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EUROPEAN COMMISSION  
DIRECTORATE-GENERAL  
Directorate

## **CALL FOR TENDERS**

**N° ENER/B1/2013-371**

### **STUDY ON:**

*Grid infrastructure development: European Strategy for raising public acceptance*

# **TENDER SPECIFICATIONS**

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## **1. INFORMATION ON TENDERING**

### **1.1. 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<sup>1</sup> 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.

### **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. 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.

These economic operators shall designate one of them to act as leader with full authority to bind the grouping or the consortium and each of its members. It shall be responsible for the receipt and processing of payments for members of the grouping, for managing the service administration and for coordination. The composition and constitution of the grouping or consortium, and the allocation of the scope of tasks amongst the members, shall not be altered without the prior written consent of the Commission.

The tenderers should indicate in their offer whether the partnership takes the form of:

a) a new or existing legal entity which will sign the contract with the Commission in case of award

or

b) a group of partners not constituting a new legal entity, who via a power of attorney, signed by an authorised representative of each partner (except the lead partner), designate one of the partners as lead partner, and mandate him as lead contractor to sign the contract with the Commission in case of award.

### **1.4. 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.

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<sup>1</sup> 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)

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

Tenderers are required to identify subcontractors whose share of the contract is above 20%.

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

### 1.5. Content of the tender

The tenders must be presented as follows:

Part A: Identification of the tenderer (see section 1.6)

Part B: Evidence for exclusion criteria (see section 2.2)

Part C: Evidence for selection criteria (see section 2.3)

Part D: Technical offer (see section 2.5)

Part E: Financial offer (see section 2.6)

Part F: Power of attorney (for consortia only)

### 1.6. Identification of the tenderer: legal capacity and status

- The tenderer's identification form in **Annex 1** shall be filled in and signed by:
  - The tenderer (including any member of a consortium or grouping)
  - subcontractor(s) whose share of the work represent more than 20% of the contract
- In order to prove their legal capacity and their status, all tenderers (including any member of a consortium of grouping) 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.cf](http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cf)  
[m](#)

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.

- If it has not been included with the Legal Entity Form, tenderers must provide the following information
  - 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.

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- The tenderer (only the leader in case of joint tender) must provide a **Financial Identification Form and supporting** documents. The form is available on: [http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/index\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/index_en.cfm)

## **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 (technical and financial evaluation)

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 20%.

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. This requirement applies to all members of the consortium in case of joint tender. In case of doubt on this declaration on the honour, the contracting authority may also request the evidence for subcontractors whose intended share of the contract is above 20%.

### **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 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.

#### **2.1.1. Economic and financial capacity criteria and evidence**

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

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The tenderers must demonstrate, that the cash and cash equivalents of the tenderer at the end of the last 3 financial years are positive. Evidence of this capacity shall be furnished on the basis of the following documents: Presentation of profit and loss accounts and balance sheets or extract from balance sheets for the last three years for which accounts have been closed, where publication of this document is required under the company law of the country in which the economic operator is established. An economic operator may, where appropriate and for a particular contract, 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. Under the same conditions, a consortium of economic operators may rely on the capacities of members of the consortium or of other entities.

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.

#### **2.1.2. Technical and professional capacity criteria and evidence**

The tenderers must be able to handle the proposed contract and has worked successfully on at least three projects with a budget of at least that of this contract in fields related to this contract in the past three years.

Evidence of this capacity shall be furnished on the basis of the following documents:

Detailed curriculum vitae of each staff member responsible for carrying out the work, including his or her educational background, degrees and diplomas, professional experience, research work, publications and linguistic skills; list of the main services and tasks delivered by the tenderer during the last 3 years.

The CV's shall be presented, preferably, in accordance to the Commission Recommendation on a common European format for curricula vitae, published in OJ L79 of 22 March 2002, p. 66.]

An economic operator may, where appropriate and for a particular contract, 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.

Under the same conditions, a consortium of economic operators may rely on the capacities of members of the consortium or of other entities. ]

##### **a. Criteria relating to tenderers**

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

The tenderers must be able to handle the proposed contract and has worked successfully on at least three projects with a budget of at least that of this contract in fields related to this contract in the past three years.

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The tenderer must prove experience of working in English with at least 3 projects delivered in the last three years showing the necessary language coverage.

The tenderer must prove experience in survey techniques, data collection, statistical analyses and drafting reports and recommendations.

Evidence of this capacity shall be furnished on the basis of the following documents:

Detailed curriculum vitae of each staff member responsible for carrying out the work, including his or her educational background, degrees and diplomas, professional experience, research work, publications and linguistic skills; list of the main services and tasks delivered by the tenderer during the last 3 years. The CV's shall be presented, preferably, in accordance to the Commission Recommendation on a common European format for curricula vitae, published in OJ L79 of 22 March 2002, p. 66.]

An economic operator may, where appropriate and for a particular contract, 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.

Under the same conditions, a consortium of economic operators may rely on the capacities of members of the consortium or of other entities.

#### **b. Criteria relating to the team delivering the service:**

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

Project Manager: At least 8 years experience in project management, including overseeing project delivery, quality control of delivered service, client orientation and conflict resolution experience in project of a similar size (at least € 200.000) and coverage (geographical scope at least half of the one subject to this call for tender), with experience in management of team of at least 8 people.

Language quality check: at least 2 members of the team should have native-level language skills in English or equivalent, as guaranteed by a certificate or past relevant experience.

Experts: Relevant higher education degree and / or 8 years' professional experience in the field of Communication and 5 years of professional experience in the energy sector. The Contractor will need to understand the context of infrastructure policy in the EU. Current infrastructure activities and the perspectives of citizens will be particularly important.

Team for data collection: preferably the team should have collectively knowledge of at least 4 EU languages (preferably English, French, German and Polish) and proven experience of 5 years in data collection techniques.

#### **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 certificates of satisfactory execution, specifying that they have been carried out in a professional manner and have been fully completed;

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The educational and professional qualifications of the persons who will provide the service for this tender (CVs) including the management staff. 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.

Only bids that have reached a total score of a minimum of 70% and a minimum score of 60 % for each criterion will be taken into consideration for awarding the contract.

a) Technical evaluation criteria in their order of importance as weighted by percentage

N°	Award Criteria	Weighting
1	Understanding	40
2	Methodology	30
3	Project management and resources	20
4	Completeness, clarity and presentation of the tender	10
<b>Total number of points</b>		<b>100</b>

b) Total price

The contract will be awarded to the tender which offers the best ratio quality/price X 10.000

Tenders must score above 60% for each criterion and sub-criterion, and above 70% 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. An equal weight is given to quality and price. The contract will be awarded to the tender which offers the best ratio quality/price X 10.000

#### 2.5. Technical offer

The technical offer must cover all aspects and tasks required in the technical specification 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. 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.



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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. Introduction

##### 3.1.1. Energy challenge for Europe

The EU's energy infrastructure for electricity is ageing. It is not suited to meet the future energy demand, to ensure secure supply, and to connect and take up the rapidly increasing amounts of renewable energy needed to make energy more sustainable and to lower greenhouse gas emissions.

The network bottlenecks prevent citizens and business to benefit from an internal energy market with access to diversified, safe and affordable supplies. Therefore Europe needs to invest in modern single European energy network to deliver energy for a more sustainable and efficient economy.

Delays in the permit granting, the lack of public acceptance, in particular for new electricity grids and regulatory obstacles at the cross-border cooperation as well as the context of the financial and economic crisis and budget constraints require a new approach on the way Europe manages and finances its networks.

##### 3. 1.2. The policy framework

In October 2011 the Commission published the "infrastructure package"<sup>2</sup> covering transport, energy and telecommunication networks. This will ensure that energy infrastructures across Europe, and also beyond our borders, are fit for the 21st century.

The Commission's proposal<sup>3</sup> comprises in the area of energy:

- a Regulation on the Guidelines on trans-European energy infrastructure, and;
- a budget proposal for Energy, Transport and ITC (2014-2020): The Connecting Europe Facility (CEF) is the key instrument for targeted infrastructure investment

The Regulation on the Guidelines on trans-European energy infrastructure identifies that **major efforts are needed to modernise and expand Europe's energy infrastructure and to interconnect networks across borders to meet the Union's core energy policy objectives of competitiveness,**

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<sup>2</sup> [http://ec.europa.eu/energy/infrastructure/strategy/2020\\_en.htm](http://ec.europa.eu/energy/infrastructure/strategy/2020_en.htm)

<sup>3</sup> In October 2011, the European Commission tabled a comprehensive package to enhance trans-European infrastructure development in the areas of transport, energy and information society. This package includes five legislative proposals: the three sectoral guidelines, establishing the sectoral infrastructure policies and the Connecting Europe Facility (CEF),

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**sustainability and security.** Furthermore, it foresees increased transparency and public participation<sup>4</sup>.

Development and improvement of Europe's high-voltage electricity transmission systems will be essential for the achievement of Europe's 2020 goals, including the target of increasing the share of renewable energy to 20% of the energy mix and creating a fully functioning internal energy market.

