



EUROPEAN COMMISSION

Executive Agency for Small and Medium-sized Enterprises (EASME)

Department A – COSME, H2020 SME and EMFF

Unit A1 COSME

CALL FOR TENDERS

Blueprint for sectoral cooperation on skills in tourism: Enhancing the image of careers in the tourism sector

EASME/COSME/2017/008

TENDER SPECIFICATIONS

Open Procedure

TABLE OF CONTENTS

1.	TECHNICAL SPECIFICATIONS.....	4
1.1.	INTRODUCTION.....	4
1.2.	BACKGROUND INFORMATION AND CONTEXT.....	4
1.2.1.	Skills and careers in the tourism sector	4
1.2.2.	General Policy framework	6
1.2.3.	EU policies and initiatives taken on skills in the tourism sector	8
1.3.	GENERAL AND SPECIFIC OBJECTIVES	9
1.4.	TASKS AND GEOGRAPHICAL SCOPE	10
1.4.1.	Tasks	10
1.4.2.	Geographical scope of the tasks.....	10
1.5.	INPUT BY THE CONTRACTING AUTHORITY.....	11
1.6.	GENERAL GUIDANCE ON METHODOLOGY AND DESCRIPTION OF TASKS	11
1.7.	PERFORMANCE AND QUALITY REQUIREMENTS.....	17
1.8.	STARTING DATE OF THE CONTRACT AND DURATION	18
1.9.	VOLUME OF THE MARKET	19
1.10.	PLANNING, OUTPUTS AND DELIVERABLES	19
1.10.1.	Intermediate outputs and deliverables.....	20
1.10.2.	Final outputs and deliverables	21
2.	CONTENT, STRUCTURE AND GRAPHIC REQUIREMENTS OF THE DELIVERABLES.....	23
2.1.	CONTENT	23
2.1.1.	Report on the expectations of jobseekers and tourism entrepreneurs.....	23
2.1.2.	Publishable executive summary	23
2.1.3.	Requirements for publication on Internet	23
2.1.4.	Structure	24
2.1.5.	Graphic requirements	24
3.	INFORMATION ON TENDERING.....	25
3.1.	PARTICIPATION.....	25
3.2.	CONTRACTUAL CONDITIONS	25
3.3.	COMPLIANCE WITH APPLICABLE LAW.....	25
3.4.	JOINT TENDERS.....	25

3.5.	SUB-CONTRACTING	26
3.6.	COSTS	26
3.7.	CONTENT OF THE TENDER	26
3.8.	IDENTIFICATION OF THE TENDERER: LEGAL CAPACITY AND STATUS	27
4.	EVALUATION AND AWARD.....	27
4.1.	EVALUATION STEPS	27
4.2.	VERIFICATION OF NON-EXCLUSION	28
4.3.	SELECTION CRITERIA	28
4.3.1.	Declaration and evidence.....	29
4.3.2.	Legal and regulatory capacity.....	29
4.3.3.	Economic and financial capacity criteria	30
4.3.4.	Technical and professional capacity criteria and evidence.....	30
4.4.	AWARD CRITERIA	33
4.5.	RANKING OF TENDERS.....	34
4.6.	INFORMATION TO TENDERERS ON THE FINAL EVALUATION	34
5.	ANNEXES.....	34

EASME/COSME/2017/008

Blueprint for sectoral cooperation on skills in tourism: Enhancing the image of careers in the tourism sector

1. TECHNICAL SPECIFICATIONS

1.1. INTRODUCTION

The Executive Agency for Small and Medium-sized Enterprises (henceforth "EASME" or "the Contracting Authority")¹, acting under the powers delegated by the European Commission, is launching this invitation to tender for provision of services aiming to facilitate the upgrade of skills, enhance visibility, upscale the use of existing tools and initiatives and to improve the image of tourism careers.

1.2. BACKGROUND INFORMATION AND CONTEXT

1.2.1. Skills and careers in the tourism sector

Tourism represents a major socio-economic activity in the EU, with a wide-ranging impact on economic growth, employment and social development.

The total contribution of the tourism sector to EU's economy is estimated at 9% of the EU-wide GDP, employing over 12 million people², equivalent to about 9% of the total employment in the EU non-financial business.

Since 95% of businesses in the sector are SMEs, tourism encourages the entrepreneurial spirit, which boosts the activity of European enterprises - the driving force for economic growth, job creation, innovation - and raises productivity.

Tourism very much relies on the competences and skills of its workforce. High-quality client service, provided by adequately skilled staff, is the key precondition for surviving and growing against an increasingly fierce competition, and particularly against competitors offering new, emerging destinations.

¹ EASME was set up by Commission Implementing Decision (2013/771/EU) of 17 December 2013 establishing the "Executive Agency for Small and Medium-sized enterprises" and repealing Decisions 2004/20/EC and 2007/372/EC (OJ L 341 of 18.12.2013). EASME replaces and supersedes former Executive Agency for Competitiveness and Innovation (EACI)..

² http://ec.europa.eu/eurostat/statistics-explained/index.php/Tourism_industries_-_employment

Yet, for a number of reasons, the tourism industry, in particular SMEs, struggle to find and retain skilled employees.

First, the sector does not appear high on the list of the most popular graduate jobs, especially due to the negative perception of the job quality³, seasonality and limited career prospects. Tourism jobs can involve unsocial and irregular working hours and part time, temporary and seasonal work, along with lower pay, routine jobs, fewer benefits and limited opportunities for promotion and career development.

Also, a skills mismatch is a fundamental problem hampering the competitiveness of the tourism industry. The competences acquired by tourism professionals at all levels of the skills spectrum through education and training often do not match the expected performance. Education providers have a limited understanding of the requirements of employers and expectations of travellers in terms of the service provided.

Furthermore, in addition to the traditional qualification profile, the sector is expected to respond to rapid changes. Thus, new challenges will arise from the demand side. Tourists are seeking better value for money, individualized experiences with more attention to healthy lifestyle and environmental concerns. Also, the ageing of population and its increasingly international and multi-cultural origin will require from tourism professionals more innovative and customised services.

Moreover, the explosion and rapid evolution of digitalisation in the tourism sector requires new, specific knowledge not only from employees, but also from tourism entrepreneurs. SMEs often lack the necessary e-management skills that would enable them to keep up with the developments of online market places and distribution channels, new forms of marketing and communication with customers.

