CALL FOR TENDERS
Open procedure № EAC/01/2014

Renewed Structured dialogue in the field of culture

TENDER SPECIFICATIONS
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1. INFORMATION ON TENDERING

Participation

Participation in this tender procedure is open on equal terms to all natural and legal persons coming within the scope of the Treaties and to all natural and legal persons 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 Multilateral Agreement on Government Procurement\(^1\) concluded within the WTO applies, the participation to the call for tender is also open to nationals of the countries that have ratified this Agreement, on the conditions it lays down.

Contractual conditions

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

Joint tenders

A joint tender is a situation where a tender is submitted by a group of economic operators (consortium). Joint tenders may include subcontractors in addition to the joint tenderers.

In case of joint tender, all economic operators in a joint tender assume joint and several liability towards the Contracting Authority for the performance of the contract as a whole. Nevertheless, tenderers must designate a single point of contact for the Contracting Authority.

After the award, the Contracting Authority will sign the contract either with all members of the group, or with the member duly authorised by the other members via a power of attorney.

Subcontracting

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

Tenderers must give an indication of the proportion of the contract that they intend to subcontract.

Tenderers are required to identify all subcontractors whose share of the contract is above 10%.

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

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\(^1\) See [http://www.wto.org/english/tratop_E/gproc_e/gp_gpa_e.htm](http://www.wto.org/english/tratop_E/gproc_e/gp_gpa_e.htm)
Content of the tender

The tenders must be presented as follows:

Identification of the tenderer (see below)

Evidence for exclusion criteria (see section 2.2)

Evidence for selection criteria (see section 2.3)

Technical offer (see section 2.5)

Financial offer (see section 2.6)

Identification of the tenderer: legal capacity and status

The tender must include Annex 1 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 contact person in relation to this tender.

If applicable, Annex 1 must indicate the proportion of the contract to be subcontracted.

In case of joint tender, Annex 1 must be signed by a duly authorised representative for each tenderer, or by a single tenderer duly authorised by other tenderers (with power of attorney).

Subcontractors must provide a letter of intent stating their willingness to provide the service foreseen in the offer and in line with the present tender specification.

In order to prove their legal capacity and their status, all tenderers 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 where such evidence has already been submitted to it for the purposes of another procurement procedure and provided that the issuing date of the documents does not exceed one year and that they are still valid.

The tenderer (or the single point of contact in case of joint tender) must provide a Financial Identification Form and supporting documents. Only one form per offer should be submitted (no form is needed for subcontractors and other joint tenderers). The form is available on: http://ec.europa.eu/budget/contracts_grants/info_contracts/index_en.cfm

Tenderers must provide the following information if it has not been included with the Legal Entity Form:

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

2. **EVALUATION AND AWARD**

2.1. **Evaluation steps**

The evaluation is based on the information provided in the submitted tender. It takes place in three steps:

1. Verification of non-exclusion of tenderers on the basis of the exclusion criteria
2. Selection of tenderers on the basis of selection criteria
3. Evaluation of tenders on the basis of the award criteria

Only tenders meeting the requirements of one step will pass on to the next step.

2.2. **Exclusion criteria**

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

The declaration on honour is also required for identified subcontractors whose intended share of the contract is above 10%.

The successful tenderer shall provide the documents mentioned as supporting evidence in Annex 2 before signature of the contract and within a deadline given by the contracting authority. If the requested evidence is not submitted in due time, the Contracting Authority can award the Contract to the Tenderer evaluated as the next-best. This requirement applies to all members of the consortium in case of joint tender and to identified subcontractors whose intended share of the contract is above 10%.

2.3. **Selection criteria**

Tenderers must prove their economic, financial, technical and professional capacity to carry out the work subject to this call for tender.

The evidence requested should be provided by each member of the group in case of joint tender and identified subcontractor whose intended share of the contract is above 10%. However a consolidated assessment will be made to verify compliance with the minimum capacity levels.