### Investments needed

The European Commission estimates that €1 trillion will be needed in the European energy system by 2020. Of this sum, €200 billion is needed for electricity and gas networks of European importance alone, with €140 billion required for high-voltage electricity transmission systems, storage and smart grid applications. €100 billion of this investment is expected to be delivered by the market unaided, **whereas the other €100 billion will require public action to leverage investments.** For its part ENTSO-E<sup>5</sup> estimates €100 billion is required to deliver electricity transmission infrastructure to meet the EU's 2020 targets for sustainable and efficient economy.

### Making it happen

Investments in high-voltage electricity transmission systems will be made at local level through **projects of common interest (PCI)**. PCIs are projects that will aid the interconnectivity of Europe and will be able to benefit from a specially designed fast-tracked permitting system. Preparatory work has already started on identifying potential PCIs so as to initiate a process of early engagement with the public and to facilitate transparency.

Information on PCIs will be made freely available to interested parties via a transparency platform developed by the Commission. This will be an online platform accessible to the general public and should include general, regularly updated information on the geographic location and implementation plan for each PCI. It will also include more general information on the security and sustainability benefits of enhanced European infrastructure. **This platform should be considered and potentially supported and interlinked to the eventual campaign strategy described in this document.**

### 3.1.3. The challenge

In implementing new infrastructure projects, many TSOs have met with local opposition. While it is essential that local concerns are taken on board in a transparent process, TSOs and other stakeholders (including the Commission) have identified that there is an overall lack of awareness and understanding in the population of the need for and the benefit from grid upgrades and investment.

An adequate grid development aims to further ensuring the secure and sustainable electricity supply that people desire, including the integration of renewable energy sources. Citizens and consumers do not always understand that the pan-European development of the transmission system is a prerequisite for achieving the European energy goals for a sustainable and efficient economy. Also, people do not know the impact an improved grid could have on their lives and the economic benefit associated to that. Apart from the overall lack of awareness and the fact that electricity availability is taken for granted, there is a strong underlying negative connotation towards new power lines. Power lines are seldom in the headlines unless it is due to opposition.

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<sup>4</sup> Regulation on the Guidelines on trans-European energy infrastructure (COM 2011 658) Article 10 – Transparency and Public participation

<sup>5</sup> The European Network of Transmission System Operators (ENTSO-E) represents Transmission System Operators (TSOs) in the EU and TSOs from some 3<sup>rd</sup> countries.

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To avoid the power lines becoming a bottleneck for the energy transformation, a campaign design should be developed and then in a later stage implemented, explaining the contribution the power networks make to social and economic welfare, renewable energy sources integration, security of supply as well as CO<sub>2</sub> mitigation.

### 3.2. Purpose of the contract

#### 3.2.1. Objectives

- **Desired long term outcome**

Public opposition has been identified as one of the major hurdles to the construction of new energy infrastructure, notably of high-voltage overhead electricity lines. The Commission has identified a need to better inform the public in a consistent way of the urgent need for future developments so as to foster more widespread understanding and support for infrastructure projects. The general objective is to **reduce public opposition** to speed up the implementation of electricity infrastructure, needed to integrate rising levels of variable energy from renewable sources in order to limit CO<sub>2</sub> emissions / climate change while keeping a high security of supply standard. This includes a dialogue with opinion leaders and opponents of infrastructure projects.

The long-term vision of this work programme will be:

*To improve public acceptance and understanding of investment needs in the power network by reconnecting people with where power comes from, the role it plays in their lives and explaining the continuing need to provide this infrastructure.*<sup>6</sup>

- **Objectives of this project**

The short term objectives of this project however, are to further **define the scope and strategy of an outreach campaign**. The tasks envisaged as part of this process of strategy development are divided into four areas as follows. These tasks are outlined in greater detail in the methodology section below.

**Task 1:** To identify and build a network of alliances with other stakeholders at European and National level that are motivated to engage with the eventual campaign, contribute ideas and deliver messages to their audiences.

**Task 2:** To collate best practice on communication activities and initiate a process of best practice sharing between TSOs as well as other stakeholders involved in communicating the need for electricity infrastructure.

**Task 3:** To carry out detailed research on Member State debate and activities and to determine a pan-European communications strategy. The strategy should define:

- Priority Member States where the communication campaign will be most important. Detailed research then needs to be carried out for each of these countries so as to determine country trends and stakeholders.
- The target groups in different Member States that the campaign should engage with.
- The messages that will be relevant and impactful in different countries.
- The channels to use for the campaign in each of the Member States based on research into trends and best practice.

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<sup>6</sup> The campaign is explicitly not about permitting but about acceptance.

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- SMART objectives to use to plan and monitor the implementation of activities.
- A timeline for activities.
- Budget indications, including suggestions for project sponsorship.
- How the on-going instruments of communications of each stakeholder (TSOs, Ministries etc.) should be used to create an integrated campaign (to have a minimum of costs and a maximum of output).

**Task 4:** To develop in advance a crisis communication strategy for the regions where the campaign will be implemented

**The messages of the campaign** should focus on the benefits which investments in modern electricity grids will have on the European and national economies and on citizens' welfare.

### 3.2.2. Nature of the services requested

Under this project, the role of the Contracting consultant (referred to the Contractor in this document) will be to work in close collaboration with the Commission services to develop a new **strategy for communication and awareness campaigns** in Member States on the benefits of modern power grids.

When developing the strategy, the contractor should note that the future campaign should make clear reference to the overall aim of the Connecting Europe Facility.

The Contractor will be tasked with carrying out **research** and consultation into country circumstances and stakeholder perspectives.

Within this contract, the Contractor will also establish a **network of stakeholders** that should remain engaged as the project is taken forward to the next stage; implementation of a campaign following the designed strategy (NB the implementation of such a project is not foreseen under this contract).

The contractor will be asked to develop a strategy for crisis communication for the countries/regions where the campaign will take place.

The Commission and relevant stakeholders will provide input to the contractor's research, by providing available data.

### 3.2.3. Technical specifications

#### Methodology

The Tenderer is expected to outline in detail a full work breakdown structure of the activities they foresee to fulfil the tasks and project objectives. This section outlines the activities that are already foreseen by the Commission, although the tenderer is invited to make additions or amendments wherever deemed appropriate.

Tenderers should pay attention to how the outcomes of each activity will be monitored and the success measured.

#### **Task 1: Build a network of alliances with other stakeholders at European and National level**

In order that the future campaign activities are broadly supported, that they utilise synergies with other organisations, and that they don't unnecessarily replicate the efforts of other entities, input

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from relevant stakeholders at the national and European level will be essential. Building a network of stakeholders is therefore a key aspect of this project that will assist the strategy planning process and set the scene for further stakeholder cooperation when implementing the campaign. Stakeholders will include organisations active in the communication of energy infrastructure in Member State and at European level, including for example; NGOs, energy companies, regulators, business community, consumer associations, journalists, politicians, experts etc. The Tenderer should be aware that ENTSO-E will be integrated as a central entity to this network, and will have important input in the creation of this network. Further ENTSO-E is well placed to explain the complexity of modern power systems, and the continuing need for power lines, in spite of and in part due to, renewable energy sources integration, internal energy market and security of supply.

The tenderer is asked to specify the approach and methodology to working with such stakeholders in a cooperative and results orientated fashion.

We advise the following activities as central to this alliance building process:

- **Create a database of stakeholders** active in this area and document the activities (what and when) they are implementing. The Commission and ENTSO-E will be able to provide input to this documentation process. This should be a working document, updated throughout the process and a flexible product that can continue to be developed after the project.
- **Set-up a facility** – potentially an internet platform<sup>7</sup> – that includes the database of network members that all network participants would have access to – to coordinate and document the activities of this network. This task would require IT expertise.
- **Integrate the network of stakeholders into the Consultation phase of the strategy development.** Stakeholders should therefore attend the workshops/meetings planned under task 3 (see below).

This process of consultation should inform the Contractor's final design for the outreach strategy.

## **Task 2: Collate Best Practice**

TSOs in different Member States commonly face similar problems of local resistance and the challenge of communicating their messages to local stakeholders or engaging citizens in productive exchange. Following previous stakeholder consultations, it was decided that a key role for ENTSO-E and the Commission should be to coordinate best practice sharing activities between TSOs and other stakeholders active in energy communication<sup>8</sup>.

Tenderers should outline their methodology for researching and developing a programme of best practice exchange that would allow TSOs to draw on the experiences of their peers. Tenderers should also explain their method for presenting best practice information that would allow the information to be shared and used by TSOs. For example, this may take the form of an online interactive resource to be used and built on by TSOs; if this is the Consultant's suggestion then the strategy would be expected to outline the resource requirement specification (as well as the best practice content) but the Consultant would not be expected to develop the resource as part of this

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<sup>7</sup> The Tenderer should consider that they may be able to utilise the existing ENTSO-E intranet in the development of this network. Any other platform considerations should also consider free online services before proposing costly high tech solutions. The Tenderer should define when the platform is operational, how it is maintained etc.

<sup>8</sup> It is noteworthy that ENTSO-E has also been investigating best practice sharing in permitting procedures for new infrastructure projects. However, the best practice examples here would be restricted to communicating.

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project (NB the response to this tender does not need to include these specs but tenderers should demonstrate that they have experience in this field).

