

If after submitting a tender, you wish to completely withdraw your tender, you must formally notify EFSA that you wish to withdraw your submitted Tender(s) as indicated above.

## Alternative tender

You are entitled to send several tenders to one call for tenders.

## Deadline for receipt of tenders

The tender (including all documents) must be fully uploaded and received before the deadline for receipt of tenders indicated in the invitation to tender.

Please note that you are responsible to ensure that your full tender reaches the destination in due time.

In case of problems with the submission of the electronic tender, we recommend that you call the helpdesk in reasonable time before the time limit for receipt. The time it takes to submit the tender and upload all your documents may vary considerably depending on the number of concurrent submissions by other economic operators, the size of your tender



and the type of internet service you are using. We recommend that you upload the documents the day before the deadline.

If the contracting authority detects technical faults in the functioning of the electronic equipment used for submitting and receiving tenders due to which it is impossible to electronically submit and receive tenders, you will be informed of the extension of the time limit by the contracting authority at the e-Tendering link.

For more information or technical support on e-Submission, please visit the [e-Submission help site](#).

### Contact

- 
- Notifications for re-submission or withdrawal of tenders must be sent to:  
[EFSAProcurement@efsa.europa.eu](mailto:EFSAProcurement@efsa.europa.eu)

When communicating state the reference to the call for tenders and, if applicable, the Tender ID.



## ANNEX 1a - FINANCIAL OFFER TEMPLATE for LOT 1

Tenderers are requested to use this template for preparing their financial offer. In doing so tenderers confirm they are aware of the following facts:

- As referred to in part 1.4, the maximum budget EFSA has available for this assignment is **230.000 €**. **Any offer exceeding this maximum will not be retained for contract award.**
- Prices 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.
- Pursuant to the provisions of Article 9 of the Italian Law n. 17 dated 10/01/2006 and under Article 151 of Council Directive 2006/112/EC, EFSA is exempt from all duties, taxes and other charges, including VAT. For this reason, all prices given in the financial breakdown should be free of VAT and other taxes or duties.
- The price offered below is understood to be all-inclusive. For example any additional costs which can be incurred by the contractor in performing the contract, such as overheads, travel, subsistence/accommodation expenses, etc. should also be factored in to the all-inclusive price. In addition, if the deliverables incorporate pre-existing rights, the tenderer should factor into their total price the cost of licensing those pre-existing rights to EFSA.
- It is the responsibility of each tenderer to ensure that the total amount of the tender inserted in the relevant field of the e-Submission application corresponds to the amount indicated in the uploaded financial offer. In case of discrepancies, only the amount indicated in the financial offer will be taken into account.

<p><b>ALL INCLUSIVE TOTAL PRICE</b></p> <p><b>to be used for the evaluation and for contract implementation in the case of award.</b></p>	<p>..... €</p>
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Tenderer name: .....

Name of person signing the financial offer: .....

His/her position in the company: .....

His/her signature: .....

Date: .....



## ANNEX 1b - FINANCIAL OFFER TEMPLATE for LOT 2

Tenderers are requested to use this template for preparing their financial offer. In doing so tenderers confirm they are aware of the following facts:

- As referred to in part 1.4, the maximum budget EFSA has available for this assignment is **90.000 €**. Any offer exceeding this maximum will not be retained for contract award.
- Prices 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.
- Pursuant to the provisions of Article 9 of the Italian Law n. 17 dated 10/01/2006 and under Article 151 of Council Directive 2006/112/EC, EFSA is exempt from all duties, taxes and other charges, including VAT. For this reason, all prices given in the financial breakdown should be free of VAT and other taxes or duties.
- The price offered below is understood to be all-inclusive. For example any additional costs which can be incurred by the contractor in performing the contract, such as overheads, travel, subsistence/accommodation expenses, etc. should also be factored in to the all-inclusive price. In addition, if the deliverables incorporate pre-existing rights, the tenderer should factor into their total price the cost of licensing those pre-existing rights to EFSA.
- It is the responsibility of each tenderer to ensure that the total amount of the tender inserted in the relevant field of the e-Submission application corresponds to the amount indicated in the uploaded financial offer. In case of discrepancies, only the amount indicated in the financial offer will be taken into account.

<p><b>ALL INCLUSIVE TOTAL PRICE</b></p> <p><b>to be used for the evaluation and for contract implementation in the case of award.</b></p>	<p>..... €</p>
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Tenderer name: .....

Name of person signing the financial offer: .....

His/her position in the company: .....

His/her signature: .....

Date: .....





## **ANNEX 2 - DRAFT CONTRACT**

The contract which results from this procurement procedure will be based on the model annexed to these tender specifications.