The tenderer may rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. They 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.
2.3.1. Economic and financial capacity criteria and evidence

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

- Turnover of the last two financial years above € 150,000 (per annum)

The analysis of the financial capacity will be performed by the Contracting Authority based on the following methodology: http://ec.europa.eu/dgs/education_culture/calls/evaluation-procurements_en.htm

The following evidence should be provided:

- annex 3 "Economic and financial capacity analysis form" filled in with the relevant statutory accounting figures, in order to calculate the financial ratios

- for economic operators required under national law to keep a complete set of accounts: the balance sheet, profit and loss account and annexes of the last two years for which accounts have been closed;

- for economic operators required under national law to keep a simplified set of accounts: the statement of expenditure and revenue and the annex showing assets and liabilities for the last two financial years for which accounts have been closed;

- in all cases, a statement of overall turnover and turnover concerning the supplies or services covered by the contract, provided over the last two financial years for which accounts have been closed.

If, for some exceptional reason which the Contracting Authority considers justified, a tenderer is unable to provide one or other of the above documents, he or she may prove his or her 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 in the tender. The Commission reserves the right to request any other document enabling it to verify the tenderer's economic and financial capacity.

2.3.2. Technical and professional capacity criteria and evidence

a. Criteria relating to tenderers

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

- The tenderer must prove experience in the field of culture policy-making, with at least 5 projects delivered in this field in the last three years, in English, with cultural operators in 12 EU countries (it is the combination of projects which must reach the necessary coverage), with a minimum value for each project of € 25,000.

The tenderer must also prove experience in:
• Organising events (conferences, round tables, etc.) with experts/representatives of civil society;
• Working in direct contact with different cultural organisations, at EU level.

b. Criteria relating to the team proposed by the tenderer:

The team delivering the service should include, as a minimum 4 members with the following profiles:

Project Manager: At least 12 years' experience, including 5 years in the field of culture, in project management at EU level, including overseeing project delivery, quality control of delivered service; Experience in management of team of at least 5 people; Excellent communication and organisational skills; Experience of working together with cultural operators throughout the EU.

Experts/members of the team should have minimum 4 years' professional experience in at least one the following fields:

☆ Cultural diversity and intercultural dialogue;
☆ Culture as a catalyst for creativity, growth and jobs (cultural and creative industries, new culture business models, digital economy, etc.);
☆ Culture as an important element in the European Union's international relations (cultural projects with non-EU countries, links with UNESCO conventions, etc.);
☆ Organisation of conferences or general assemblies (professional events with at least 40 participants from different countries).

Each field mentioned above should benefit from expertise of at least one member of the team.

Language quality check: at least two members of the team should have native-level language skills in English or equivalent, as guaranteed by a certificate or past relevant experience.

The Tenderer should prove that all the experts will be available throughout the duration of the action to perform the tasks for which they are proposed and have committed to devote the necessary time to the tasks they will be assigned.

c. Evidence:

The following evidence should be provided to fulfil the above criteria:

- List of relevant services provided in the past three years, with sums, dates and recipients, public or private. The most important services shall be accompanied by documents affirming satisfactory execution, specifying that they have been carried out in a professional manner and have been fully completed;

- The educational and professional qualifications of the persons who will provide the service for this tender (CVs). Each CV provided should indicate the intended function in the delivery of the service.
2.4. Award criteria

The tender will be awarded according to the best-value-for-money procedure. The quality of the tender will be evaluated based on the following criteria. The maximum total quality score is 100 points.

- **Quality of the proposed methodology** (45 points – minimum threshold 50%)

This criterion will assess the quality of the work plan, the identification process of participants to the Brainstorming and Dialogue (and OMC) meetings, the efficiency of meetings' logistics and organisation, the relevance of the sub-themes proposed, and the strategy for drafting and disseminating the Policy Papers.

- **Organisation of the work** (30 points – minimum threshold 50%)

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

- **Quality control measures** (25 points – minimum threshold 50%)

This criterion will assess the quality control system applied to the service foreseen in these tender specifications concerning the quality of the deliverables, the language quality check, and continuity of the service in case of absence of the member of the team. The quality 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 65% in total. Tenders that do not reach the minimum quality thresholds will be rejected and will not be ranked.

After evaluation of the quality of the tender, the tenders are ranked using the formula below to determine the tender offering best value for money.