**Task 3: Determine an outreach strategy (incl. options analysis and specification / implementation of a pilot campaign module)**

The look of and scope for the outreach strategy is not prescribed. The strategy needs to consider the current narrative and communication trends of each of the selected Member State and different activities may be carried out respectively. Existing activities, including the best practice examples (as described in Task 2), should be central to an understanding of national based activities. Depending on the research and consultation process the strategy could feasibly be limited to a process of network building and sharing of resources, or it could involve the implementation of concrete activities at national level or with local communities in different Member States (such as in schools or via the media). The breadth of possibility is what makes the research and consultation process so important to the strategy development.

Since 2013 is the European Year of the Citizens (EYC) and the objectives of the current project could only be achieved by involving the citizens, the contractor, when drafting the strategy, should seek synergies with events under the EYC.

Although the campaign may eventually incorporate several quite different activities, there also needs to be a **pan-European aspect or an over-arching message or approach**. The pan-European aspect should convey messages that explain the importance and raise the awareness and the understanding of the key role of power grids for implementing the energy goals of Europe. Tenderers should suggest ideas for the process by which they would develop and refine this pan-European message.

The Tenderer should specify their methodology for researching and developing the overall strategy, detailing their approach to research and consultation and how the outcomes of this research would be presented. The Tenderer should also indicate their approach to building the strategy, drawing on previous experience. The Commission expects the following aspects to be included in the final strategy (incl. options, delivering one or two alternatives to the proposed strategy).

- **Determine priority Member States**

The Commission is conscious that a limited budget will mean that this campaign cannot be executed Europe wide in the same way. In addition, the campaign might be of different relevance in some Member States. Part of the strategy development should **specify which Member States should be forerunners for running this first campaign**. As part of the submission, Tenderers should indicate a short list of Member States to be further refined to the priority countries during the research phase, and outline the reasoning for this selection. The Contractor should also expect to carry out consultation meetings and/or stakeholders' workshops in each of these priority Member States during the implementation of this project (refer to section 5.3 for more detail).

- **Target group**

The campaign as a whole is designed to reach European citizens. However, the strategy will need to define more specifically who the most important groups are and the groups that can be feasibly reached by the campaign. The strategy should define target groups in each of the Member States – both in terms of **multipliers** (i.e. partners that can participate in the campaign or disseminate materials) and the **final audience** (citizens or specific demographics or localities). These will be determined through the process of research and consultation. Tenderers

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should outline their approach to researching and defining target groups in different Member States.

- **Messages**

Messages will need to be specific to Member States as well as target groups within these Member States (e.g. intellectual elite in cities, local village citizens, consumers, community champions,...) and relevant to the respective narratives in these countries. Successful messages in one country could encounter risks in other countries (e.g. the message that “energy infrastructure enables renewable energy” may be more welcomed in some countries than others); however they have to be consistent at European level.

As highlighted above, the campaign also needs to combine an **overall message across member states to ensure that the overall strategy is coherent**. The research should consider, for example, how a ‘European’ message could or should be used as part of the campaign (cf. the explanation of a “pan-European” aspect in Task 3, 2<sup>nd</sup> paragraph).

Tenderers should outline their approach to building message recommendations and highlight their expertise in the topic area, demonstrating that they are capable of discerning the key issues in this debate.

- **Channels and tools**

The way in which campaign messages are delivered to the target audience will need to be defined in detail by the strategy. The Commission foresees that a range of tools or products could be needed so as to adapt to different Member State. It will be important to make use of tools that can **engage with citizens in a two-way process of communications – social media could therefore be considered** (e.g. for online discussions regarding grid development; this could include information on meetings/stakeholder workshops/regional roadshows in priority Member States, etc.). Apart from social media, regional roadshows will be an additional means to engage with citizens in a two-way process of communications. **A pilot campaign module that enables to engage in a two-way process of communication (e.g. a social media platform, regional roadshows or another tool), should be suggested, specified and implemented.**

The strategy should determine the tools and channels that will effectively reach the target audience as well as specific instructions for how these tools should be used. ENTSO-E will inform the Contractor of the role for TSOs.

The Tenderer should describe in detail its approach to researching tools and creating a holistic strategy that incorporates the use of different tools in a complementary fashion.

- **SMART objectives**

The final strategy needs to be a concrete set of instructions for implementation of a campaign, based on the research carried out by the Contractor as part of the project. SMART (Specific, Measureable, Attainable, Relevant, Time-bound) objectives should form a part of this strategy, as the foundation from which the methodology logically flows.

2013

- **Timeline**

The final strategy should incorporate a firm timeline indicating when all actions will be carried out and by whom.

- **Budget**

The Contractor will also be expected to make a top-line budget plan for the campaign, indicating opportunities for co-financing of the campaign by other appropriate stakeholders. Those recommendations should be incorporated into the budget plan. Co-financing can take the form of activities, workshops, etc. organised by relevant stakeholders, with the aim of increasing public acceptance of grid development, following the roll-out of the campaign. In preparing tender submissions, Tenderers should indicate their methodology for developing and presenting a budget plan.

#### **Task 4: Crisis communication strategy**

Keeping in mind the sensitivity of the matter, the Contractor should propose a methodology to work in an event of negative reactions provoked by the campaign. The crisis communication strategy should take into account the national/local problematic issues and should foresee possible scenarios and ways to approach them. The strategy should also outline the roles of the parties involved: the Contractor, the Commission, stakeholders, etc.

#### **Deliverables**

- Database of stakeholders
- A best practice sharing facility for TSOs
- Campaign strategy (e.g. priority Member States)
- Crisis communication strategy
- Stakeholder mapping
- Brussels and Member States based stakeholder consultation
- Implementation and budget plan for campaign
- Reports (Interim and final report)



## 4. CONTENT, STRUCTURE AND GRAPHIC REQUIREMENTS OF THE FINAL DELIVERABLES

All studies 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<sup>9</sup>.

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 Commission policy on accessibility for information providers, see: [http://ec.europa.eu/ipg/standards/accessibility/index\\_en.htm](http://ec.europa.eu/ipg/standards/accessibility/index_en.htm)

Pdf versions of studies destined for online publication should respect W3C guidelines for accessible pdf documents. See: <http://www.w3.org/WAI/GL/WCAG20-TECHS/pdf.html>

### 4.1. Reports and documents to produce

Execution of the tasks begins after 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 7 days following the signature of the contract, in order to settle all the details of the study, report, etc. to be undertaken.

As part of the project the Contractor is expected to deliver:

#### 4.1.1. Interim report

The **interim report** showing progress of the work shall be submitted to the Commission at the latest **3 months** after the date of signature of the contract. This report will feed into a mid-way coordination meeting to discuss the progress and direction of the project. It is anticipated that it would be produced following the consultation phase of the project.

The Commission shall have twenty days from receipt to approve or reject the report. Within 20 days of receiving the Commission's observations, the Contractor will submit additional information or another report.

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<sup>9</sup> 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](mailto:comm-visual-identity@ec.europa.eu)

#### **4.1.2. Final report**

The contractor will submit a final report incorporating a sum up of activities, results and recommendations to the Commission at the latest **5 months** after the signature of the contract.

This final delivery will include:

- A network of recommended alliances with core stakeholders, including contact information and documentation of meetings and objectives
- A best practice sharing facility for TSOs
- A strategy for the implementation of a communications campaign (that incorporates the Commission's transparency platform).
- A crisis communication strategy

Tenderers should also specify their working methods for the reporting of progress to the Commission.

The Commission shall have forty-five days from receipt to approve or reject the draft final report, and the Contractor shall have 20 days in which to submit additional information or a new final report.

#### **4.1.4. Report format and publication**

3 copies of the reports shall be supplied in paper form and one copy in electronic form, either in MS Word or in HTML format.

The Commission may publish the results of the study. For this purpose, the tenderer must ensure that the study is not subject to any restrictions deriving from intellectual property rights of third parties. Should he intend to use data in the study, which cannot be published, this must be explicitly mentioned in the offer.

#### **Duration of the tasks**

The Contract will be signed for a period of 7 months and the duration of the tasks must not exceed 7 months from the date of signature by the last of the contracting parties and is subject to the provisions of the specific technical specifications of the contract.

#### **4.2. Structure and contents**

Tenders must absolutely include and be structured as follows:

##### **4.2.1. Proposed approach**

Tenderers should outline in detail their methodology for carrying out the tasks as described above. The Commission foresees this method to incorporate the below mentioned activities. Tenderers should expand on how each of these processes would be implemented and should also describe additional activities if deemed appropriate.

##### **Desk research**

The Contractor will need to understand the context of infrastructure policy in the EU (including the transparency register) as well as developments in the Member States. Current infrastructure activities and the perspectives of citizens will be particularly important. The Contractor should be prepared to demonstrate understanding of these areas

and frame recommendations in the context of the situation. From this research the priority countries should be identified and more detailed research carried out into their particular circumstances. The Contractor should be capable of distilling complex electricity system matters into simple coherent messages. The contractor shall investigate social acceptance measures, known as **benefit sharing instruments**, aimed at facilitating increased acceptance by local communities through direct and/or indirect involvement.

### **Stakeholder mapping**

The Contractor will need to research relevant stakeholders in Brussels and in Member States and understand their roles in influencing policy or public opinion. The Commission will be able to provide information on stakeholders already engaged in the objectives of the project.