On the other hand, all of the above challenges will open up new opportunities for entrepreneurship and employment. Technology will change the nature of many tourism jobs and generate new business models. Changes and adaptation to new trends will create new positions and jobs for those who have the required skills. New and higher level skills will cater emerging types of tourism.

At the same time it must be highlighted that some negative perceptions about tourism careers may be distorted. Tourism creates jobs for people of all ages and skill levels and is one of the

³ According to the OECD, job quality pertains to all aspects of work affecting workers' well-being: material conditions (e.g. earnings, job security), work content (e.g. learning opportunities), organisation (e.g. time pressure, work autonomy) and atmosphere (e.g. colleagues, management support).

main entry points to the labour market. It attracts particularly a young labour force (in the hospitality sector, 20 % of those employed are aged below 25), thus providing a concrete answer to youth unemployment. Once in employment there is potential to up-skill and move up the value chain. Also, the sector is the largest employer of migrant workers (15% of the labour force), thus enabling non-traditional workers to enter the labour market.

Tourism is also the largest employer of female workers (58% of persons employed in the in core tourism activities are women) and it provides large job opportunities to workers re-entering the job market (like, for example, women after parental leave). Tourism provides jobs for people in rural areas, supporting local communities and stimulating local economies. And, unlike other sectors, many tourism jobs are rooted in the destinations and cannot be outsourced to other countries.

In conclusion, there is a clear and urgent need:

- to support quality jobs in tourism,
- to address the real and well-founded concerns about the prospects of tourism jobs,
- to have a better understanding and to reinforce the positive aspects of tourism jobs and of the role they can play in the wider labour market insertion.

1.2.2. *General Policy framework*

The EU's competence for tourism is largely based on Article 195 of the Treaty on the Functioning of the European Union, which states that the EU shall complement the action of Member States in the tourism sector, in particular by promoting competitiveness.

The 2010 Communication on "Europe, the world N° 1 Tourist destination- a new policy framework for Tourism in Europe"⁴ developed a new action framework for EU policy that aimed to make European tourism competitive, modern, sustainable and responsible with important links with the action framework established by the 'Europe 2020' economic strategy and EU Flagship Initiatives.

The above Communication aims, among others, to stimulate competitiveness in the European tourism sector. This can be achieved throughout 'Improving professional skills' together with other actions:

⁴ Europe, the world's No 1 tourist destination – a new political framework for tourism in Europe, COM (2010) 352 final of 30.06.2010

- promoting diversification of the supply of tourism services,
- developing innovation (and ICT) in the tourism industry,
- encouraging an extension of the tourism season,
- consolidating the socioeconomic knowledge base for tourism.

In June 2016, the Commission adopted the New Skills Agenda⁵. This important policy document aims at promoting skills development, including the mutual recognition of qualifications, supporting vocational training and higher education and reaping the full potential of digital jobs. It contains a "Blueprint for Sectorial cooperation on skills", where tourism was identified as one of the six pilot sectors to pursue specific actions based on an industry-led approach.

In this framework, a call for proposals was published in January 2017 under the Erasmus+ Programme, on Sector's Skills Alliances⁶. Lot 3 of this Call supports Sector Skills Alliances for implementing a new strategic approach (Blueprint) to sectoral cooperation on skills, including for the tourism sector. Particularly, it will support, over a four-year period, the set-up of a platform of key tourism stakeholders who will propose actions and recommendations for the next 5-10 years, including the roll out at national level, in close cooperation with Member States and with the involvement of key national and/or regional stakeholders.

In the fourth quarter of 2017, the European Commission will select the beneficiary and sign the grant agreement, including as regards the tourism sector. The successful tenderer under the current call for tenders will ensure, to the extent possible, synergies and complementarities with initiatives taken or to be taken by the beneficiary of this grant for the tourism sector, and the Commission services will, to the extent possible, facilitate this by providing all available information and contacts in agreement with the future beneficiary.

The tenderers, in drafting their offers, should also take into consideration and build upon the initiatives described under 1.2.3 hereunder (avoiding overlapping and fostering complementarities), taken with the objective of boosting skills and entrepreneurship of the European industry and enhancing the image of tourism careers.

⁵ <http://ec.europa.eu/social/main.jsp?catId=1223>

⁶ http://eacea.ec.europa.eu/erasmus-plus/funding/sector-skills-alliances-2017_en

1.2.3. EU policies and initiatives taken on skills in the tourism sector

The Commission has taken a series of initiatives tackling the promotion of skills in the tourism sector. In particular:

- The section dedicated to the hospitality sector in EURES⁷. EURES is the European jobseeker mobility network which provides information, guidance and support to jobseekers wishing to work in other Member States and to employers looking to recruit suitable candidates from other Member States. It also operates the EURES portal which provides information about job vacancies and mobility in Europe.
- The "Skills passport in Hospitality and Tourism" within EURES enables users to record their work experience and request previous employers to endorse skills that have been gained on the job. Specific skills lists for three tourism subsectors – adventure, cultural and blue tourism were integrated into this passport.
- The Tourism Business Portal⁸ provides information and tools to improve the management of companies in the tourism sector. The Tourism Business Portal is currently being updated with more relevant content, specifically on digital skills.
- The study 'Improving information on accessible tourism for disabled people' mapped the skills needed to improve the accessibility and safety of tourism services for disabled people and people with special needs⁹.
- In cooperation with the industry and academia, the Commission is developing the European Skills/Competences, Occupations, and Qualifications (ESCO)¹⁰ dedicated specifically to skills profiles needed in the tourism sector.
- The Study "Mapping and Performance check of the supply side of tourism education and training"¹¹ has identified major skills gaps in tourism education and training and the need for specific skills to adapt to new technological developments, customers' expectations and new occupations (e.g. destination management, sustainable tourism, cultural tourism, adventure tourism, accessible tourism).

⁷ <https://ec.europa.eu/eures/public/homepage>

⁸ http://ec.europa.eu/growth/tools-databases/tourism-business-portal/index_en.htm

⁹ <http://bookshop.europa.eu/en/improving-information-on-accessible-tourism-for-disabled-people-pbNB6004587/>

¹⁰ <https://ec.europa.eu/esco/home>

¹¹ http://ec.europa.eu/growth/sectors/tourism/support-business/skills/index_en.htm

- A specific section on tourism has been added to "Drop'pin"¹², a platform that aims to help young people boost their employability and skills by connecting them with opportunities across Europe.
- In the framework of the Pilot Project "Youth on the SPOT" (Special partnership on Tourism) initiated by the European Parliament, a call for proposals was published in 2016¹³ to enable and encourage jobseekers and tourism businesses to use existing EU tools and instruments (like Drop' Pin, Alliances for Traineeships, Erasmus+) in order to find and offer apprenticeships and jobs in other EU countries. The beneficiary will also promote, through education providers, the image of careers in the tourism sector¹⁴.