**A weight of 60/40 is given to quality and price.**

Score for tender $X = \frac{\text{cheapest price}}{\text{price of tender } X} \times 40 + \frac{\text{total quality score (out of 100) for all award criteria of tender } X}{100} \times 60$

<table>
<thead>
<tr>
<th>Score for tender $X$</th>
<th>cheapest price</th>
<th>*</th>
<th>40</th>
<th>+</th>
<th>total quality score (out of 100) for all award criteria of tender $X$</th>
<th>*</th>
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<td>+</td>
<td>$X$</td>
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<td>60</td>
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2.5. Technical offer

The technical offer must cover all aspects and tasks required in the technical specifications described in section 3, and provide all the information needed to apply the award criteria. Offers deviating from the requirements or not covering all requirements may be excluded on the basis of non-conformity with the tender specifications and will not be evaluated.
2.6. Financial offer

The price for the tender must be quoted in euro (use Annex 4). Tenderers from countries outside the euro zone have to quote their prices in euro. The price quoted may not be revised in line with exchange rate movements. It is for the tenderer to assume the risks or the benefits deriving from any variation.

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. TECHNICAL SPECIFICATIONS

3.1. GENERAL BACKGROUND AND REFERENCES

- **Structured Dialogue as a tool in EC policy-making**

Almost all European Commission Directorates-General have contacts with civil society and other interested parties in their respective fields. The Commission works in a decentralised manner and its different services are responsible for their own mechanisms of dialogue and consultation. This decentralised structure allows the specific nature and conditions of different policy areas to be taken into account.

The Structured Dialogue is a process providing a framework for discussions between the stakeholders and the European Commission in a certain field, for instance culture. It allows the sector and the EC to exchange views and information on key issues, and insures that the voice of civil society organisations is heard.

In the Structured Dialogue, stakeholders/interested parties are consulted through different tools, such as Green and White Papers, communications, consultation documents, advisory committees, expert groups and ad-hoc consultations. *[List of links to different DGs' pages referring to their cooperation with civil society: http://ec.europa.eu/transparency/civil_society/others_en.htm]*

- **Structured Dialogue in the field of culture 2008-2013**

In 2007, the European Agenda for Culture introduced two new tools for further cooperation in the field of culture at EU level: an Open Method of Coordination (OMC) with EU Member States and a Structured Dialogue (SD) with civil society.

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**Objectives**

The objectives of the structured dialogue with civil society in the field of culture were as follows:

- Strengthen the advocacy capacity of the cultural sector in policy debate at European level;
- Provide the Commission with a framework for the regular exchange of views and structured dialogue with Civil Society stakeholders (professional organisations, cultural institutions, non-governmental organisations, European networks, foundations, etc) which complements existing consultation processes (such as online consultations, public hearings, etc.) or specific sectorial dialogues carried out on specific EC policy or regulatory initiatives;
- Encourage the various components of the cultural sector to work in a more trans-sectorial way and to better structure and organise itself at EU level.

**Description**

The Structured Dialogue with civil society in the field of culture has been developed through two complementary tools, the Civil Society Culture Platforms and the European Culture Forums.

The Culture Platforms involve European associations and networks. During the period 2008-2013, there were 3 thematic platforms, as follows:

- **Platform for Intercultural Europe** (PIE)
- **Platform on Access to Culture** (ACP)
- **Platform on the Cultural & Creative Industries** (CCIP)

The PIE Platform, created in the framework of the 2008 European Year of Intercultural Dialogue, was consolidated, and two other Platforms were formed through a Call for expression of interest published in 2008. On this basis, the Commission has been supporting an annual plenary meeting for each Platform and has opened a funding possibility through a specific strand (2.c) under the Culture programme to co-finance expenditure (staff, travel, administration…) relating to long-term work programme of the Platforms (ACP and PIE Platforms have been benefiting from this support, whereas the CCIP didn't apply for the funding).


In addition, European Culture Forums are convened by the European Commission every 2 years. Three European Culture Forums have been organised so far in Brussels, in 2009, 2011 and 2013. A first European Culture Forum had been organised in a different context and by the Portuguese Presidency, in 2007 to discuss the Commission's Communication on

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the European Agenda for Culture. The Culture Forum will continue to be organised by the European Commission, and is not included in this call for tender.