### **Brussels and Member State based stakeholder consultation**

The Contractor will be required to consult via meetings and interviews with key stakeholders. **The Commission foresees at least 5 meetings/workshops as necessary** – including Brussels based meetings as well as in the priority Member States. These workshops could be hosted by local TSOs as half-day or one day events open to a wide range of local stakeholders, including the general public, NGOs, academia and industry representatives. The objective would be to engage with organisations so as to understand the most effective way to communicate with citizens in a two way dialogue complementary to activities already taking place, to get ideas on what information they would wish to receive in a communication campaign. The Contractor is expected to organise these events and act as a neutral facilitator. These stakeholder meetings would be used to determine and suggest appropriate target groups, type of messages, channels and tools, etc. This process of consultation will assist the research and strategy development and enable the Contractor to build the stakeholder network. The budget for the strategy development project produced by the Tenderer should indicate all fees and costs for these meetings. It should be assumed however that the meetings can be held at TSO premises without cost.

- **Technical tender**

The technical tender shall include:

- ✓ Full work breakdown structure of the activities they foresee to fulfil the tasks and project objectives
- ✓ Methodology and key elements of campaign development
- ✓ Key elements of campaign strategy, including indicative ideas for campaign message, target audience, potential channels and tools, budget plan
- ✓ Management and allocation of resources (in conformity with award criteria)
- ✓ Key performance indicators

- **Proposed team**

The Contractor shall provide a detailed description of the team and distribution of tasks. In relation to the day-to-day management of work, the Contractors must show that they will be capable of working closely with the responsible Commission departments.

## **Place of performance**

The Commission foresees at least **5 meetings/workshops as necessary** – including Brussels based meetings as well as in the priority Member States. The contractor will draft the agenda, and produce the minutes for these meetings. A dedicated contact point for the contractor should be established.

## **General Information**

- The working language during the execution of the contract (contacts/reports/meetings) will be English.
- The tenderers are reminded that it is their responsibility to ensure that they hold the correct licences to perform and disseminate the work.

### **4.2.2 General organisation**

TSOs will form a central part of the implementation of this campaign and **ENTSO-E will be a key driver of coordinating activities** and sharing knowledge. With support from the Commission, ENTSO-E will also take forward the recommendations of this project so as to develop and implement the eventual campaign. The Contractor will therefore work closely with the Commission and involve ENTSO-E in implementing the foreseen activities of this project. The Tenderer should therefore detail a **project management process** that includes ENTSO-E in coordination meetings, in the review of materials, and in coordinating activities with external stakeholders. It is expected that at least 4 meetings (kicking, two coordination and final meeting(s)) will take place.

As part of the submission, Tenderers should propose a detailed time-plan for the work under this contract. A rough time scheme is given in the *Proposed timetable of initial events* (p.21).

### **Estimate of the amount of work involved**

The amount of work involved to carry out this contract is assessed at 200 person-days. The budget for this contract will not exceed 200.000 EUR (two hundred thousand Euros).

### **4.3. Graphic requirements**

For graphic requirements please refer to the template available at Annex 4. The cover page shall be filled in by the contractor in accordance with the instructions provided in the template. For further details you may also contact [comm-visual-identity@ec.europa.eu](mailto:comm-visual-identity@ec.europa.eu).

## Proposed timetable of initial events

When	What
June 2013 (N+1 <sup>10</sup> )	<ul style="list-style-type: none"> <li>• <b>Kick off meeting</b></li> <li>• Desk research</li> <li>• Stakeholder consultation</li> </ul>
July 2013	<ul style="list-style-type: none"> <li>• Completion of desk research</li> <li>• Stakeholder consultation</li> <li>• Building of stakeholder database incl. facility to coordinate and document activities</li> <li>• Compiling best practice information</li> </ul>
August 2013	<ul style="list-style-type: none"> <li>• Finalising stakeholder consultation</li> <li>• Completing stakeholder database incl. facility to coordinate and document activities</li> <li>• Compilation of the network</li> <li>• Compiling best practice information and deliver resource requirement specification</li> <li>• <b>Interim report</b></li> <li>• <b>Coordination meeting I</b></li> </ul>
September 2013	<ul style="list-style-type: none"> <li>• Finalising best practice information</li> <li>• Finalising the network</li> <li>• Building the strategy (incl. options analysis and specification / implementation of a pilot campaign module)</li> <li>• <b>Coordination meeting II</b></li> </ul>
October 2013	<ul style="list-style-type: none"> <li>• <b>Finalising the strategy (incl. options analysis)</b></li> <li>• <b>Final report</b></li> <li>• <b>Final meeting</b></li> <li>• <b>Agreement of next steps</b></li> </ul>

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<sup>10</sup> N = Start of contract

## **5. ANNEXES**

1. Tenderer 's Identification Form
2. Declaration related to the exclusion criteria and absence of conflict of interest
3. Power of Attorney (mandate in case of joint tender)
4. Standard Word template for studies
5. Draft Contract

# 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 tender No.ENER/B1/ 2013 Fiche Vigie n°371-1

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) <sup>11</sup>	
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:	

<sup>11</sup> For natural persons

<b>Legal Representatives</b>	
<b>Names and function of legal representatives</b> and of other representatives of the tenderer who are authorised to sign contracts with third parties	
<b>Declaration by an authorised representative of the organisation<sup>12</sup></b>	
I, the undersigned, certify that the information given in this tender is correct and that the tender is valid.	
Surname: First name:	Signature:

---

<sup>12</sup> This person must be included in the list of legal representatives; otherwise the signature on the tender will be invalidated.



## ANNEX 2

### Declaration of honour on exclusion criteria and absence of conflict of interest

*(Complete or delete the parts in grey italics in parentheses)*

[Choose options for parts in grey between square brackets]

The undersigned (*insert name of the signatory of this form*):

in [his][her] own name (*for a natural person*)

or

representing the following legal person: (*only if the economic operator is a legal person*)

full official name:

official legal form:

full official address:

VAT registration number:

➤ declares that [the above-mentioned legal person][he][she] is not in one of the following situations:

- a) is bankrupt or being wound up, is having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of proceedings concerning those matters, or is in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) has been convicted of an offence concerning professional conduct by a judgment of a competent authority of a Member State which has the force of *res judicata*;
- c) has been guilty of grave professional misconduct proven by any means which the contracting authorities can justify including by decisions of the European Investment Bank and international organisations;
- d) is not in compliance with all its obligations relating to the payment of social security contributions and the payment of taxes in accordance with the legal provisions of the country in which it is established, with those of the country of the contracting authority and those of the country where the contract is to be performed;
- e) has been the subject of a judgement which has the force of *res judicata* for fraud, corruption, involvement in a criminal organisation, money laundering or any other illegal activity, where such activity is detrimental to the Union's financial interests;
- f) is a subject of an administrative penalty for being guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in a procurement procedure or failing to supply this information, or having been declared to be in serious breach of its obligations under contracts covered by the Union's budget.

➤ (*Only for legal persons other than Member States and local authorities, otherwise delete*) declares that the natural persons with power of representation, decision-

making or control<sup>13</sup> over the above-mentioned legal entity are not in the situations referred to in b) and e) above;

- declares that [the above-mentioned legal person][he][she]:
- g) has no conflict of interest in connection with the contract; a conflict of interest could arise in particular as a result of economic interests, political or national affinity, family, emotional life or any other shared interest;
  - h) will inform the contracting authority, without delay, of any situation considered a conflict of interest or which could give rise to a conflict of interest;
  - i) has not granted and will not grant, has not sought and will not seek, has not attempted and will not attempt to obtain, and has not accepted and will not accept any advantage, financial or in kind, to or from any party whatsoever, where such advantage constitutes an illegal practice or involves corruption, either directly or indirectly, inasmuch as it is an incentive or reward relating to award of the contract;
  - j) provided accurate, sincere and complete information to the contracting authority within the context of this procurement procedure ;
- acknowledges that [the above-mentioned legal person][he][she] may be subject to administrative and financial penalties<sup>14</sup> if any of the declarations or information provided prove to be false.

In case of award of contract, the following evidence shall be provided upon request and within the time limit set by the contracting authority:

For situations described in (a), (b) and (e), production of a recent extract from the judicial record is required or, failing that, a recent equivalent document issued by a judicial or administrative authority in the country of origin or provenance showing that those requirements are satisfied. Where the tenderer is a legal person and the national legislation of the country in which the tenderer is established does not allow the provision of such documents for legal persons, the documents should be provided for natural persons, such as the company directors or any person with powers of representation, decision making or control in relation to the tenderer.

For the situation described in point (d) above, recent certificates or letters 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 tenderer is liable, including for example, VAT, income tax (natural persons only), company tax (legal persons only) and social security contributions.

For any of the situations (a), (b), (d) or (e), where any document described in two paragraphs above is not issued in the country concerned, it may be replaced by a sworn or, failing that, a solemn statement made by the interested party before a judicial or administrative authority, a notary or a qualified professional body in his country of origin or provenance.

If the tenderer is a legal person, information on the natural persons with power of representation, decision making or control over the legal person shall be provided only upon request by the contracting authority.

Full name	Date	Signature
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<sup>13</sup> This covers the company directors, members of the management or supervisory bodies, and cases where one natural person holds a majority of shares.

