



EUROPEAN COMMISSION
DIRECTORATE-GENERAL FOR ENERGY

Directorate C – Renewables, Research and Innovation, Energy Efficiency
The Acting Director

CALL FOR TENDERS

N° ENER/C3/2019-487

Overview of Heating and Cooling: Perceptions, Markets and Regulatory Frameworks for Decarbonisation

TENDER SPECIFICATIONS

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1. INFORMATION ON TENDERING

1.1. Participation

Participation in this procurement procedure is open on equal terms to all natural and legal persons coming within the scope of the Treaties, as well as to international organisations. It is also open to all natural and legal persons established in a third country which has a special agreement with the Union in the field of public procurement on the conditions laid down in that agreement. Where the plurilateral Agreement on Government Procurement¹ concluded within the World Trade Organisation applies, the participation to this procedure is also open to all natural and legal persons established in the countries that have ratified this Agreement, on the conditions it lays down.

1.2. Contractual conditions

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

1.3. Compliance with applicable law

The tender must comply with applicable environmental, social and labour law obligations established by Union law, national legislation, collective agreements or the international environmental, social and labour conventions listed in Annex X to Directive 2014/24/EU². The tender must reflect the objectives of the Union's energy legislations and more specifically the Energy Efficiency Directive 2012/27/EU as amended.

1.4. Joint tenders

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

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.

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

² Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC (OJ L 94, 28.3.2014, p. 65).

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

1.5. Subcontracting

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

Tenderers are required to identify subcontractors whose share of the contract is above 20 % and those whose capacity is necessary to fulfil the selection criteria.

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

1.6. Structure and content of the tender

The tenders must be presented as follows:

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

Part B: Non-exclusion (see section 3.1)

Part C: Selection (see section 3.2)

Part D: Technical offer

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

Part E: Financial offer

The maximum contract price is **EUR 350.000**. Tenders with prices higher than the maximum will be considered unacceptable.

The price for the tender must be quoted in euro. Tenderers from countries outside the euro zone have to quote their prices in euro. The price quoted may not be revised in line with exchange rate movements. It is for the tenderer to bear the risks or the benefits deriving from any variation.

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

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

Part F: Power of attorney (for consortia only)

1.7. Identification of the tenderer

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

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

In addition the tenderer must fill and sign Annex I (identification of the Tenderer) and join it to the tender.

2. TECHNICAL SPECIFICATIONS

2.1. Introduction and objectives of the tender

Directive 2012/27/EU on Energy Efficiency as amended, ('the Directive') endorses the mainstreaming of more efficient technologies in heating and cooling (H&C) through the exploration of the potentials of the application of high-efficiency cogeneration in district H&C. It sets a general indicative target of 32,5 percentage point reduction in energy consumption by 2030. In the longer term, the Union is committed to decarbonise the energy sector and transition to a net-zero greenhouse gas emission economy by 2050³. Efficient H&C in buildings and industry will need to be a key component in this transition, making use of both renewable energy and energy efficiency dimensions. Half of the energy in EU is used for H&C and 80% of this is consumed in buildings. This means that the transition would be impossible without reducing transition costs and finding system savings by intelligently engaging the H&C sector.

The Directive also contains a legal obligation to achieve cumulative end-use savings equivalent to 0,8 percentage points averaged over the most recent three-year period prior to 1 January 2019. Energy savings occurring through efficient H&C infrastructure could be counted towards the amount of cumulative savings. Energy efficiency obligation schemes (EEOSs) present vast potential to accelerate investment into efficiency, including for the H&C sector. Stepping up efficiency in H&C is one of the most immediate ways of accomplishing the 2030 end-use savings target at Union level.

This call for tenders intends to facilitate the implementation of the Directive's provisions for improved performance of energy efficiency in H&C (Articles 7 and 14 EED) in the context of energy systems and the objective of a net-zero H&C.

The main challenges are the integration of intermittent renewable energy sources into the electricity mix and H&C markets, providing balancing to the grid (e.g. through storage or flexible

³ A Clean Planet for all. A European strategic long-term vision for a prosperous, modern, competitive and climate neutral economy, COM(2018) 733, 28.11.2018.

production), and the increase the EU's security of energy supply for H&C, while realising energy savings.

This call for tenders will focus on identifying the regulatory, economic and cultural conditions that characterise the H&C market with a particular attention on district heating and heat pump solutions.