1.3. GENERAL AND SPECIFIC OBJECTIVES

EASME wishes to enter into a service contract aiming to:

- boost employment and employability in the tourism sector;
- overcome the mismatches between the supply and demand for labour in the tourism labour market;
- support quality jobs in tourism.

The **specific objectives** of the present tender are to:

- facilitate the upgrade of skills;
- enhance visibility and upscale the use of existing tools and initiatives;
- improve the image of tourism careers;
- help jobseekers understand the positive aspects of tourism careers;
- help entrepreneurs in the tourism sector to reinforce positive aspects of tourism careers and to attract new and adequate talents.

¹² <https://ec.europa.eu/eures/droppin/en>

¹³ http://ec.europa.eu/growth/tools-databases/newsroom/cf/itemdetail.cfm?item_id=8757&lang=en&title=Enhancing-quality-jobs%2C-apprenticeships-and-traineeships-in-the-tourism-sector-across-Europe

¹⁴ http://ec.europa.eu/growth/sectors/tourism/support-business/skills/index_en.htm

The call for tenders is based on Regulation (EU) no 1287/2013 of the European Parliament and of the Council of 11 December 2013 establishing a Programme for the Competitiveness of the Enterprises and small and medium-sized enterprises (henceforth "COSME") (2014-2020) and repealing Decision No 1639/2006/EC. More particularly, it is based on Commission Implementing Decision of 8 November 2016 "on the adoption of the Work Programme for 2017 and the financing for the implementation of the Programme for the Competitiveness of Enterprises and small and medium-sized enterprises" C(2016) 7033 final.

1.4. TASKS AND GEOGRAPHICAL SCOPE

1.4.1. Tasks

To meet the objectives mentioned in section 1.3, the contractor will perform, as a minimum, the following tasks:

1. Analysis of the expectations of jobseekers and tourism entrepreneurs;
2. Communication activities:
 - a. Designing a communication strategy to enhance the attractiveness of tourism careers and underline their positive aspects;
 - b. Designing, creating and editing communication material for the promotion of tourism careers;
 - c. Running an awareness raising campaign.

More details on the expected activities per tasks and the methodological requirements are given in section 1.6.

1.4.2. Geographical scope of the tasks

As for Task 1 here above, the services to be delivered will cover all the 28 EU Member States.

As for Task 2, the services to be delivered will cover at least six target countries – among the 28 EU Member States - to be selected by the tenderers and presented in their offers together with a proper justification on the basis of a market analysis. The selection of the six target countries must be done in coherence with and complementary to past EU initiatives of awareness-raising in the domain of skills development and promotion of the image of tourism career. In particular, the tenderers must avoid duplication and overlapping with the project co-financed by the

European Commission in the framework of the Pilot Project "Youth on the Spot" and with any other action funded by the EU budget on skills development in Tourism¹⁵.

Furthermore, the tenderers must make sure that: i) the geographical balance is respected, ii) the six selected target countries represent at least 25 % of the EU population, iii) at least two of the six selected target countries have registered in 2015/2016 a high unemployment rate compared to the average EU rate, and iv) at least two of the six target countries have particularly large skills gaps in the tourism sector, according to the EU country profiles of the above-mentioned Study "Mapping and Performance check of the supply side of tourism education and training"¹⁶.

1.5. INPUT BY THE CONTRACTING AUTHORITY

EASME will provide the contractor with any documents, studies or reports for which EASME owns the rights or the right of use, and which might be useful for the effective implementation of the services contracted, including those mentioned in the background, upon request of the contractor.

1.6. GENERAL GUIDANCE ON METHODOLOGY AND DESCRIPTION OF TASKS

Due to the broad range of definitions of the tourism sector, the following sub-sectors fall under the scope of this contract:

- Accommodation (e.g. hotels, B&B, farms & ranches, camping, holiday resorts);
- Food and beverage (e.g. restaurants, cafes, fast foods, bars);
- Entertainment, recreation, attractions (e.g. museums, galleries, sports, cruising, boating, leisure activities, shopping areas);
- Travel support services (e.g. travel agencies, tour operators, tourism info points).

This assignment will require a close cooperation with a broad range of stakeholders during the entire execution of the work. These include, inter alia: European federations/associations active in the tourism sector, local chambers of commerce, employment services, EURES advisers and the Enterprise Europe Network, tourism educational institutions, education and training providers, ministries for education and tourism, relevant regional and local authorities,

¹⁵ Project Ideate, co-financed in the framework of the Pilot Project "Youth on the Spot" http://ec.europa.eu/growth/sectors/tourism/support-business/skills/index_en.htm

¹⁶ http://ec.europa.eu/growth/sectors/tourism/support-business/skills/index_en.htm

employers' and employees' organisations, as well as, other tourism sector stakeholders. Tenderers shall convincingly demonstrate in their offers how this aspect will be covered.

Furthermore, it is recommended to consider the variety of tourism sub-sectors (e.g. cultural tourism, adventure tourism, active tourism, eco-tourism, food/wine tourism, blue tourism, winter tourism ...) and of specific skills needed (e.g. intercultural skills; digital skills; language skills...).

Finally, it is also of utmost importance to take into consideration current skills needs (e.g. digital skills, hospitality attitude, general culture, problem-solving, innovative thinking, managerial) and emerging skills (green skills, management of natural and cultural resources, skills linked to multicultural origin of customers).

The tenderers are invited to present innovative approaches and elaborate on how they intend to integrate innovation in each activity.

Tenderers must provide an offer addressing in detail the tasks described in the paragraphs hereunder. A particular focus should be provided i) on the representativeness, geographical and sectorial coverage ii) as regards Task 1 - on the methodology of the survey and iii) as regards Task 2 - on the concept of the communication strategy, on the identification of the target groups, on the communication channels and tools and on the impact and visibility.