<sup>14</sup> As provided for in Article 109 of the Financial Regulation (EU, Euratom) 966/2012 and Article 145 of the Rules of Application of the Financial Regulation

## ANNEX 3

### POWER OF ATTORNEY

#### mandating one of the partners in a joint tender as lead partner and lead contractor <sup>15</sup>

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]

<sup>15</sup> To be filled in and signed by each of the partners in a joint tender, except the lead partner;

Place and date:

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

ANNEX 4  
**Standard Word template for studies**

European  
Commission

**Add document title 1**

*Add title 2*

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## II. HOW TO USE THIS DOCUMENT TEMPLATE

### Cover page

Add the title of the document which should be center aligned. Add any other relevant information if necessary which should be left aligned on the left vertical axe of the EC logo.

The font colour of the title should be **White**.

### Page set up

- Top margin: 3.5
- Bottom margin: 2.5
- Left margin: 3
- Right margin: 2.5

### Headings and subheadings

The following styles should be used for headings and subheadings.

- Heading 1  
Font type: Verdana  
Font Size: 14  
Colour: R:38, G:54, B:115
- Heading 2  
Font type: Verdana  
Font Size: 11  
Colour: R:38, G:54, B:115
- Heading 3  
Font type: Verdana  
Font Size: 10  
Colour: R:38, G:54, B:115

Do not use capital letters for the headings/subheadings, the format should always be "sentence case", except for abbreviations.

### Body text

Font style: Verdana

Font size: 10

Font colour: Gray 80%

### Header

The header should include the EU flag and the reference text:

- European Commission
- The title of the document
- Font type: Verdana Italic
- Font size: 8

### **Footer**

Add the relevant name of the month and year in the footer which should appear to the left below the line.

- Font type: Verdana Italic
- Font size: 8.
- The page numbers will appear automatically.

### **Bulleted list**

The bullet should be square and the colour should be Black. For reference please see list under "[Headings and subheadings](#)". To apply the style of the list, select "List Bullet 2" from the "Style" drop down menu.

### **Hyperlinks**

By default the hyperlinks will appear in blue (colour coder: R:26, G:63, B:124), no underline.

### **Table of Contents**

This template is complete with Styles for a Table of Contents. From the **Insert menu**, choose **Reference**, then **Index and Tables**. Click on the tab "**Table of Contents**". In the "Format" box, select "From template".



## ANNEX 5

### SERVICE CONTRACT

CONTRACT NUMBER – **[complete]**

The European Union (hereinafter referred to as "the Union"), represented by the [European Commission] (hereinafter referred to as "the contracting authority"), which is represented for the purposes of the signature of this contract by Ms/Mr..... Director in the Directorate-General for [Energy] [Mobility and Transport], Directorate.....<sup>16</sup>,

on the one part, and

[full official name]

[official legal form]<sup>17</sup>

[statutory registration number]<sup>18</sup>

[full official address]

[VAT registration number]

[(hereinafter referred to as 'the contractor'),][represented for the purposes of the signature of this contract by [forename, surname and function,]]

[The parties identified above and hereinafter collectively referred to as 'the contractor' shall be jointly and severally liable vis-à-vis the contracting authority for the performance of this contract.]

on the other part,

---

<sup>16</sup> The signatory must be an authorising officer (by delegation or subdelegation) designated in accordance with Note 60008 of 22 February 2001 "Mise en place de la Charte des ordonnateurs".

<sup>17</sup> Delete if contractor is a natural person or a body governed by public law.

<sup>18</sup> Delete if contractor is a body governed by public law. For natural persons, indicate the number of their identity card or, failing that, of their passport or equivalent.

## HAVE AGREED

to the **special conditions**, the **general conditions for service contracts** and the following annexes:

**Annex I** – Tender specifications (reference No [complete] of [insert date])

**Annex II** – Contractor's tender (reference No [complete] of [insert date])

[Other annexes]

which form an integral part of this contract (hereinafter referred to as “the contract”).

- The terms set out in the special conditions shall take precedence over those in the other parts of the contract.
- The terms set out in the general conditions shall take precedence over those in the annexes.
- The terms set out in the tender specifications (Annex I) shall take precedence over those in the tender (Annex II).

## **I – SPECIAL CONDITIONS**

### **ARTICLE I.1 – SUBJECT MATTER**

- I.1.1** The subject matter of the contract is a study in preparation of the launch of a public awareness raising campaign to foster more widespread understanding and support for infrastructure projects in general and the future Projects of Common Interest in particular. The main element of this study is to define the scope and strategy of an outreach campaign. .
- I.1.2** The contractor shall execute the tasks assigned to it in accordance with the tender specifications annexed to the contract (Annex I).

### **ARTICLE I.2 – ENTRY INTO FORCE AND DURATION**

- I.2.1** The contract shall enter into force on the date on which it is signed by the last party.
- I.2.2** Under no circumstances may performance commence before the date on which the contract enters into force.
- I.2.3** The duration of the execution of the tasks shall not exceed 7 months. Unless otherwise specified, all periods specified in the contract are calculated in calendar days. Execution of the tasks shall start from the date of entry into force of the contract. .

The period of execution of the task may be extended only in exceptional and duly justified cases and with express written agreement of the parties. If the request for extension is made by the contractor, he must send it to the contracting authority in good time before it is due to take effect and at all events one month before the period of the execution of the tasks elapses, except in cases duly substantiated by the contractor and accepted by the contracting authority.

### **ARTICLE I.3 – PRICE**

- I.3.1** The maximum total amount to be paid by the contracting authority under the contract shall be EUR [*amount in figures and in words*] covering all tasks executed.

### **ARTICLE I.4 – PAYMENT ARRANGEMENTS**<sup>19</sup>

#### **I.4. Interim payment**

The contractor shall submit an invoice for an interim payment of EUR 60.000 equal to 30% of the total amount referred to in Article I.3.1.

The contacting authority shall make the payment within 30 days from receipt of the invoice.

Invoices for interim payment shall be accompanied by a progress report or any other document in accordance with the tender specifications. . The contracting authority shall

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<sup>19</sup> The insertion of pre-financing and interim payment clauses is optional but there must always be provision for payment of the balance.

make the payment within 60 days from receipt of the invoice. The contractor shall have 20 days in which to submit additional information or corrections or a new progress report or documents if required by the contracting authority.]

#### **I.4.Payment of the balance**

The contractor shall submit an invoice for payment of the balance.

The invoice shall be accompanied by [a final progress report or/and any other document in accordance with the tender specifications] [and] [statements of reimbursable expenses in accordance with Article II.16]. The contracting authority shall make the payment within 60 days from receipt of the invoice. The contractor shall have 20 days in which to submit additional information or corrections, a new final progress report or other documents if it is required by the contracting authority.

\*\*\*

Where VAT is due in Belgium, the provisions of the contract constitute a request for VAT exemption No 450, Article 42, paragraph 3.3 of the VAT code (circular 2/1978), provided the contractor includes the following statement in the invoice(s): “Exonération de la TVA, Article 42, paragraphe 3.3 du code de la TVA (circulaire 2/1978)” or an equivalent statement in the Dutch or German language.

#### **ARTICLE I.5 – BANK ACCOUNT**

Payments shall be made to the contractor’s bank account denominated in [euro][*insert local currency where the receiving country does not allow transactions in EUR*], identified as follows:

Name of bank:

Full address of branch:

Exact designation of account holder:

Full account number including [bank] codes:

[IBAN<sup>20</sup> code:]

#### **ARTICLE I.6 – COMMUNICATION DETAILS AND DATA CONTROLLER**

For the purpose of Article II.6, the data controller shall be the Director of the Shared Resources Directorate.

Communications shall be sent to the following addresses:

Contracting authority:

European Commission  
Directorate-General for Energy, B1 (06/147)  
For the attention of Ms Marija Mrdeza  
Rue de Mot 24  
B – 1049 Brussels  
Email: [ener-awareness-campaign@ec.europa.eu](mailto:ener-awareness-campaign@ec.europa.eu)

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<sup>20</sup> BIC or SWIFT code for countries with no IBAN code.

## **ARTICLE I.7– APPLICABLE LAW AND SETTLEMENT OF DISPUTES**

- I.7.1.** The contract shall be governed by Union law, complemented, where necessary, by the law of *Belgium*.
- I.7.2.** Any dispute between the parties in relation to the interpretation, application or validity of the contract which cannot be settled amicably shall be brought before the courts of *Brussels*.

## **ARTICLE I.8 - EXPLOITATION OF THE RESULTS OF THE CONTRACT<sup>21</sup>**

### **I.8.1 Modes of exploitation**

In accordance with Article II.10.2 whereby the Union acquires ownership of the results as defined in the tender specifications (Annex I), these results may be used for any of the following purposes:

- [(a) use for its own purposes:
- (i) making available to the staff of the contracting authority
  - (ii) making available to the persons and entities working for the contracting authority or cooperating with it, including contractors, subcontractors whether legal or natural persons, Union institutions, agencies and bodies, Member States' institutions
  - (iii) installing, uploading, processing
  - (iv) arranging, compiling, combining, retrieving
  - (v) copying, reproducing in whole or in part and in unlimited number of copies
- (b) distribution to the public:
- (i) publishing in hard copies
  - (ii) publishing in electronic or digital format
  - (iii) publishing on the internet as a downloadable/non-downloadable file
  - (iv) broadcasting by any kind of technique of transmission
  - (v) public presentation or display
  - (vi) communication through press information services
  - (vii) inclusion in widely accessible databases or indexes
  - (viii) otherwise in any form and by any method

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<sup>21</sup> This clause must be filled in and adapted with care. All information is in the Explanatory note on Intellectual Property Rights on:

<http://intracomm.ec.testa.eu/budg/imp/procurement/doc/pdf/ipr-note-en.pdf>

As an absolute minimum, delete all irrelevant elements including especially those in italics and add missing parts if need be.