Attitudes of European citizens towards district H&C and heat pump systems will be assessed. Factors that govern the dissemination of efficient and renewable technologies will be analysed in detail, with reference to regulatory, fiscal and socio-economic conditions (including cost, incentive, price of equipment and energy). EEOs with tradeable elements will be presented for a selection of countries where such schemes have been put in place and recommendations will be made for a harmonised white certificate scheme.

The aim of the analysis will be to identify the elements of a transition to net-zero emission society with minimal negative spill-overs, while engaging the H&C sector to the maximum.

The steps for presenting optimal pathways for decarbonizing the H&C sector are as follows:

1. A meta-study on research and policy that note the critical elements of decarbonizing H&C from European (and where possible non-European) sources;
2. Conduct a representative qualitative analysis assessing the perception and image of H&C by current district heating and heat pump users and non-users from industrial, residential and public sectors in individual Member States of EU28, Norway, Switzerland and Iceland, and provide an aggregated description at the EU level;
3. Gather information and assess in detail the momentary and non-monetary incentives (including an overview of regulatory, fiscal and socio-economic conditions) of expanding the high-efficiency and renewable H&C technology market in individual Member States of EU28, Norway, Switzerland and Iceland, and provide an aggregated description of the perception at the EU level;
4. Present the components of the cost for district H&C and heat pump users, including the final capital cost and final operating cost for different types of consumers in individual Member States of EU28, Norway, Switzerland and Iceland, illustrating this with cost calculations for different types of European end-users;
5. Provide recommendations for the trade of EEOs and for a new harmonised white certificate scheme
6. Present the work, the deliverables and the results in meetings with stakeholders and with Member States, including the Energy Efficiency Committee and Concerted Action EED if necessary.

2.2. Description of tasks

Task 1: A meta-study on research and policy that note the critical elements of decarbonizing H&C from European (and, where relevant, non-European) sources.

- The Contractor will present an overview of relevant academic and policy-related studies to provide an overview of the elements (such as regulation, fiscal regime, perceptions, technology, or other) that govern the decision-making by policy makers, consumers and district heating companies and implementation of decarbonisation of H&C.

Task 2: Conduct a representative qualitative analysis assessing the perception and image of H&C by current district heating and heat pump users and non-users from

industrial, residential and public sectors in individual Member States of EU28, Norway, Switzerland and Iceland, and provide an aggregated description of the perception at the EU level.

- The Contractor will conduct a qualitative assessment on a statistically representative sample of district heating users and non-users to examine the perception and image H&C in different sectors, including the residential, industrial and public sector, displaying their capacity to gather and treat detailed quality data. The Contractor will do the same for heat pump users and non-users.
- The contractor should use a well-defined sample and a proven methodology adapted for the purpose. Research, data collection and use must be in line with Union and national legislation on data protection (i.e. the GDPR).
- The method that will be used for this research as well as the general framework and analytical objectives that led to its elaboration should be shared with the Commission for comments and approval prior to starting the data gathering.
- At the completion of Task 2 the dataset and results must be presented and the Commission shall decide their future use, including whether to make it publicly available.

Task 3: Gather information and assess in detail the momentary and non-monetary incentives (including an overview of regulatory, fiscal and socio-economic conditions) of expanding the high-efficiency and renewable H&C technology market in individual Member States of EU28, Norway, Switzerland and Iceland, and provide an aggregated description at the EU level.

- A thorough mapping of at least regulatory, fiscal and technical conditions within individual Member States of EU28, Norway, Switzerland and Iceland should be carried out including, but not limited to, the law applicable on national and sub-national level, tax incentives and exemptions, and an overview of socio-economic conditions governing choices for heating and cooling on individual and investor level. Information about the possibilities to switch technology or fuel must be presented. An aggregated overview at the EU level should be provided. Expert understanding of the relevant circumstances must be displayed.
- The contractor will analyse the external conditions that are not related to technology that allow switching to efficient heating and cooling solutions.
- Policy measures that increase liquidity of energy efficiency actions and reduce risk for the market participants will need to be covered by the analysis.

Examples of tasks to assess administrative and regulatory barriers and lack of elasticity in case of change:

The contractor will analyse whether tendering and spatial planning of the energy supply and demand points consider efficiency and cost.

The contractor will describe the structure of the energy companies, to what extent they are vertically integrated (integrated generation and distribution), the level of unbundling and the typical ownership and operational management. It should be assessed to what extent network governance and the ownership structure of energy providers encourage the development of market-based solution (such as third party access, e.g. single buyer, regulated, negotiated or mandatory).

Attention should be given to the ecosystem for operating district heating systems, such as to their ownership structure of the district heating, regulation of demand, turnover or

price, and considerations related to politics or revenue streams. Elements on obligation to connect to the grid as a user and hindrances to disconnecting should be covered.