3.2. Evaluation of the Structured Dialogue in 2013

In 2013, an external evaluation was conducted by ECORYS on the implementation of the OMC and SD processes.

The Evaluation of the Open Method of Coordination and the Structured Dialogue, as the Agenda for Culture's implementing tools at European Union level\(^4\) provides an assessment of the extent to which these tools contribute to the achievement of objectives set for the European Agenda for Culture.


The objectives of the Structured Dialogue have been achieved in relation to bringing the cultural sector closer together, increasing capacity for undertaking advocacy work at EU level, and opening up new opportunities for exchanges between civil society and the Commission. The Platforms brought together organisations that had never worked together before.

Overall, participation was satisfactory in terms of geography, sector coverage and types of participants. However, smaller Member States and some sub-sectors (radio, architecture, youth and artistic crafts) appeared to be comparatively under-represented.

The benefits of the SD process started to reduce after the first phase, especially in relation to the dialogue with the Commission.

There is still a need to continue dialogue between civil society and the Commission, to support cross-sectorial work which structures civil society so that local, regional, and national concerns are fed into the dialogue process through representative interlocutors, bridging the gap between the EU institutions and the culture sector.

The work of the Platforms would have benefited from better alignment with the Council Work Plan for Culture and the OMC groups.

- Recommendations

Dialogue between civil society and the Commission should continue, but the way the Platforms are organised in this respect post-2013 needs to be revised. It is important to build on what has been achieved so far especially in terms of increasing the advocacy capacity of the sector, cross-sectorial cooperation and developing the framework for exchanges between civil society and the Commission. However, it is important to address the issues that started to appear during the last few years, such as the need to clarify the ownership of the process, increase visibility of the Platforms among those not directly involved.

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Realigning the work of the Platforms to the Council Work Plan is likely to offer a number of benefits such as increasing dialogue between OMC working groups, civil society and the Commission; introduce the flexibility of adjusting the themes on the basis of the needs; introduce the possibility for a mid-term review of the implementation process and allowing a stock-take mid-way through the implementation of the Work Plans.

The ownership of the dialogue process needs to be clarified. On the one hand, civil society organisations should take the lead in terms of developing common positions, identifying common issues that are agreed among wide range of stakeholders. On the other hand, the Commission should play a larger role in setting out the framework for implementation of the dialogue process. Rigidity and unnecessary institutionalisation of structures should be avoided and greater flexibility and adaptability introduced where possible.

Participation in the dialogue process needs to be built on flexible participation, where all the organisations interested to contribute have an opportunity to take part, according to circumstances (capacity, resources, theme etc.), not just members of a platform. Participation should also be as transparent as possible and the criteria harmonised among thematic areas, where national level organisations also have opportunities to contribute.

The involvement of national level organisations should be considered as a necessary condition for European civil society to engage in the dialogue process. This could take place through a variety of forms such as providing opportunities for member organisations to contribute to the outputs produced, undertaking tailored consultations on specific issues, or through surveys, events and/or projects.

Funding for civil society organisations needs to focus on specific initiatives and projects with minimal support for administrative functions. This could take place for example through providing funding for research projects, events and workshops that have potential to feed into the policy process.

### 3.3. Structured Dialogue as of 2015

- **Context**

  The evaluation results regarding the structured dialogue were taken into account in the elaboration of the post-2013 SD objectives.