(c) modifications by the contracting authority or by a third party in the name of the contracting authority:

- (i) shortening
- (ii) summarizing
- (iii) modifying of the content
- (iv) making technical changes to the content:
  - necessary correction of technical errors
  - adding new parts or functionalities
  - changing functionalities
  - providing third parties with additional information concerning the result (e.g. source code) with a view of making modifications
- (v) addition of new elements, paragraphs titles, leads, bolds, legend, table of content, summary, graphics, subtitles, sound, etc.
- (vi) preparation in audio form, preparation as a presentation, animation, pictograms story, slide-show, public presentation etc.
- (vii) extracting a part or dividing into parts
- (viii) use of a concept or preparation of a derivate work
- (ix) digitisation or converting the format for storage or usage purposes
- (x) modifying dimensions
- (xi) translating, inserting subtitles, dubbing in different language versions:
  - English, French, German
  - all official languages of EU
  - languages used within EU
  - languages of candidate countries
  - *[list of name other languages]*

(d) the modes of exploitation listed in article II.10.4

[(e) rights to authorise, license, or sub-license in case of licensed pre-existing rights, the modes of exploitation set out in any of the points (a) to (c) to third parties.

Where the contracting authority becomes aware that the scope of modifications exceeds that envisaged in the FWC, specific contract or order form the contracting authority shall consult the contractor. Where necessary, the contractor shall in turn seek the agreement of any creator or other right holder. The contractor shall reply to the contracting authority within one month and shall provide its agreement, including any suggestions of modifications, free of charge. The creator may refuse the intended modification only when it may harm his honour, reputation or distort integrity of the work.

### **I.8.2 Pre-existing rights and transmission of rights**

All pre-existing rights shall be licensed to the Union in accordance with Article II.10.3, fully and irrevocably acquired by the Union as provided for in Article II.10.2 and by derogation to Article II.10.3.

All pre-existing rights incorporated in the results and directly related to the uses foreseen in Article I.8.1 shall be fully and irrevocably acquired by the Union as provided for in Article II.10.2 and by derogation to Article II.10.3.

The contractor shall provide to the contracting authority a list of pre-existing rights and third parties' rights including its personnel, creators or other right holders as provided for in Article II.10.5.

The contractor shall present relevant and exhaustive evidence about the acquisition of all the necessary pre-existing rights and third parties' rights together with delivery of the final report at the latest. This obligation should be fulfilled by presentation of the contractor's statement prepared in accordance with Annex A and third parties' statements prepared in accordance with Annex B and the relevant evidence listed in article II.10.5 as appropriate.<sup>22</sup>

### **ARTICLE I.9 – TERMINATION BY EITHER PARTY**

Either party may, unilaterally and without being required to pay compensation, terminate the contract by formally notifying the other party by giving [one month's] notice. Should the contracting authority terminate the contract, the contractor shall only be entitled to payment corresponding to part-performance of the contract before the termination date. The first paragraph of Article II.14.3 shall apply.

### **SIGNATURES**

For the contractor,

For the contracting authority,

[*Company name/forename/surname/function*]

[*forename/surname/function*]

signature[s]: \_\_\_\_\_

signature[s]: \_\_\_\_\_

Done at [Brussels], [date]

Done at [Brussels], [date]

In duplicate in English.

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<sup>22</sup> Annexes A and B are enclosed - They are optional

## **II – GENERAL CONDITIONS FOR SERVICE CONTRACTS**

### **Article II.1 – Performance of the contract**

- II.1.1** The contractor shall perform the contract to the highest professional standards.
- II.1.2** The contractor shall be solely responsible for taking the necessary steps to obtain any permit or licence required for performance of the contract under the laws and regulations in force at the place where the tasks assigned to it are to be executed.
- II.1.3** Without prejudice to Article II.4 any reference made to the contractor's personnel in the contract shall relate exclusively to individuals involved in the performance of the contract.
- II.1.4** The contractor must ensure that the personnel performing the contract possesses the professional qualifications and experience required for the execution of the tasks assigned to it.
- II.1.5** The contractor shall neither represent the contracting authority nor behave in any way that would give such an impression. The contractor shall inform third parties that it does not belong to the European public service.
- II.1.6** The contractor shall be solely responsible for the personnel who executes the tasks assigned to the contractor.

The contractor shall stipulate the following employment or service relationships with its personnel:

- (a) personnel executing the tasks assigned to the contractor may not be given orders directly by the contracting authority;
- (b) the contracting authority may not under any circumstances be considered to be the employer of the personnel referred to in point (a) and the personnel shall undertake not to invoke against the contracting authority any right arising from the contractual relationship between the contracting authority and the contractor.
- II.1.7** In the event of disruption resulting from the action of one of the contractor's personnel working on the contracting authority's premises or in the event that the expertise of a member of the contractor's personnel fails to correspond to the profile required by the contract, the contractor shall replace him without delay. The contracting authority shall have the right to make a reasoned request for the replacement of any such personnel. The replacement personnel must have the necessary qualifications and be capable of performing the contract under the same contractual conditions. The contractor shall be responsible for any delay in the execution of the tasks assigned to it resulting from the replacement of personnel.
- II.1.8** Should the execution of the tasks be directly or indirectly hampered, either partially or totally, by any unforeseen event, action or omission, the contractor shall immediately and on its own initiative record it and report it to the contracting authority. The report shall include a description of the problem and an indication of the date on which it started and of the remedial action taken by the contractor to ensure full compliance with its obligations under this contract. In such an event the



contractor shall give priority to solving the problem rather than determining liability.

- II.1.9** Should the contractor fail to perform its obligations under the contract, the contracting authority may - without prejudice to its right to terminate the contract - reduce or recover payments in proportion to the scale of the unperformed obligations. In addition, the contracting authority may claim compensation or impose liquidated damages in accordance with Article II.12.

## **ARTICLE II.2 – MEANS OF COMMUNICATION**

- II.2.1** Any communication relating to the contract or to its performance shall be made in writing and shall bear the contract number. Any communication is deemed to have been made when it is received by the receiving party unless otherwise provided for in this contract.

- II.2.2** Electronic communication shall be deemed to have been received by the parties on the day of dispatch of that communication provided it is sent to the addressees listed in Article I.6. Without prejudice to the preceding, if the sending party receives a message of non-delivery to or of absence of the addressee, it shall make every effort to ensure the actual receipt of such communication by the other party.

Electronic communication shall be confirmed by an original signed paper version of that communication if requested by any of the parties provided that this request is submitted without unjustified delay. The sender shall send the original signed paper version without unjustified delay.

- II.2.3** Mail sent using the postal services is deemed to have been received by the contracting authority on the date on which it is registered by the department responsible referred to in Article I.6.

Any formal notification shall be made by registered mail with return receipt or equivalent, or by equivalent electronic means.

## **Article II.3 – Liability**

- II.3.1** The contractor shall be solely responsible for complying with any legal obligations incumbent on it.

- II.3.2** The contracting authority shall not be held liable for any damage caused or sustained by the contractor, including any damage caused by the contractor to third parties during or as a consequence of performance of the contract, except in the event of wilful misconduct or gross negligence on the part of the contracting authority.

- II.3.3** The contractor shall be held liable for any loss or damage sustained by the contracting authority in performance of the contract, including in the event of subcontracting, and for any claim by a third party, but only to an amount not exceeding three times the total amount of the contract. Nevertheless, if the damage or loss is caused by the gross negligence or wilful misconduct of the contractor or of its personnel or subcontractors, the contractor shall have unlimited liability for the amount of the damage or loss.

- II.3.4** The contractor shall indemnify and hold the Union harmless for all damages and costs incurred due to any claim. The contractor shall provide compensation in the event of any action, claim or proceeding brought against the contracting authority

by a third party as a result of damage caused by the contractor during the performance of the contract. In the event of any action brought by a third party against the contracting authority in connection with the performance of the contract, including any alleged breach of intellectual property rights, the contractor shall assist the contracting authority. Such expenditure incurred by the contractor may be borne by the contracting authority.

**II.3.5** The contractor shall take out an insurance policy against risks and damage relating to the performance of the contract, if required by the relevant applicable legislation. It shall take out supplementary insurance as reasonably required by standard practice in the industry. A copy of all the relevant insurance contracts shall be sent to the contracting authority should it so request.

#### **Article II.4 - Conflict of interest**

**II.4.1** The contractor shall take all the necessary measures to prevent any situation of conflict of interest. Such situation arises where the impartial and objective performance of the contract is compromised for reasons involving economic interest, political or national affinity, family or emotional ties, or any other shared interest.