Task 1: Analysis of the expectations of jobseekers and tourism entrepreneurs

Within this task, the contractor shall undertake a desk research, a survey (with the use of an on line questionnaire), and interviews (either by phone or face-to-face or a mix of them).

The analysis shall cover at least:

- the expectations of jobseekers and young graduates about tourism careers;
- tourism entrepreneur's capability to attract and retain talents;
- the most promising/attracting tourism jobs, opportunities for personal development in the tourism sector (e.g. travelling, variety of positions ...), and most frequent biases that hinder access to tourism careers;
- the available tools for both jobseekers and employers to facilitate the recruitment and the ideal match between supply and demand for labour (including EU tools and tools that showcase opportunities for apprenticeships and traineeships);

For the purpose of Task 1 tenderers can also draw on existing studies on skills gaps in the tourism sector¹⁷.

These activities must allow for gathering sufficient information in order to reach the specific objectives of the contract.

The tenderers must justify the chosen approach for conducting the analysis – also in terms of cost-efficiency and cost-effectiveness of the chosen solution – and demonstrate its validity in ensuring the highest response rate and information value of the results.

Under Task 1, the contractor will be required to perform the following activities:

1. Define the most adequate methodology for the analysis, while taking into account the differences among the EU Member States, as well as, among the tourism subsectors/products (e.g. cultural tourism, adventure tourism, active tourism, eco-tourism, food/wine tourism, blue tourism, winter tourism ...). In particular, the sample of jobseekers and businesses to be analysed should be i) large enough to allow for representative results and cover different subsectors/products and ii) geographically well balanced;
2. Undertake all necessary desk research. The desk research shall identify the target groups for the submission of the questionnaire and the interviews;
3. Define the questionnaire; in particular, envisage variations in the sets of questions in order to target different profiles of respondents;
4. Conduct the survey;
5. Define interviews; in particular, envisage variations in the sets of questions in order to target different profiles of interviewees. Through interviews the contractor shall select and prepare potential testimonials for Work Package 3;
6. Conduct interviews;
7. Assess and analyse the results;
8. Present the results in a report. The structure of the report is further detailed in Section 2 of these tender specifications.

¹⁷ https://ec.europa.eu/growth/tourism/support-business/skills_en

Task 2: Communication activities

Activity 1: Communication strategy

The objective of this activity is to prepare a communication strategy that will enhance the attractiveness of tourism careers and underline their positive aspects.

Within the same activity, the tenderers shall identify the most efficient way to inform, through the campaign outlined in Activity 3 below, about different initiatives (including EU initiatives and tools for skills development and job mobility) that help young graduates and jobseekers to develop better skills in the tourism sector, as well as, employers to recruit and retain talents.

On the basis of sound evidence the tenderers shall identify and define key target groups. The following groups must be taken into account (the list is not exhaustive):

- jobseekers, young people, young graduates, students;
- education providers, universities, national tourism councils (e.g. for skills development);
- entrepreneurs, in particular tourism SMEs and micro-companies;
- tourism industry associations, chambers of commerce;
- national and regional public authorities in charge of education and tourism policies.

The communication strategy must, on the basis of sound justification:

- identify at least six target countries (in line with paragraph 1.4.2 above);
- identify EU initiatives and tools for skills development and job mobility to be promoted;
- design the communication campaign visual identity and graphic;
- identify the most efficient way to pass the key messages; in particular, identify the most appropriate communication tools and channels (e.g. website, social media, press coverage, ...);
- identify the key communication messages per target group and per country;
- define the material to be produced (e.g. testimonial, careers, including those mentioned under Activity 2 below);
- establish a list of relevant press contacts per each target country;

- identify the working languages and translation needs;
- define an awareness raising campaign (in line with requirements set below under Activity 3) and the events' main features (e.g. format, how many people will be targeted, how to advertise them);
- define a calendar of the most relevant job fairs in the target countries;
- identify local stakeholders to be involved;
- define a clear road map and dissemination plan for the implementation of the strategy;
- identify key performance indicators for monitoring and evaluating the communication activities (e.g. number of participants in the events, web analytics) and identify/measure the baseline values;
- identify the most appropriate monitoring and evaluation strategy;

The tenderers can introduce, where relevant and reasonable, elements of innovation in the communication approach and means to be used.

The tenderers must provide a detailed planning of the communication strategy and campaign, taking into account the various steps of the validation process. All production steps will be prepared by the future contractor and will be subject to prior validation by EASME.

The activities abovementioned will feed into the two following Activities (below).

Activity 2: Preparation of material for the awareness raising campaign

The contractor will be required to design and produce the relevant communication and promotional material.

All the material must be suitable for further distribution through multipliers, such as, public authorities, policy makers in national governments and regional authorities, national and regional education and training providers, European tourism organisations, Commission Services and Representations, and other EU Institutions.

The material will include at least:

- a) The production (storyboarding, casting, shooting and editing) of 10 short videos for the benefit of young graduates or people entering the labour market. These videos will include testimonials presenting occupations and experiences in the tourism sector

considered by the interviewed persons as "trendy" and attractive. Videos will also include interviews of employers who succeeded in recruiting and retaining talented people with direct benefits for their business. The interviews will be geographically balanced and, when not in English, they must necessarily contain English subtitles.

- b) The production of 1 video clip of 1 minute in English presenting "Tourism: the career of the future ", underlining the attractiveness and modern aspects of tourism careers.
- c) The production of printed material on the theme of "Tourism: the career of the future". The tenderers will have to propose a different mix of formats - on the basis of the different key messages to be passed and on the basis of different target groups to be reached – and the most adequate number of copies, per format and per language knowing that the printed material will be distributed mainly during the six events under Activity 3 (below) and partially (and only in English) to the European Commission for institutional communication purposes. The contractor will be expected to use the most suitable technology per each target group (e.g. QR codes to make easy the access to online information and platforms for recruiting and training opportunities, formal and informal in the tourism sector). Printed material will be in English and in the languages of the location where the events under Activity 3 will take place. The contractor will ensure that the number of printed material per language is balanced, also taking into account the population of the countries selected.
- d) The creation of a website¹⁸ dedicated to the campaign. The website will provide the target groups of the campaign with all necessary information regarding this project, including links to the most important references on EU studies, tools and programs.

The website will also provide a quick information tool on i) the roll out of the survey under Task 1; ii) the events to be organised under Activity 3 of Task 2; if possible, the website will enable access to the material under a), b) and c) above.