The European Agenda for Culture remains the framework for developing cooperation at European level in the cultural field and for increasing the coherence and visibility of European action in this field, while at the same time strengthening the transversal role of culture. The Agenda is built on three interrelated sets of objectives: promotion of cultural diversity and intercultural dialogue; promotion of culture as a catalyst for creativity, growth and jobs and the promotion of culture as a vital element in the Union's international relations. On the basis of these objectives and drawing on the achievements of the Work Plan for Culture 2008-10, the Council adopted in 2010 a Work Plan covering the years 2011-2014, which identified six priority areas for the cultural field under which specific

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5 A: Cultural diversity, intercultural dialogue and accessible and inclusive culture; B: Cultural and Creative Industries; C: Skills and mobility; D: Cultural heritage, including mobility of collections; E: Culture in External Relations; F: Culture Statistics.
activities have been pursued\(^6\). A new Work Plan (to start in 2015) is currently under preparation and will be adopted by the end of 2014. It will set a policy framework with priorities areas and a number of activities to be put in place, mostly through the Open Method of Coordination. While priorities areas have not yet been defined, the following fields are being mentioned in the discussions which are currently taking place: Cultural diversity, Intercultural dialogue, Accessible and inclusive culture, Cultural and creative industries, Skills, Mobility of artists, Cultural heritage, Mobility of collections, Culture in EU external relations, Culture in a digital economy, Cultural statistics, measuring the value of culture and mainstreaming culture in EU policies.

As recommended by the evaluation, closer links will be established between the renewed Structured Dialogue and the next Work Plan for Culture.

- **The Objectives of the Structured Dialogue as of 2015 are as follows:**
  - Strengthen the advocacy capacity of the cultural sector in policy debate at European level;
  - Allow a regular exchange of views and a structured dialogue between the Commission and Civil Society stakeholders in the field of culture (professional organisations, cultural institutions, non-governmental organisations, European networks, foundations, etc). These exchanges will aim at consulting on, contributing to and informing about policy developments in the field of culture at European level.
  - Encourage the various components of the cultural sector to work in a more collaborative way.

**3.4. DESCRIPTION OF TASKS**

The tenderer will contribute to the implementation of one of the two strands of the Structured Dialogue post-2013, following the evaluation and the decision to replace the Platforms' structures by a more flexible process. The other SD strand, namely the "European Culture Forum", is not concerned by the present call.

The European Commission has identified the following series of themes that may be subject to Structured Dialogue to be organised by the tenderer:

- Cultural diversity
- Intercultural dialogue
- Accessible and inclusive culture
- Cultural and creative industries

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Skills
Mobility of artists
Cultural heritage
Mobility of collections
Culture in EU external relations
Culture in a digital economy
Cultural statistics
Measuring the value of culture
Mainstreaming culture in EU policies.

This renewed SD strand will be mainly composed of thematic meetings, to be organised by the tenderer. These thematic meetings will be composed of the following elements: a "Dialogue meeting" with the EC, preceded by a "Preliminary Brainstorming" among civil society, on the same theme. Each selected theme therefore encompasses at least two events, but may generate more events (one Preliminary Brainstorming and two "Dialogue meetings" for instance). In addition, stakeholders' views will be reflected in targeted "Policy papers" to be produced by the tenderer.

Main tasks to be undertaken by the tenderer:

A. Propose at least 1 additional theme and 4 sub-themes considered as crucial for the Culture stakeholders to discuss with the European Commission, in the framework of the above list of issues; and propose at least one meeting theme not entering the above list;

B. Identify (and propose to the EC) most relevant experts and representatives of culture European networks, cultural institutions and operators and any other suitable participant for the theme of the concerned meeting (around 40 for Brainstormings, 30 for Dialogues, and 2 per OMC group). The identification/selection of participants should be made according to public and transparent criteria to be proposed by the tenderer (including at least: participant's thematic expertise, organisation's multiplying effect, geographical balance of final set of participants...); the tenderer will also identify which experts may be invited to present a "Policy Paper" in the relevant OMC group meetings.

C. Organise 2 types of structured and participative meetings:

1. Preliminary Brainstorming gathering (4 to 5 to be organised over the contractual period)

   Target: Civil society only (no participant from the EC)

   Participants: 30 to 50 experts and representatives of culture European networks, cultural institutions and operators

   Place: any EU country

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2. Dialogue meeting (4 to 5 to be organised over the contractual period)

Target: Civil society and the EC

Participants: up to 30 civil society participants (that have participated to the Preliminary Brainstorming organised on the same theme) and up to 5 European Commission participants

Place: Brussels

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For all meetings, the tenderer should manage all logistical aspects: identification of participants, identification and hiring of venue, moderation, catering, invitation, reimbursement of travel costs of participants, etc.