**II.4.2** Any situation constituting or likely to lead to a conflict of interest during the performance of the contract shall be notified to the contracting authority in writing without delay. The contractor shall immediately take all the necessary steps to rectify the situation. The contracting authority reserves the right to verify that the steps taken are appropriate and may require that additional steps be taken within a specified deadline.

**II.4.3** The contractor declares that it has not granted and will not grant, has not sought and will not seek, has not attempted and will not attempt to obtain and has not accepted and will not accept, any advantage, financial or in kind, to or from any party whatsoever, when such advantage constitutes an illegal practice or involves corruption, either directly or indirectly, in so far as it serves as an incentive or reward relating to the performance of the contract.

**II.4.4** The contractor shall pass on all the relevant obligations in writing to its personnel and to any natural person with the power to represent it or take decisions on its behalf and ensure that it is not placed in a situation which could give rise to conflicts of interest. The contractor shall also pass on all the relevant obligations in writing to third parties involved in the performance of the contract including subcontractors.

#### **Article II.5 – Confidentiality**

**II.5.1** The contracting authority and the contractor shall treat with confidentiality any information and documents, in any form, disclosed in writing or orally in relation to the performance of the contract and identified in writing as confidential.

The contractor shall:

(a) not use confidential information and documents for any purpose other than fulfilling its obligations under the contract without prior written agreement of the contracting authority;

- (b) ensure the protection of such confidential information and documents with the same level of protection it uses to protect its own confidential information, but in no case any less than reasonable care;
- (c) not disclose directly or indirectly confidential information and documents to third parties without prior written agreement of the contracting authority.

**II.5.2** The confidentiality obligation set out in Article II.5.1 shall be binding on the contracting authority and the contractor during the performance of the contract and for five years starting from the date of the payment of the balance unless:

- (a) the disclosing party agrees to release the other party from the confidentiality obligation earlier;
- (b) the confidential information becomes public through other means than in breach of the confidentiality obligation, through disclosure by the party bound by that obligation;
- (c) the disclosure of the confidential information is required by law.

**II.5.3** The contractor shall obtain from any natural person with the power to represent it or take decisions on its behalf, as well as from third parties involved in the performance of the contract, an undertaking that they will comply with the confidentiality obligation set out in Article II.5.1.

#### **Article II.6 – Processing of personal data**

**II.6.1** Any personal data included in the contract shall be processed pursuant to Regulation (EC) 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. Such data shall be processed by the data controller solely for the purposes of the performance, management and monitoring of the contract without prejudice to its possible transmission to the bodies charged with monitoring or inspection tasks in application of Union law.

**II.6.2** The contractor shall have the right to access its personal data and the right to rectify any such data. The contractor should address any queries concerning the processing of its personal data to the data controller.

**II.6.3** The contractor shall have right of recourse at any time to the European Data Protection Supervisor.

**II.6.4** Where the contract requires the processing of personal data by the contractor, the contractor may act only under the supervision of the data controller, in particular with regard to the purposes of the processing, the categories of data which may be processed, the recipients of the data and the means by which the data subject may exercise his rights.

**II.6.5** The contractor shall grant its personnel access to the data to the extent strictly necessary for the performance, management and monitoring of the contract.

**II.6.6** The contractor undertakes to adopt appropriate technical and organisational security measures having regard to the risks inherent in the processing and to the nature of the personal data concerned in order to:

- (a) prevent any unauthorised person from gaining access to computer systems processing personal data, and especially:
  - (i) unauthorised reading, copying, alteration or removal of storage media;
  - (ii) unauthorised data input, as well as any unauthorised disclosure, alteration or erasure of stored personal data;
  - (iii) unauthorised use of data-processing systems by means of data transmission facilities;
- (b) ensure that authorised users of a data-processing system can access only the personal data to which their access right refers;
- (c) record which personal data have been communicated, when and to whom;
- (d) ensure that personal data being processed on behalf of third parties can be processed only in the manner prescribed by the contracting authority;
- (e) ensure that, during communication of personal data and transport of storage media, the data cannot be read, copied or erased without authorisation;
- (f) design its organisational structure in such a way that it meets data protection requirements.

## **ARTICLE II.7 – SUBCONTRACTING**

**II.7.1** The contractor shall not subcontract without prior written authorisation from the contracting authority nor cause the contract to be de facto performed by third parties.

**II.7.2** Even where the contracting authority authorises the contractor to subcontract to third parties, it shall nevertheless remain bound by its contractual obligations and shall be solely responsible for the proper performance of this contract.

**II.7.3** The contractor shall make sure that the subcontract does not affect rights and guarantees granted to the contracting authority by virtue of this contract, notably by Article II.18.

## **ARTICLE II.8 – AMENDMENTS**

**II.8.1** Any amendment to the contract shall be made in writing before fulfilment of any new contractual obligations and in any case before the date of payment of the balance.

**II.8.2** The amendment may not have the purpose or the effect of making changes to the contract which might call into question the decision awarding the contract or result in unequal treatment of tenderers.

## **ARTICLE II.9 – ASSIGNMENT**

**II.9.1** The contractor shall not assign the rights, including claims for payments, and obligations arising from the contract, in whole or in part, without prior written authorisation from the contracting authority.

**II.9.2** In the absence of such authorisation, or in the event of failure to observe the terms thereof, the assignment of rights or obligations by the contractor shall not be enforceable against the contracting authority and shall have no effect on it.

## **ARTICLE II.10 – OWNERSHIP OF THE RESULTS - INTELLECTUAL AND INDUSTRIAL PROPERTY RIGHTS**

### **II.10.1 Definitions**

In this contract the following definitions apply:

- (1) 'results' means any intended outcome of the performance of the contract which is delivered and finally accepted by the contracting authority.
- (2) 'creator' means any natural person who contributed to the production of the result and includes personnel of the contracting authority or a third party.
- (3) 'pre-existing rights' means any industrial and intellectual property rights, including background technology, which exist prior to the contracting authority or the contractor ordering them for the purpose of the contract execution and include rights of ownership and use by the contractor, the creator, the contracting authority and any third parties.

### **II.10.2 Ownership of the results**

The ownership of the results shall be fully and irrevocably acquired by the Union under this contract including any rights in any of the results listed in this contract, including copyright and other intellectual or industrial property rights, and all technological solutions and information contained therein, produced in performance of the contract. The contracting authority may exploit them as stipulated in this contract. All the rights shall be acquired by the Union from the moment the results are delivered by the contractor and accepted by the contracting authority. Such delivery and acceptance are deemed to constitute an effective assignment of rights from the contractor to the Union.

The payment of the price as set out in the order forms or specific contracts is deemed to include any fees payable to the contractor in relation to the acquisition of ownership of rights by the Union including all forms of use of the results.

The acquisition of ownership of rights by the Union under this contract covers all territories worldwide.

Any intermediary sub-result, raw data, intermediary analysis made available by the contractor cannot be used by the contracting authority without the written consent of the contractor, unless the contract explicitly provides for it to be treated as a self-contained result.

### **II.10.3 Licensing of pre-existing rights**

The Union shall not acquire ownership of the pre-existing rights.

The contractor shall license the pre-existing rights on a royalty-free, non-exclusive and irrevocable basis to the Union which may use the pre-existing right as foreseen in Article I.8.1 or in order forms or specific contracts. All the pre-existing rights shall be licensed to the Union from the moment the results were delivered and accepted by the contracting authority.

The licensing of pre-existing rights to the Union under this contract covers all territories worldwide and is valid for the whole duration of intellectual property rights protection.

#### **II.10.4 Modes of exploitation**

The Union shall acquire ownership of each of the results produced as an outcome of this contract which may be used for any of the following purposes:

- (a) giving access upon individual requests without the right to reproduce or exploit, as provided for by Regulation 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents;
- (b) storage of the original and copies made in accordance with this contract;
- (c) archiving in line with the document management rules applicable to the contracting authority.

#### **II.10.5 Identification and evidence of granting of pre-existing rights and rights of third parties**

When delivering the results, the contractor shall warrant that they are free of rights or claims from creators and third parties including in relation to pre-existing rights, for any use envisaged by the contracting authority. This does not concern the moral rights of natural persons.

The contractor shall establish to that effect a list of all pre-existing rights and rights of creators and third parties on the results of this contract or parts thereof. This list shall be provided no later than the date of delivery of the final results.

In the result the contractor shall clearly point out all quotations of existing textual works. The complete reference should include as appropriate: name of the author, title of the work, date and place of publication, date of creation, address of publication on internet, number, volume and other information which allows the origin to be easily identified.

Upon request by the contracting authority, the contractor shall provide evidence of ownership or rights to use all the listed pre-existing rights and rights of third parties except for the rights owned by the Union.

This evidence may refer, inter alia, to rights to: parts of other documents, images, graphs, tables, data, software, technical inventions, know-how etc. (delivered in paper, electronic or other form), IT development tools, routines, subroutines and/or other programs ("background technology"), concepts, designs, installations or pieces of art, data, source or background materials or any other parts of external origin.