- e) A Press kit providing ad hoc promotional material for the press and information about the campaign in general (e.g. objective, importance of developing right skills for the tourism sector) and about the targeted events.

The tenderers may propose a mix of additional tools and materials in order to maximize the impact and visibility of the campaign, as well as, to mobilize the key actors interested in presenting a better image of tourism careers.

¹⁸ Not to be embedded on "Europa" but developed as a stand-alone website.

When audio-visual products (production and distribution) are included, the structure, subject and the nature of the audio-visual products will be defined in advance, in agreement with EASME and Commission services, and may evolve in line with technological and market developments.

The contractor will respect the use of the general corporate identity¹⁹ of the European Commission in all aspects of the communication and information campaign (see also Section 2 of these tender specifications).

Activity 3: Awareness raising campaigns

The objective of this activity is to organise 6 awareness-raising and communication events in total (1 per each of the six target countries). For the organisation of the events the contractor must establish links with the most important national job fairs and other events at European level (e.g. European Vocational Week²⁰, European Job Days²¹) in order to ensure the campaign's widest reach. In particular, the awareness-raising campaigns must be conceived with the aim to ensure the largest participation of both jobseekers and recruiters.

The contractor will at least:

- Organise and run the 6 awareness-raising and communication events;
- Implement an advertising campaign to give visibility to these events
- Evaluate the results of each awareness-raising event.

Permanent contact between the contractor, EASME and the Commission's services will allow for a close follow up and quality control of the different stages of implementation of the campaign.

1.7. PERFORMANCE AND QUALITY REQUIREMENTS

The approach proposed for the implementation of the individual tasks must maximise the value for money, impact on the level of awareness about tourism careers of the target audience, enhance visibility of European Commission's initiatives in this domain and ensure appropriateness of deliverables for the to-be-proposed follow-up activities.

¹⁹ http://ec.europa.eu/dgs/communication/services/visual_identity/index_en.htm

²⁰ <http://ec.europa.eu/social/main.jsp?langId=en&catId=1261>

²¹ <https://www.europeanjobdays.eu/>

The following text shows the expected results in concise and approximate terms, so as to give a general idea of what will be requested from the contractor. The contractor will be expected to build on this list when setting a more detailed outline of the performance indicators and targets.

EXPECTED RESULTS (QUALITY OF DELIVERABLES)	PERFORMANCE INDICATORS
<ul style="list-style-type: none"> • INCREASED AWARENESS OF THE ATTRACTIVENESS OF TOURISM CAREERS, WORK OPPORTUNITIES AND EXISTING EU TOOLS TO BOOST EMPLOYMENT IN TOURISM; 	<ul style="list-style-type: none"> • NUMBER OF SURVEY RESPONDENTS; • RESPONSE RATE TO SURVEY; • NUMBER OF EVENTS DELIVERED; • NUMBER OF PARTICIPANTS TO THE EVENTS; • NUMBER OF PERSONS REACHED VIA THE CAMPAIGN;
<ul style="list-style-type: none"> • EFFECTIVE COMMUNICATION STRATEGY 	<ul style="list-style-type: none"> • NUMBER OF COMPANIES PARTICIPATING; • NUMBER OF REGIONAL AND NATIONAL BODIES INVOLVED; • NUMBER OF EDUCATION PROVIDERS INVOLVED; • ADEQUACY OF THE EVENTS TIMING (E.G. IN COMBINATION WITH MAIN JOB FAIRS ...); • NUMBER OF JOBSEEKERS, STUDENTS AND GRADUATES REACHED; • NUMBER OF TOURISM BUSINESSES REACHED;
<ul style="list-style-type: none"> • EFFECTIVE WEB AND SOCIAL MEDIA CAMPAIGN 	<ul style="list-style-type: none"> • USER STATISTICS OF WEB AND SOCIAL MEDIA CAMPAIGN, SUCH AS PAGE VIEWS, VISIT DURATION AND BOUNCE RATE ETC.; • NUMBER OF ONLINE INTERACTIONS, E.G. OF TWEETS AND RE-TWEETS; • TIMELINESS OF PUBLICATIONS AND UPDATES;
<ul style="list-style-type: none"> • AUDIO-VISUAL, DIGITAL AND PRINTED MATERIAL. 	<ul style="list-style-type: none"> • NUMBER OF VIDEOS DIGITAL AND PRINTED MATERIAL PRODUCED; • NUMBER OF DOWNLOADS OF VIDEOS; • NUMBER OF VIEWERS AND DOWNLOADS OF THE COMMUNICATION MATERIAL; • NUMBER OF PRINTED MATERIAL DISTRIBUTED;

1.8. STARTING DATE OF THE CONTRACT AND DURATION

It is expected that the contract is signed approximately in autumn 2017.

The contract shall enter into force on the date on which it is signed by the last contracting party.

The duration of the tasks shall not exceed 12 months from that date. The execution of the tasks

shall not start before the contract has been signed or before the specific date specified in the contract. Work will follow the timetable detailed below.

1.9. VOLUME OF THE MARKET

The estimated maximum amount for the execution of all the tasks referred to in this call for tenders is EUR 800.000,00, including all charges and expenses. No contract offer above this amount will be considered.

1.10. PLANNING, OUTPUTS AND DELIVERABLES

The contractor must provide the required deliverables, reports and documents in accordance with the conditions of the draft service contract. When requested in the contract the reports will accompany the invoices for payments.

Each report or document will be submitted in English in electronic format compatible with Word or in other formats previously agreed with the EASME.

In addition, the printed material under Activity 2 (Task 2) must be provided in the languages requested (ref. Activity 2, point c).

Deliverables for publication (online and/or printed) will be of the highest linguistic quality and will have been edited and proofread by a native speaker or equivalent.

Together with the deliverables, the contractor shall also hand over all source material and documentation on a USB stick or other equivalent digital medium, including the survey databases, multimedia content, recordings, speaker presentations for the events and layouts of the printed material.

In addition, the contractor will make available to EASME and the Commission the masters of the edited material, cut raw footage and full rushes of the audio-visual products – all of this to be accompanied by shortlists with timecodes in English. The contractor will also deliver all edited productions in high-resolution formats adapted for web distribution including mobile devices (preferably MP4 or m4av formats), including high-definition and low-definition streaming formats, suitable for viewing with widely available end-user free software.