- *State aid and other fiscal support incl. guarantees*

The contractor will create an informative portfolio of all the fiscal incentives that can be applied for the promotion of generation or distribution of district H&C and heat pumps at a national level. Reference could be made to examples of funding options available at EU, national and subnational level. An overview of most noteworthy State aid cases within the EU 28 since 2000 should be presented.

- *Socio-economic considerations*

The Contractor will explain favourable conditions that some technologies may enjoy due to natural circumstances, traditions, infrastructure, positive socio-economic spill-overs or other that may reduce the barriers for their roll-out compared to others. Advantages for connecting third party suppliers to district H&C networks should be highlighted in particular.

Building on the information gathered under task 2, the Contractor should analyse the acceptability and cost related to the installation or reconstruction of district heating transmission and distribution systems.

In addition to country-based analysis and description of socio-economic considerations, the Contractor will provide an aggregated description the EU level.

Task 4: Present the components of cost for district H&C and heat pump users, including the final capital cost and final operating cost for different types of consumers in individual Member States of EU28, Norway, Switzerland and Iceland, illustrating this with cost calculations for different types of European end-users.

- For each country, the Contractor should identify the initial capital cost and the cost of operating the appliance, detailing elements which do and may determine the amount of expenditure. This should be supported by calculations of typical cost different types of European end-users would encounter, should they decide to settle in and consume their energy in that country. These types of end-users will be agreed with the Commission in advance of the calculations.

Task 5: Provide recommendations for the trade of EEOSs and for a new harmonised white certificate scheme.

- The Contractor will present existing schemes with tradeable elements including elements such as:
 - highlighting the savings achieved with respect to the national targets;
 - the scope and lifetimes of measures;
 - how indicators (additional energy savings, costs, employment, or other) have evolved over time;
 - the description and role of the involved stakeholders (utilities, ESCOs, end-users, regulators, or other);
 - the existence and effects of verification and control procedures and penalties;
 - the process of evaluation and improvement of such schemes; and
 - any other relevant element.

- The contractor will study the scope for district heating and heat pumps to fulfil the objectives of energy efficiency obligations and for covering district heating as an obliged party for the EEOs
- This analysis will build upon existing and ongoing studies and projects. The Contractor shall assess the EEOs, focussing on tradeable elements of the EEOs (trading of energy efficiency measures resulting in certified energy savings or tradable white certificates, trading of eligible measures without formal certification or trading of obligations) in European countries that have implemented such measures, and what they have in common.
- The Contractor will use knowledge of certificate markets and will recommend elements to improve trading of the EEOs, including in order to be traded across national borders, and in order to promote the development of district heating systems and of heat pumps.
- The Contractor will provide recommendations for possible pilot and enabling activities for a new harmonised white certificate scheme.
- The number of countries and scope for the analysis will be agreed between the Contractor and the Commission.

Task 6: Presentation of the work and deliverables to Member States and stakeholders.

- The Contractor will present the work in meetings organized by the Commission with Member States' representatives and relevant stakeholders. The meeting with Member States may include the meetings of the Energy Efficiency Directive Committee and Concerted Actions. Up to four meetings, lasting for one or two hours per meeting should be foreseen. The number of participants from the contractor should not exceed 3 persons. The Contractor will be responsible for taking the minutes of the meetings.
- The Contractor may propose meetings and measures for involving stakeholders or promote the results of the analysis.
- The date and time of meetings and measures will be established by the Commission.

Note: The final content and geographical coverage of the sector description will be decided in agreement with the European Commission. The contractor will have to explain its approach, data sources and assumptions to complete the description.

2.3. General principles for the work, payments and timetable

The geographical coverage of the work is the Member States of EU28, Norway, Switzerland and Iceland. The final geographical coverage will be defined by the European Commission.

The contractor will be responsible for comprehensive data collection for the tasks using appropriate and relevant sources, including literature review, modelling and modelling databases, district H&C associations and other relevant sector organizations at EU and national levels, universities, academic and research institutions, district energy companies, EU, national and international statistics, etc.

The duration of the tasks shall not exceed **22 months**. This period is calculated in calendar days.

Execution of the tasks shall begin the date on which the Contract enters into force.

In principle, the deadlines set out below cannot be extended. The Contractor is deemed solely responsible for delays occasioned by subcontractors or other third parties (except for rare cases of *force majeure*). Adequate resources and appropriate organisation of the work including management of potential delays should be put in place in order to observe the timetable below.