The meetings (between 8 et 10 in total) should be organised in the most relevant way (calendar to build around EU political rendezvous and events) and well planned on a 21 month-schedule.

D. Produce minutes (2 to 6 pages) of all the meetings ("Preliminary Brainstormings", "Dialogues" and meetings with EC about the execution of the contract).

E. Produce and disseminate two types of Policy Papers (10 pages maximum):

1. Policy Papers (4 to 5 over the contractual period) based on a "Preliminary Brainstorming" and informing about opinions of stakeholders and messages that the group of stakeholders agreed to convey to the Commission;

2. Policy Papers (3 to 4 over the contractual period) on given themes, at the request of the EC, built on a consultation of stakeholders (be it online or via meetings), compiling and analysing the position of civil society on the issue at stake.

The Policy papers must be produced in a consolidated and attractive format and disseminated to all relevant stakeholders.

The calendar, themes, agendas, reports and any other content-related element should be agreed by the EC.

The financial offer of the tenderer should include the tenderer's costs related to its participation in the kick-off, progress and final report meetings organised by the Commission and the costs related to the participation of one expert in potentially each OMC group meeting (around 12 meetings).

3.5. INDICATIVE TIME SCHEDULE OF EXECUTION OF THE CONTRACT:

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>T0</td>
<td>Contract start</td>
</tr>
<tr>
<td>T0 + 2 weeks</td>
<td>Submission of draft inception report</td>
</tr>
<tr>
<td>T0 + 3 weeks</td>
<td>Kick-off meeting with the Commission</td>
</tr>
<tr>
<td>T0 + 8 months</td>
<td>Submission of draft first progress report</td>
</tr>
</tbody>
</table>
3.6. **Inception and Progress Reports Requirements**

Each report will be submitted in English to the responsible body in printed form (one copy) and by e-mail. Electronic files must be in Microsoft ® Word for Windows format or equivalent.

The Commission will comment on the inception report within 20 calendar days of receiving it. It will comment on the progress and final reports within 45 calendar days. In the absence of observations from the Commission within the deadline, the report will be considered as being approved.

Within 20 calendar days of receiving the Commission’s observations, the Contractor will submit the report in definitive form, taking full account of these observations, either by following them precisely, or by explaining clearly why they were not followed. Should the Commission still not consider the report acceptable, the Contractor will be invited to amend the report until the Commission is satisfied.

**Inception report**

The inception report must be drafted in English and submitted at least one week before the Kick-off meeting with the Commission.

The report must include at least:

- Detailed work plan and timetable for implementing the work;
- Details on the approach to be followed to select participants to the meetings;
- An inventory of convenient venues for the Brainstorming and Dialogue meetings and a list of potential moderators of the meetings.

**Progress reports**

The two progress reports shall be submitted respectively at the end of month 8 and the end of month 17 after the entry into force of the contract. They shall include at least the following:

- Complete information on the activities carried out in pursuit of the results set out in the technical specifications;
- Complete information on the progress achieved towards the results;
4. Content, Structure and Graphic Requirements of the Final Deliverables

All final deliverables produced for the European Commission and Executive Agencies shall conform to 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.7

4.1. Content

4.1.1. Final report

The final report shall be submitted within 26 months after the entry into force of the Contract. It should include an Executive Summary of 2 pages maximum. The Executive Summary should be provided in English and in French.

The report must include at least:

- Comprehensive information on all the activities and approaches carried out in pursuit of the results set out in the technical specifications;
- Problems encountered, solutions found and their impact on the outcomes achieved;
- Conclusions and recommendations to the European Commission.

4.2. Structure

The final report should not exceed 25 pages and it should be completed by annexes (including at least all final reports of meetings organised).

5. Annexes

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

Annex 1 : Tenderer Information
Annex 2 : Declaration on Honour
Annex 3 : Economic & Financial Capacity Form

7 The Visual Identity Manual of the European Commission is available upon request. Requests should be made to the following e-mail address: comm-visual-identity@ec.europa.eu
Annex 4 : Price
Annex 5 : Draft Contract