List and description of deliverables:

Apart from the interim and final technical reports described in Sections 1.10.1 and 1.10.2 below, the contractor must provide:

1. An implementation road map describing in detail the proposed approach (the set-up of work, methodology, roles and a detailed schedule to allow for timely, cost-efficient and impactful execution of all tasks), which should take into account the minutes of the kick-off meeting and address any comments made during the meeting.

Task 1

2. 1 report on the expectations of jobseekers and tourism entrepreneurs

Task 2

3. 1 communication strategy
4. 10 short videos
5. 1 video clip of 1 minute
6. printed material on tourism career
7. 1 website
8. 1 press kit
9. 6 awareness-raising events
10. advertising campaign
11. six reports on the campaign's impact, one per each event

In addition to the deliverables specified above, the contractor will also have to provide the minutes of meetings and any relevant documentation within a week after each meeting held with the European Commission and/or EASME.

1.10.1. *Intermediate outputs and deliverables*

The interim technical report shall include at least the following:

- Aims and objectives of the activities performed;
- Description of the work performed; results, outcome and impact;
- List of "interim" deliverables (those developed within the period covered by the interim report);
- Changes/delays with respect to the original plans; justification for changes and measures taken to compensate for any possible delay in the schedule;
- Tasks to be performed in the remaining contract period with a corresponding timeline;
- Issues encountered and how they have been solved;
- Awaited risks and mitigating measures.

EASME will comment on the report within **30 calendar days**.

1.10.2. *Final outputs and deliverables*

Building on the interim report, the draft final report shall include all the elements specified in the sections 1.10 "Planning, outputs and deliverables" (see also Section 2.1.1. "Final report") and elaborate at least on the following:

- Aims and objectives of the activities performed;
- Description of the work performed; results, outcome and impact;
- List of final deliverables (the final version of all deliverables actually delivered during the implementation of the project);
- Issues encountered and how they have been solved;
- Evaluation of the performed work (on the basis of the performance indicators);
- Suggestions for future initiatives and follow-up actions, which will aim at enhancing the attractiveness of tourism careers and boosting employment. The contractor must ensure that the recommendations are clear, concise and operational.

The final technical report shall not exceed 30 pages, annexes excluded.

EASME will comment on the report within **30 calendar days**.

Indicative Timetable	Meetings	Actions/Deliverables
Reference date		Date of signature of the contract
Reference date + 2 weeks	1° meeting with the European Commission / EASME: Kick-off meeting	The kick-off meeting will ensure that the contractor has a clear understanding of the terms of the contract and the objectives of the project. Before the kick-off, the contractor will submit a draft road map for discussion at the meeting.
Reference date + 3 weeks		Submission of final road map (including a detailed schedule of the implementation)

		Submission of minutes of the 1° meeting
Month A (= ref. date + 4 months)		Submission of the draft interim report
Month A + 1 week	2° meeting with the European Commission / EASME: Coordination meeting	The aim is to discuss the draft interim report and to check that the planned work has been performed on schedule and in accordance with European Commission's quality standards and expectations and to agree – if needed – on adjustments to be made to the remaining work
Month A + 2 weeks		Submission of the interim report Submission of the invoice for interim payment Submission of minutes of the 2° meeting
Month B (= ref. date + 11 months)		Draft final report
Month B + 2 weeks	Final meeting with the European Commission / EASME	The aim is to discuss the draft final report and to take stock of the work done and to be done to finalise all deliverables and to evaluate the contractor's performance (see performance indicators, Section 1.7)
Month B + 3 weeks		Submission of minutes of the final meeting
Reference date + 12 months		Finalisation of all deliverables Submission of the definitive version of the final report Submission of invoice for balance payment

2. CONTENT, STRUCTURE AND GRAPHIC REQUIREMENTS OF THE DELIVERABLES

The contractor must deliver the report on the expectations of jobseekers and tourism entrepreneurs (see Task 1) as indicated below.

In addition, the following deliverables must also be provided for publication on the Europa website:

- Report on the expectations of jobseekers and tourism entrepreneurs (Task 1)
- Ten short videos
- 1 video clip of one minute
- electronic version of printed material on tourism careers

2.1. CONTENT

2.1.1. Report on the expectations of jobseekers and tourism entrepreneurs

The report must include:

- ✓ an abstract of no more than 200 words and an executive summary of maximum 6 pages in English;
- ✓ specific identifiers which must be incorporated on the cover page provided by the Contracting Authority;
- ✓ the following disclaimer:
- ✓ *“The information and views set out in this report are those of the author(s) and do not necessarily reflect the official opinion of EASME or of the Commission. Neither EASME, nor the Commission can guarantee the accuracy of the data included in this study. Neither EASME, nor the Commission or any person acting on their behalf may be held responsible for the use which may be made of the information contained therein.”*

2.1.2. Publishable executive summary

The publishable executive summary must be provided in English and must include:

- ✓ specific identifiers which must be incorporated on the cover page provided by the Contracting Authority;
- ✓ the following disclaimer:

“The information and views set out in this report are those of the author(s) and do not necessarily reflect the official opinion of EASME or of the Commission. Neither EASME, nor the Commission can guarantee the accuracy of the data included in this study. Neither EASME, nor the Commission or any person acting on their behalf may be held responsible for the use which may be made of the information contained therein.”

2.1.3. Requirements for publication on Internet

EASME 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. EASME 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 report, abstract, and executive summary, the contractor must respect the W3C guidelines for accessible pdf documents as provided at: <http://www.w3.org/WAI/>.

2.1.4. Structure

The report on the expectations of jobseekers and tourism entrepreneurs should include at least the following:

- a) An executive summary;
- b) A clear description of the methodology used;
- c) A synthesis of the results;
- d) A description of the most attractive tourism jobs;
- e) A description of biases and obstacles hindering the attractiveness of tourism careers;
- f) A description of positive aspects of tourism careers (e.g. travelling, variety of positions, flexibility in terms of working hours, age, gender);
- g) A presentation of best practices to recruit and retain new talents;
- h) An analysis of areas of improvement for jobseekers and businesses to facilitate the ideal match between supply and demand for labour;
- i) Concrete and feasible recommendations for actions at EU, national and regional level.

The executive summary of the report on the expectations of jobseekers and tourism entrepreneurs shall provide at least information on the (i) purpose / motivation / problem statement, (ii) methodology / procedure / approach, (iii) results / findings, and (iv) conclusions / implications / recommendations.