A **kick-off meeting** will take place in Brussels, at the latest **30 calendar days** following the entry into force of the contract, in order to settle all the details of the work to be undertaken.

The Contractor will submit an **inception report** at the latest 1 month following the kick-off meeting. This deliverable of maximum 15 pages shall include Task 1 and a detailed methodology and timing regarding the other tasks and data collection.

The draft of the **first interim report** providing the draft deliverables under Tasks 1 and 2 and the preliminary draft deliverables under Tasks 3 and 4 shall be provided at the latest **9 months** following the entry into force of the contract. The Commission reserves its right to provide comments on the draft report within 15 working days of reception.

Following the submission of the first draft interim report, a **first progress meeting** will be organised in Brussels to discuss the Commission's observations. The exact date will be agreed between the Commission and the Contractor.

The final version of the interim report and related deliverables, incorporating the comments of the Commission, shall be approved by the Commission and shall be submitted by the Contractor at the latest **10 months** after the entry into force of the contract.

The Contractor may submit an invoice for **the first interim payment** together with the **approved final version of the first interim report and related deliverables** (to be approved by the Commission) **10 months** following the entry into force of the contract. The payment will be made in accordance with Article 1.5.2. of the service contract.

The draft of the **second interim report** providing the final deliverables under Tasks 1 and 2, the draft deliverables under Tasks 3 and 4 and preliminary draft deliverables under Tasks 5 and 6 shall be provided at the latest **14 months** following the entry into force of the contract. The Commission reserves its right to provide comments on the report within 15 working days of reception.

Following the submission of the second draft interim report, a **second progress meeting** will be organised in Brussels to discuss the Commission's observations. The exact date will be agreed upon with the Contractor.

The final version of the interim report and related deliverables, incorporating the comments of the Commission, shall be approved by the Commission and shall be submitted at the latest **15 months** after the entry into force of the contract.

The contractor may submit an invoice for the **second interim payment** together with the **approved final version of the second interim report and related deliverables**. The payment will be made in accordance with article I.5.2. of the service contract. The **draft final report and all accompanying deliverables** under Tasks 1-6 shall be provided to the Commission at the latest **20 months** after the entry into force of the contract. The draft final report will include a section on **recommendations for further studies**.

Following the submission of the draft final report, a **final meeting** will be organised in Brussels no later than 1 month after the delivery of draft final report to discuss the Commission's observations on the document. The exact date will be agreed upon with the Contractor.

The Contractor will update the draft final report and accompanying deliverables taking into account the Commission's observations and submit their final version at the latest **22 months** after the entry into force of the contract.

The invoice for the balance shall be admissible if accompanied by the final version of the final report. The payment will be made in accordance with Article 1.5 of the draft contract, subject to the approval of the final report by the Commission.

The Intellectual property rights of the modelling data, presentations and the work belong to the European Commission.

2.4. Content and deliverables

The contractor must deliver the final report following the structure of tasks of point 2.2 and in electronic files (word and pdf). The presentations and data should be provided in electronic files (ppt and excel).

2.4.1. Final report

The final report must include:

- an abstract of no more than 200 words and an executive summary of maximum 4 pages, both in English and French;
- 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/study/article/publication...] are those of the author(s) and do not necessarily reflect the official opinion of the Commission. The Commission does not guarantee the accuracy of the data included in this [report/study/article/publication...]. Neither the Commission nor any person acting on the Commission’s behalf may be held responsible for the use which may be made of the information contained therein.”

2.4.2. Publishable executive summary

The publishable executive summary must be provided in both in English and French 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/study/article/publication...] are those of the author(s) and do not necessarily reflect the official opinion of the Commission. The Commission does not guarantee the accuracy of the data included in this [report/study/article/publication...]. Neither the Commission nor any person acting on the Commission’s behalf may be held responsible for the use which may be made of the information contained therein.”

2.4.3. Requirements for publication on Internet

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

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

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

2.5. Structure

The final report should organise the chapters according to the deliverables under the Tasks 1-6.

2.6. Graphic requirements

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

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

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

3. EVALUATION AND AWARD

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

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

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

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

3.1. Verification of non-exclusion

All tenderers must provide a declaration on honour (see Annex 2), signed and dated by an authorised representative, stating that they are not in one of the situations of exclusion listed in that declaration on honour.

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

In case of subcontracting, identified subcontractors must provide a declaration on honour signed by an authorised representative.

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

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

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

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

3.2. Selection criteria

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

The tenderer may rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. It must in that case prove to the Contracting Authority that it will have at its disposal the resources necessary for performance of the contract, for example by producing an undertaking on the part of those entities to place those resources at its disposal.

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

3.2.1. Declaration and evidence

The tenderers (and each member of the group in case of joint tender) and subcontractors whose capacity is necessary to fulfil the selection criteria must provide the declaration on honour (see Annex 2), signed and dated by an authorised representative, stating that they fulfil the selection criteria applicable to them. In case of joint tender or subcontracting, the criteria applicable to the tenderer as a whole will be verified by combining the various declarations for a consolidated assessment.

This declaration is part of the declaration used for exclusion criteria (see section 3.1) so only one declaration covering both aspects should be provided by each concerned entity.

For the selection criteria, the Contracting Authority will evaluate:

- Economical and financial capacity criteria on the basis of the evidence uploaded in the "Participant Register of the Participant Portal";
- Technical and professional capacity criteria on the basis of the evidence to be submitted with the tenders.

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

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

3.2.2. Regulatory capacity

Tenderers must prove that they are allowed to pursue the professional activity and to provide evidence of legal and regulatory capacity to pursue the professional activity needed for performing the work to carry out the contract. The following evidence must be submitted with the reply to tender and it applies to each member of the group in case of a joint tender.

Evidence R:

- R1.** Proof of enrolment in a relevant trade or professional register;
- R2.** Proof of authorisation that the tenderer is authorised to perform the contract in its country of establishment;
- R3.** Proof that the tenderer is a member of a specific professional organisation.

3.2.3. 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 their capacity, the tenderer must comply with the following selection criteria.

- **Criterion F1:** Annual turnover of the last two financial years above EUR 300.000,00; this criterion applies to the tenderer or, in case of a joint tender to the combined capacity of all members of a group in case of a joint tender.

3.2.4. Technical and professional capacity criteria and evidence

a. Criteria relating to tenderers

Tenderers (in case of a joint tender the combined capacity of all members of the group and identified subcontractors) must comply with the criteria listed below. The project references indicated below consist in a list of relevant services provided in the past three years, with the sums, dates and clients, public or private, accompanied by statements issued by the clients.

- **Criterion A1:** The tenderer must prove experience in the field of:

- energy sector decision-making and dynamics;
- energy systems, in particular H&C systems and networks, with a focus on district H&C and heat pumps, their technical and business operation;
- market regulation and structure for H&C, EU, national and sub-national energy policy and planning, especially related to renewable energy, energy efficiency, buildings, greening and electrification of energy demand and district H&C;
- fiscal on and non-fiscal incentives, state aid;
- behavioural science and psychology, including research related to attitudes, perception and image; energy performance and technology for H&C in buildings and industry;
- H&C data collections and surveys, including statistical data collection; and
- academic research and literature related to district H&C.

Evidence A1: the tenderer must provide references for 5 projects delivered in these fields in the last five years with a minimum value for each project of EUR 120.000.

- **Criterion A2:** The tenderer must prove capacity to work in English, French and German.

Evidence A2: the tenderer must provide references for 5 projects delivered in the last five years showing the necessary language coverage.

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

Evidence A3: the tenderer must provide one document of at least 10 pages (report, study, etc.) in this language that it has drafted and published or delivered to a client in the last two years. The verification will be carried out on 5 pages of the document.

- **Criterion A4:** The tenderer must prove its capacity to work in at least 18 countries of the geographic coverage stated under the section on general principles for the work and timetable.

Evidence A4: the tenderer must provide references for 5 projects delivered in the last three years. The combination of projects must cover the required geographical scope.

b. Criteria relating to the team delivering the service:

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

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

B.1 Cumulative team requirements: The cumulative experience of the team of at least 7 people delivering the service should, as a minimum, cover the following:

- Familiarity with business, commercial and technical operation of the energy sector, especially district H&C systems;
- Familiarity with efficient and carbon-neutral H&C technologies, including heat pumps, fourth generation district heating and thermal storage;
- Familiarity with national district H&C regulations, national and sub-national utility policies and practices, energy and climate planning in cities at least in the countries with

significant H&C demand for industry, indoor climate and hot water applications and district H&C sectors;

- Familiarity with H&C technologies and high-efficiency and/or renewable H&C technologies and sources, new technologies and emerging carriers;
- Familiarity with EU energy and climate policies, especially on energy efficiency (in particular the amended Energy Efficiency and Energy Performance of Buildings Directives) and renewable energy (in particular the amended Renewable Energy Efficiency Directive);
- Knowledge of national district H&C systems and heat markets in the major geographic area and climates of Europe;
- Knowledge of academic research and literature on behavioural sciences, psychology, law, energy systems and assessing fiscal and socio-economic cost and benefits H&C;
- Strength in data collection methods and energy statistics (national, EU, international), including data gathering from sector associations, stakeholders and companies;
- Knowledge in drafting reports and scientific/research papers.