2.1.5. Graphic requirements

The contractor must deliver the report and all publishable deliverables (including the videos, website, and printed material) 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 for studies is exclusive to EASME contractors. No template will be provided to tenderers while preparing their tenders.

3. INFORMATION ON TENDERING

3.1. 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.

It is also open to all natural and legal persons established in a third country which has a special agreement with the Union in the field of public procurement on the conditions laid down in that agreement.

States covered by the Public Procurement Agreement concluded within the World Trade Organisation are not included in this call for tenders as the Executive Agencies are not signatories of the Agreement.

3.2. 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.

3.3. 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/EU²².

3.4. 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.

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.

²² 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).

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.

3.5. SUB-CONTRACTING

Subcontracting is the situation where a contract has been or is to be established between the Contracting Authority and a contractor/tenderer only and where the contractor or tenderer, in order to carry out that contract, enters into legal commitments with other entities for performing parts of the contract. The Contracting Authority has no direct legal commitment with the subcontractor(s). In practice, any third party involved in the contract implementation which has no legal link with the contracting authority but with the contractor will be considered as subcontractor (e.g. any other company which does not participate in the contract execution but provides financial capacity).

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 share of the contract is above 5% or whose capacity is necessary to fulfil the selection criteria.

3.6. COSTS

Tenderers themselves will bear the costs of drawing up their tenders and EASME will not be liable to pay any compensation if a tender is rejected or if it decides not to select any tender.

3.7. CONTENT OF THE TENDER

- The tenders must be presented as follows:
- Part A: Identification of the tenderer (see Section 3.8)
- Part B: Non-exclusion (see Section 4.2)
- Part C: Selection (see Section 4.3)
- Part D: Technical offer (including Annex 6)

The technical offer must cover all aspects and tasks required in the tender specifications and provide all the information needed to apply the award criteria. Offers deviating from the requirements or not covering all minimum requirements may be rejected on the basis of non-compliance with the tender specifications and will not be evaluated.

For the appraisal, the written submission shall include a clear and detailed description of the organisation, technical, human and organisational resources and methodology proposed. The tenderers will provide a practical and detailed description of the resources and services proposed to achieve the objectives and results set out in Sections 1.3, 1.4, 1.6 and 1.7 above.

- Part E: Financial offer (Annex 7)

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.

3.8. IDENTIFICATION OF THE TENDERER: LEGAL CAPACITY AND STATUS

The tender must include a cover letter (letter of submission of tender - Annex 2) presenting the name of the tenderer (including all entities in case of joint offer) and identified subcontractors if applicable, and the name of the single point of contact (leader) in relation to this procedure.

In case of joint tender, the cover letter must be signed either by an authorised representative for each member, or by the leader authorised by the other members with powers of attorney (Annex 4). 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 (Annex 5) 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.

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/EC²³. This information is used for statistical purposes only.

4. EVALUATION AND AWARD

4.1. EVALUATION STEPS

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

- ✓ Verification of non-exclusion of tenderers on the basis of the exclusion criteria
- ✓ Selection of tenderers on the basis of selection criteria

²³ OJ L 124/36, 20.5.2003

- ✓ Verification of compliance with the minimum requirements set out in these tender specifications
- ✓ Evaluation of tenders on the basis of the award criteria

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

The Contracting Authority will assess these criteria in no particular order. The successful tenderer must pass all criteria to be awarded the contract.

4.2. VERIFICATION OF NON-EXCLUSION

All tenderers must provide a declaration on honour (Annex 3), signed and dated by an authorised representative, stating that they are not in one of the situations of exclusion listed in that declaration on honour.

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

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

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

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

4.3. 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.

4.3.1. *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 3), 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 4.2) so only one declaration covering both aspects should be provided by each concerned entity.

The Contracting Authority will **evaluate selection criteria on the basis of the declarations on honour (Annex 3) and the information included in the tables in Annex 2.1 and Annex 2.2, fully completed, and the evidence, where requested.** Nevertheless, it **reserves the right to require (additional) evidence** of the legal and regulatory, financial and economic and technical and professional capacity of the tenderers **at any time during the procurement procedure and contract performance.** In such case the tenderer must provide the requested evidence without delay. The Contracting Authority may reject the tender if the requested evidence is not provided in due time.

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

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit the documentary evidence if it has already been submitted for another procurement procedure and provided the documents were issued not more than one year before the date of their request by the contracting authority and are still valid at that date. In such cases, the tenderer must declare on its honour that the documentary evidence has already been provided in a previous procurement procedure, indicate the reference of the procedure and confirm that 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.

4.3.2. *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 in its tender if it has not been provided with the Legal Entity Form:

- For legal persons, a legible copy or 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.

4.3.3. *Economic and financial capacity criteria*

The tenderer must have the necessary economic and financial capacity to perform this contract until its end. In order to prove its capacity, the tenderer must comply with the following criterion:

Its average annual turnover for the last two years for which the accounts have been closed²⁴ shall amount to at least one and a half times the volume of the market as specified in point II.1.5 of the contract notice; this criterion applies to the tenderer as a whole, i.e. the combined capacity of all members of a group in case of a joint tender.

To this effect **tenderers are requested to submit a Statement of Turnover in accordance with Annex 2.1** of these tender specifications completed with the information requested.

The following evidence (only in electronic version or link to website) will also be provided with the tender:

- ✓ Copy of the Profit and Loss accounts for the last two years for which the accounts have been closed from each concerned legal entity;

Failing that,

- ✓ Appropriate statements from banks;

or

- ✓ Evidence of professional risk indemnity insurance.

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 Contracting Authority reserves the right to request any other document enabling it to verify the tenderer's economic and financial capacity.

4.3.4. *Technical and professional capacity criteria and evidence*

Tenders must provide in their tender the table in Annex 2.2 of these tender specifications, exhaustively completed with all the necessary information.

The evidence mentioned below must be provided only on request, except the CVs of the team (evidence A5, B1, B2, B3 and B4) that should be part of the submitted offer.

²⁴ In the case of joint tender or identified sub-contractors, the turnover must be provided for the same two years for all the partners/subcontractors.

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 years, with the sums, dates and clients, public or private, accompanied by statements issued by the clients (wherever available) specifying that they have been carried out in a professional manner and have been fully completed.