Evidence: CVs

B2 - Project Manager: At least 5 years' experience in project management, including overseeing project delivery, quality control of delivered service, client orientation and conflict resolution experience in at least 3 projects of at least EUR 350.000,00 and coverage (at least 6 countries covered), with experience in management of team of at least 7 people.

Evidence: CV

B3 – Expert in regulatory regimes and law of energy systems, including district H&C (technology, business, operations, markets, national and sub-national), other efficient and carbon-neutral H&C technologies, H&C and new and emerging technologies. Relevant higher education degree and at least 8-years of professional experience in regulation for H&C; More than one expert can cumulatively provide the expertise; however, in this case at least one expert should have at least 8 years of professional experience in district heating.

Evidence: CV

B4 – Expert in psychology, behavioural sciences and decision making, including the assessment of attitude, perception and image of public policy or critical infrastructure. Understanding of data gathering techniques and methods. Relevant higher education degree and at least 10 years of professional experience in psychology; and 5 years of professional experience in assessing public policy and critical infrastructure.

Evidence: CV

B5 – Expert in cost-benefit analysis, from an investor's point of view and from a socio-economic perspective for large-scale projects and policies in countries in the geographical coverage of the work. Relevant higher education degree and at least 8-year professional experience is required. More than one expert can cumulatively provide the expertise; however, in this case at least one expert should have at least 6-years of professional experience in modelling and analysis.

Evidence: CV

B6 – Expert in data collection, data analysis, and energy statistics: Relevant higher education degree or at least 5 years of overall professional experience or equivalent professional experience in the field of data collection, data analysis and energy statistics.

Evidence: CV

B7 – Team language requirements and language quality check: at least five members of the team should have a minimum of language proficiency level C1 in the Common European Framework for Reference for Languages⁴ in English, at least one member should have no less than level C1 in French and at least one other member should have no less than level C1 in German. Collectively, the team should have knowledge of English, French and German and several (at least 3 other) EU languages.

Evidence: CV and language certificate or past relevant experience.

3.3. 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 150 points.

- **Quality of the proposed methodology (120 points – minimum score 50%)**

Sub-criterion 1.1 – Complete and comprehensive coverage of all the tasks, clarity and logical structuring of the approach to each task, as well as to the whole sequence of tasks (10 points – minimum score 50%)

Sub-criterion 1.2 – Quality and appropriateness of proposed approach for gathering data and ability of providing a comprehensive overview of H&C in the Member States of EU28, Norway, Switzerland and Iceland (20 points – minimum score 50%)

Sub-criterion 1.3 – Quality and appropriateness of the proposed approach for conducting a representative qualitative analysis, gathering and assessing the perception and image of current district heating clients and non-clients from industrial, residential and public sectors in individual Member States of EU28, Norway, Switzerland and Iceland (35 points – minimum score 50%)

Sub-criterion 1.4 – Quality and appropriateness of the proposed approach for analysing and describing the regulatory framework for H&C (third party access, pricing, technical requirements, building and urban regulations) and carrying out fiscal and socio-economic analysis of costs and benefits (35 points — minimum score 50%)

Sub-criterion 1.5 – Quality and appropriateness of proposed approach for analysing the use of high efficiency and renewable technologies in H&C and to provide the case studies (20 points – minimum score 50%)

- **Organisation of the work and resources** (20 points – minimum score 50%)

This criterion will assess how the roles and responsibilities of the proposed team and of the different economic operators (in case of joint tenders, including subcontractors if applicable) are distributed for each task. It also assesses the global allocation of time and resources to the project and to each task or deliverable, and whether this allocation is adequate for the work. The tender should provide details on the allocation of time and human resources and the rationale behind the choice of this allocation. Details should be provided as part of the technical offer. It is not a budget requested as part of the financial offer.

- **Quality control measures** (10 points – minimum score 50%)

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

Tenders must score minimum 50% for each criterion and sub-criterion, and minimum 60 % in total. Tenders that do not reach the minimum quality levels will be rejected and will not be ranked.

3.4. 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 70/30 is given to quality and price.

Score for tender X	=	cheapest price	*	100	*	30%	+	total quality score (out of 100) for all award criteria of tender X	*	70%
		price of tender X								

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

4. LEGAL VALIDATION AND FINANCIAL VIABILITY ASSESSMENT

In the course of the procedure, tenderers are requested to register in the European Commission's Participant Register. On registering, each organisation obtains a Participants Identification Code (PIC, 9-digit number),

In the course of the procedure, the EU Validation Services (Research Executive Agency Validation Services) may contact tenderers via the Participant Register and ask for supporting documents with respect to the legal existence and status and economic and financial capacity. Please note that a request for supporting documents in no way implies that the tenderer has been successful.

For this purpose, the EU Validation Services may request the tenderer to submit the following documents:

- For the purpose of the legal validation of the entities:

- Signed legal entity identification form⁵:
 - Natural Person Form
 - Private Legal Entity Form
 - Public Legal Entity Form
- Official VAT document or — if the entity is not registered for VAT — the proof of VAT exemption, not older than 6 months.
- Signed Bank Account Form, and
- the following additional documents, where relevant:

Status	Documents to be submitted
Private body (including SME)	Registration extract (not older than 6 months).
Public body	Copy of the act, law, decree or decision that established the organisation as a public body (or, if this doesn't exist, any other official legal document that proves this).
Non-profit organisation	Copy of an official document attesting that the organisation has a legal or statutory obligation not to distribute profits to shareholders or individual members. The certificate of tax exemption may only constitute an indication of the non-profit status of the entity, which has to be assessed together with other elements.
Research organisation	Copy of an official document attesting that one of the main objectives of the entity is carrying out research or technological development.
Secondary or higher education establishment	Copy of an official document attesting that the organisation is recognised such as 'secondary or higher education establishment by the national education system and is entitled to deliver diplomas recognized by the State.
International organisation International organisation of European interest	Copy of the relevant international treaty creating the organisation under international public law.
Natural person	Copy (legible) of valid identity card or passport.
Entities without legal personality	– Copy of an official document attesting that the representatives of the entity have the capacity to undertake legal obligations

⁵ http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal-entities_en.cfm

	<p>on its behalf.</p> <ul style="list-style-type: none"> - Copy of an official document attesting that the entity has the same operational and financial capacity as that of a legal entity : <ul style="list-style-type: none"> - i.e. a document showing patrimony/asset/capital that is separated and different from those of the members/owners of the entity, and - a copy of the rules providing that creditors can rely on this patrimony/asset/capital and — in case of liquidation/insolvency — are reimbursed before the patrimony/asset/capital is divided between the owners/members.
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ii. For the purpose of preparing the financial capacity assessment:

Status	Documents to be submitted
Legal entity	<ol style="list-style-type: none"> 1. Profit and loss account 2. Balance sheet 3. Explanatory notes and/or annexes that form part of the above financial statements (if available) 4. External audit report¹², for the procurement domain – to be submitted on voluntary basis if the entity has already been audited for other purposes
Natural Person	<ol style="list-style-type: none"> 1. Income tax declaration 2. Certified declaration of current patrimony (may not be applicable to procurement), including: <ol style="list-style-type: none"> a. fixed patrimony (e.g. land, tenement, hereditament, medium/long-term time deposits (more than one year), stock options that cannot be exercised within one year) b. current patrimony (e.g. available cash, savings, short-term time deposits (maximum of one year), stock-options that can be exercised within one year) 3. List of certified debts, which must contain all debts (with dates and figures), broken down in short-term debts (of maximum one year) and medium/long-term debts (of more than one year)(may not be applicable to procurement).
Start-up companies without closed accounts	Business plan

5. ANNEXES

1. Tenderer 's Identification Form

2. Declaration of honour on exclusion criteria and selection criteria
3. Power of attorney (mandate in case of joint tender)
4. Standard Word template for studies
5. Draft Contract or purchase order

ANNEX 1

IDENTIFICATION OF THE TENDERER

(Each service provider, including any member of a consortium or grouping and subcontractor(s) whose share of the work is more than 20% of the contract must complete and sign this identification form)

Call for tenders ENER/C3/2019-487

Identity	
Name of the tenderer	
Legal status of the tenderer	
Date of registration	
Country of registration	
Registration number	
VAT number	
Description of statutory social security cover (at the level of the Member State of origin) and non-statutory cover (supplementary professional indemnity insurance) ⁶	
Address	
Address of registered office of tenderer	
Where appropriate, administrative address of tenderer for the purposes of this invitation to tender	
Contact Person	
Surname: First name: Title (e.g. Dr, Mr, Ms) : Position (e.g. manager): Telephone number: Fax number: E-mail address:	

⁶ For natural persons.