Criteria	Evidence
✓ Criterion A1: The tenderer must prove experience in the field of skills development and tourism.	✓ Evidence A1 - the tenderer must provide references for at least 1 project completed in each of these two fields, delivered in the last 3 years.
✓ Criterion A2: The tenderer must prove experience in conducting market and business analysis, including field research and surveys, the processing and presentation of statistical information in at least 5 Member States.	✓ Evidence A2 - the tenderer must provide references for at least 1 project demonstrating the required experience delivered in the last 3 years.
✓ Criterion A3: The tenderer must prove capacity to draft web-content and reports in English.	✓ Evidence A3 - the tenderer must provide at least 2 samples of reports/text related to 2 different projects for the web, drafted in English in the last 3 years.
✓ Criterion A4: The tenderer must prove experience in conducting communication and awareness raising campaigns simultaneously in at least 6 Member States, including an extensive use of social media and event management.	✓ Evidence A4 - the tenderer must provide at least 2 samples related to 2 different projects, of communication/awareness raising campaigns organised simultaneously in at least 6 Member States in the last 3 years.
✓ Criterion A5: The tenderer must prove its capacity to work in the languages of the six countries where the awareness raising events will take place.	✓ Evidence A5 – the tenderer must provide references for at least 2 projects delivered in the last 3 years showing the necessary language coverage.

Any tenderer with a professional conflict of interest will be rejected on the basis not fulfilling selection criteria for professional capacity.

B. Criteria relating to the team delivering the service:

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

Criteria	Evidence
✓ B1 - Project Manager: At least 5 years' experience in project management, including overseeing project delivery, quality control	✓ Evidence B1 – CV

and conflict resolution experience in projects of a similar size (with a budget of at least € 200.000 and covering at least 5 different countries), with experience in management of a team of at least 4 people.	
✓ B2 - Language quality controller: At least 1 member of the team should demonstrate a native level English language proficiency or <i>at least C1 level in the Common European Framework for Reference for Languages</i> ²⁵ .	✓ Evidence B2 – CV and a language certificate or past relevant experience
✓ B3 – Communication manager: <ul style="list-style-type: none"> - A level of education which corresponds to completed university studies, preferably in journalism/communication attested by a diploma when the normal period of university education is three years or more; - At least 5 years of relevant professional experience in the field of communication and in particular, social media; - At least 3 years of experience in writing or editing for the web; - Native level English language proficiency or <i>at least C1 level in the Common European Framework for Reference for Languages</i>. 	✓ Evidence B3 – CV and a language certificate or past relevant experience
✓ B4 – Event manager: <ul style="list-style-type: none"> - At least 5 years of professional experience in event management (including organisation of online live events). 	✓ Evidence B4 – CV

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.

The Detailed curriculum vitae (in Euro pass format²⁶) covering relevant educational and professional qualifications for each of the team members must specify:

²⁵ Level envisaged by the Common European Framework of Reference for Languages: Learning, Teaching, Assessment, abbreviated as CEFR. The CEFR describes language ability on a scale of levels from A1 for beginners up to C2 for those who have mastered a language. Information on the CEFR can be found on the Council of Europe website: http://www.coe.int/t/dg4/linguistic/Cadre1_en.asp Self-assessment grids can be found at <http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr>

²⁶ <https://europass.cedefop.europa.eu/en/home>

- The different diplomas obtained (copies of which may be requested by EASME where appropriate);
- Languages spoken;
- Expertise and experience relevant to the subject matter of the present invitation to tender.

CV outlines must be provided for all staff assigned to the project, with the exception of administrative, secretarial and other support staff. The contractor(s) shall ensure that the staff members listed in their proposal are effectively available and assigned to the project when it begins.

4.4. AWARD CRITERIA

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

Tenders that receive less than 60% of the maximum possible mark for the whole quality evaluation or less than 50% for any of the quality criteria will be eliminated and their final score will not be calculated. Tenders that do not reach the minimum quality levels will be rejected and will not be ranked.

Criteria	Points
✓ Quality, relevance, representativeness, geographical and sectorial coverage and value for money of the proposed methodology to survey the tourism careers (ensuring that the data collected and methodology applied are adequate to formulate general conclusions, as well as, operational and policy recommendations)	20 points
✓ Quality, scope and relevance of the proposed communication strategy (originality and appropriateness of the concept, appropriateness of the identification of the target groups and communication channels and tools, impact and visibility of the events, appropriateness of required material, as well as, coherence and originality of additional tools and material).	30 points
✓ Quality, relevance, estimated visibility, impact and value for money of the proposed awareness raising campaign.	20 points
✓ Overall technical quality, plausibility, clarity and coherence of the detailed work program (including coherence between needs, objectives and proposed actions, quality of the management and of the organisation of work, involvement of relevant stakeholders, suitability of the proposed team, overall allocation of tasks and human resources, timeline, appropriateness and measurability of the defined performance indicators).	30 points
Total number of points	100 points

4.5. 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 70% is given to quality and 30% to price.

score for tender X	=	$\frac{\text{cheapest price}}{\text{price of tender X}}$	*	100	*	price weighting (in 30%)	+	total quality score (out of 100) for all award criteria of tender X	*	quality criteria weighting (in 70%)
--------------------	---	--	---	-----	---	-----------------------------	---	--	---	--

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

4.6. INFORMATION TO TENDERERS ON THE FINAL EVALUATION

EASME will inform tenderers of decisions reached concerning the award of the contract, including the grounds for any decision not to award a contract or to recommence the procedure.

EASME will inform all rejected tenderers of the reasons for their rejection and all tenderers submitting an admissible tender of the characteristics and relative advantages of the selected tender and the name of the successful tenderer.

However, certain information may be withheld where its release would impede law enforcement or otherwise be contrary to the public interest, or would prejudice the legitimate commercial interests of economic operators, public or private, or might prejudice fair competition between them.

5. ANNEXES

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

Annex 1: Draft contract (for information)

Annex 2: Letter of submission of tender (to be filled in and signed by the tenderer)

➤ Annex 2.1. – Statement of turnover

➤ Annex 2.2. – Technical capacity

Annex 3: Declaration on honour (exclusion and selection criteria)

Annex 4: Power of attorney

Annex 5: Letter of intent for sub-contractors

Annex 6: Technical tender form

Annex 7: Financial offer (price and breakdown of costs)

Annex 8: Checklist for Submission