Legal Representatives	
Names and function of legal representatives and of other representatives of the tenderer who are authorised to sign contracts with third parties	
Declaration by an authorised representative of the organisation⁷ I, the undersigned, certify that the information given in this tender is correct and that the tender is valid.	
Surname: First name:	Signature:

⁷ This person must be included in the list of legal representatives; otherwise the signature on the tender will be invalidated.

ANNEX 2

Comments [*in grey italics in square brackets*] are to be deleted and/or replaced by appropriate information.

Declaration on honour on exclusion criteria and selection criteria

Call for tenders ENER/C3/2019-487

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

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

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

(v) attempting to obtain confidential information that may confer upon it undue advantages in the award procedure;	<input type="checkbox"/>	<input type="checkbox"/>
d) it has been established by a final judgement that the person is guilty of any of the following:		
(i) fraud, within the meaning of Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995;	<input type="checkbox"/>	<input type="checkbox"/>
(ii) corruption, as defined in Article 3 of the Convention on the fight against corruption involving officials of the European Communities or officials of EU Member States, drawn up by the Council Act of 26 May 1997, and in Article 2(1) of Council Framework Decision 2003/568/JHA, as well as corruption as defined in the legal provisions of the country where the contracting authority is located, the country in which the person is established or the country of the performance of the contract;	<input type="checkbox"/>	<input type="checkbox"/>
(iii) participation in a criminal organisation, as defined in Article 2 of Council Framework Decision 2008/841/JHA;	<input type="checkbox"/>	<input type="checkbox"/>
iv) money laundering or terrorist financing, as defined in Article 1 of Directive 2005/60/EC of the European Parliament and of the Council;	<input type="checkbox"/>	<input type="checkbox"/>
(v) terrorist-related offences or offences linked to terrorist activities, as defined in Articles 1 and 3 of Council Framework Decision 2002/475/JHA, respectively, or inciting, aiding, abetting or attempting to commit such offences, as referred to in Article 4 of that Decision;	<input type="checkbox"/>	<input type="checkbox"/>
(vi) child labour or other forms of trafficking in human beings as defined in Article 2 of Directive 2011/36/EU of the European Parliament and of the Council;	<input type="checkbox"/>	<input type="checkbox"/>
e) the person has shown significant deficiencies in complying with the main obligations in the performance of a contract financed by the Union's budget, which has led to its early termination or to the application of liquidated damages or other contractual penalties, or which has been discovered following checks, audits or investigations by an Authorising Officer, OLAF or the Court of Auditors;	<input type="checkbox"/>	<input type="checkbox"/>
f) it has been established by a final judgment or final administrative decision that the person has committed an irregularity within the meaning of Article 1(2) of Council Regulation (EC, Euratom) No 2988/95;	<input type="checkbox"/>	<input type="checkbox"/>
g) for the situations of grave professional misconduct, fraud, corruption, other criminal offences, significant deficiencies in the performance of the contract or irregularity, the applicant is subject to: <ul style="list-style-type: none"> i. facts established in the context of audits or investigations carried out by the Court of Auditors, OLAF or internal audit, or any other check, audit or control performed under the responsibility of an authorising officer of an EU institution, of a European office or of an EU agency or body; ii. non-final administrative decisions which may include disciplinary measures taken by the competent supervisory body responsible for the verification of the application of standards of professional ethics; iii. decisions of the ECB, the EIB, the European Investment Fund or international organisations; iv. decisions of the Commission relating to the infringement of the Union's competition rules or of a national competent authority relating to the 	<input type="checkbox"/>	<input type="checkbox"/>

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

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

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

REMEDIAL MEASURES

If the person declares one of the situations of exclusion listed above, it should indicate the measures it has taken to remedy the exclusion situation, thus demonstrating its reliability. They may include e.g. technical, organisational and personnel measures to prevent further occurrence, compensation of damage or payment of fines. The relevant documentary evidence which appropriately illustrates the remedial measures taken should be provided in annex to this declaration. This does not apply for the situations referred in point (d) of this declaration.

EVIDENCE UPON REQUEST

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

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

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

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

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

Full name

Date

Signature

ANNEX 3

POWER OF ATTORNEY

mandating one of the partners in a joint tender as lead partner and lead contractor⁸

The undersigned:

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

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

HEREBY AGREES TO THE FOLLOWING:

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

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

Signed in on [dd/mm/yyyy]

Place and date:

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

⁸ To be filled in and signed by each partner in a joint tender except the lead partner.

ANNEX 4

Standard Word template for studies

Please see separate document

ANNEX 5

DRAFT CONTRACT

Please see separate document