The evidence shall include, as appropriate:

- (a) the name and version number of a software product;
- (b) the full identification of the work and its author, developer, creator, translator, data entry person, graphic designer, publisher, editor, photographer, producer;
- (c) a copy of the licence to use the product or of the agreement granting the relevant rights to the contractor or a reference to this licence;
- (d) a copy of the agreement or extract from the employment contract granting the relevant rights to the contractor where parts of the results were created by its personnel;
- (e) the text of the disclaimer notice if any.

Provision of evidence does not release the contractor from its responsibilities in case it is found that it does not hold the necessary rights, regardless of when and by whom this fact was revealed.

The contractor also warrants that it possesses the relevant rights or powers to execute the transfer and that it has paid or has verified payment of all due fees including fees due to collecting societies, related to the final results.

#### **II.10.6 Creators**

By delivering the results the contractor warrants that the creators undertake not to oppose that their names be recalled when the results are presented to the public and confirms that the results can be divulged. Names of authors shall be recalled on request in the manner communicated by the contractor to the contracting authority.

The contractor shall obtain the consent of creators regarding the granting of the relevant rights and be ready to provide documentary evidence upon request.

#### **II.10.7 Persons appearing in photographs or films**

If natural, recognisable persons appear in a result or their voice is recorded the contractor shall submit a statement of these persons (or of the persons exercising parental authority in case of minors) where they give their permission for the described use of their image or voice on request by the contracting authority. This does not apply to persons whose permission is not required in line with the law of the country where photographs were taken, films shot or audio records made.

#### **II.10.8 Copyright for pre-existing rights**

When the contractor retains pre-existing rights on parts of the results, reference shall be inserted to that effect when the result is used as set out in Article I.8.1 with the following disclaimer: © - year – European Union. All rights reserved. Certain parts are licensed under conditions to the EU.

#### **II.10.9 Visibility of Union funding and disclaimer**

When making use of the results, the contractor shall declare that they have been produced within a contract with the Union and that the opinions expressed are those of the contractor only and do not represent the contracting authority's official position. The contracting authority may waive this obligation in writing.

### **ARTICLE II.11 – FORCE MAJEURE**

**II.11.1** 'Force majeure' means any unforeseeable and exceptional situation or event beyond the parties' control which prevents either of them from fulfilling any of their obligations under the contract, which was not attributable to error or negligence on their part or on the part of subcontractors and which proves to be inevitable in spite of exercising due diligence. Any default of a service, defect in equipment or material or delays in making them available, unless they stem directly from a relevant case of force majeure, as well as labour disputes, strikes or financial difficulties, cannot be invoked as force majeure.

**II.11.2** A party faced with force majeure shall formally notify the other party without delay, stating the nature, likely duration and foreseeable effects.

**II.11.3** The party faced with force majeure shall not be held in breach of its contractual obligations if it has been prevented from fulfilling them by force majeure. Where

the contractor is unable to fulfil its contractual obligations owing to force majeure, it shall have the right to remuneration only for the tasks actually executed.

**II.11.4** The parties shall take all the necessary measures to limit any damage due to force majeure.

## **ARTICLE II.12 – LIQUIDATED DAMAGES**

The contracting authority may impose liquidated damages should the contractor fail to complete its contractual obligations, also with regard to the required quality level, according to the tender specifications.

Should the contractor fail to perform its contractual obligations within the time-limits set by the contract, then, without prejudice to the contractor's actual or potential liability or to the contracting authority's right to terminate the contract, the contracting authority may impose liquidated damages for each and every calendar day of delay according to the following formula:

$$0.3 \times (V/d)$$

*V* is the amount specified in Article I.3.1;

*d* is the duration specified in Article I.2.3 expressed in calendar days.

The contractor may submit arguments against this decision within 30 days of receipt of the formal notification. In the absence of a reaction on its part or of written withdrawal by the contracting authority within 30 days of the receipt of such arguments, the decision imposing the liquidated damages shall become enforceable.

The parties expressly acknowledge and agree that any sums payable under this article are in the nature of liquidated damages and not penalties, and represent a reasonable estimate of fair compensation for the losses incurred due to failure to fulfil obligations which may be reasonably anticipated.

## **ARTICLE II.13 – SUSPENSION OF THE PERFORMANCE OF THE CONTRACT**

### **II.13.1 Suspension by the contractor**

The contractor may suspend the performance of the contract or any part thereof if a case of force majeure makes such performance impossible or excessively difficult. The contractor shall inform the contracting authority about the suspension without delay, giving all the necessary reasons and details and the envisaged date for resuming the performance of the contract.

Once the circumstances allow resuming performance, the contractor shall inform the contracting authority immediately, unless the contracting authority has already terminated the contract.

### **II.13.2 Suspension by the contracting authority**

The contracting authority may suspend the performance of the contract or any part thereof:

- (a) if the contract award procedure or the performance of the contract prove to have been subject to substantial errors, irregularities or fraud;
- (b) in order to verify whether presumed substantial errors, irregularities or fraud have actually occurred.



Suspension shall take effect on the day the contractor receives formal notification, or at a later date provided in the notification. The contracting authority shall give notice as soon as possible to the contractor to resume the service suspended or inform the contractor that it is proceeding with the termination of the contract. The contractor shall not be entitled to claim compensation on account of suspension of the contract or of part thereof.

## **ARTICLE II.14 – TERMINATION OF THE CONTRACT**

### **II.14.1 Grounds for termination**

The contracting authority may terminate the contract in the following circumstances:

- (a) if a change to the contractor's legal, financial, technical or organisational or ownership situation is likely to affect the performance of the contract substantially or calls into question the decision to award the contract;
- (b) if execution of the tasks has not actually commenced within three months of the date foreseen, and the new date proposed, if any, is considered unacceptable by the contracting authority, taking into account Article II.8.2;
- (c) if the contractor does not perform the contract as established in the tender specifications or fails to fulfil another substantial contractual obligation;
- (d) in the event of force majeure notified in accordance with Article II.11 or if the performance of the contract has been suspended by the contractor as a result of force majeure, notified in accordance with Article II.13, where either resuming performance is impossible or the modifications to the contract might call into question the decision awarding the contract or result in unequal treatment of tenderers;
- (e) if the contractor is declared bankrupt, is being wound up, is having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of proceedings concerning those matters, or is in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- (f) if the contractor or any natural person with the power to represent it or take decisions on its behalf has been found guilty of professional misconduct proven by any means;
- (g) if the contractor is not in compliance with its obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it is established or with those of the country of the applicable law of this contract or those of the country where the contract is to be performed;
- (h) if the contracting authority has evidence that the contractor or natural persons with the power to represent it or take decisions on its behalf have committed fraud, corruption, or are involved in a criminal organisation, money laundering or any other illegal activity detrimental to the Union's financial interests;
- (i) if the contracting authority has evidence that the contractor or natural persons with the power to represent it or take decisions on its behalf have committed substantial errors, irregularities or fraud in the award procedure or the performance of the contract, including in the event of submission of false information;
- (j) if the contractor is unable, through its own fault, to obtain any permit or licence required for performance of the contract.

## **II.14.2 Procedure for termination**

When the contracting authority intends to terminate the contract it shall formally notify the contractor of its intention specifying the grounds thereof. The contracting authority shall invite the contractor to make any observations and, in the case of point (c) of Article II.14.1, to inform the contracting authority about the measures taken to continue the fulfilment of its contractual obligations, within 30 days from receipt of the notification.

If the contracting authority does not confirm acceptance of these observations by giving written approval within 30 days of receipt, the termination procedure shall proceed. In any case of termination the contracting authority shall formally notify the contractor about its decision to terminate the contract. In the cases referred to in points (a), (b), (c), (e), (g) and (j) of Article II.14.1 the formal notification shall specify the date on which the termination takes effect. In the cases referred to in points (d), (f), (h), and (i) of Article II.14.1 the termination shall take effect on the day following the date on which notification of termination is received by the contractor.

## **II.14.3 Effects of termination**

In the event of termination, the contractor shall waive any claim for consequential damages, including any loss of anticipated profits for uncompleted work. On receipt of the notification of termination, the contractor shall take all the appropriate measures to minimise costs, prevent damages, and cancel or reduce its commitments. The contractor shall have 60 days from the date of termination to draw up the documents required by the special conditions for the tasks already executed on the date of termination and produce an invoice if necessary. The contracting authority may recover any amounts paid under the contract.

The contracting authority may claim compensation for any damage suffered in the event of termination.

On termination the contracting authority may engage any other contractor to execute or complete the services. The contracting authority shall be entitled to claim from the contractor all extra costs incurred in this regard, without prejudice to any other rights or guarantees it may have under the contract.

## **ARTICLE II.15 – REPORTING AND PAYMENTS**

### **II.15.1 Date of payment**

Payments shall be deemed to be effected on the date when they are debited to the contracting authority's account.

### **II.15.2 Currency**

The contract shall be in euros.

Payments shall be executed in euros or in the local currency as provided for in Article I.5.

Conversion between the euro and another currency shall be made according to the daily euro exchange rate published in the *Official Journal of the European Union* or, failing that, at the monthly accounting exchange rate established by the European Commission and published on its website, applicable on the day on which the payment order is issued by the contracting authority.

### **II.15.3 Costs of transfer**

The costs of the transfer shall be borne in the following way:

- (a) costs of dispatch charged by the bank of the contracting authority shall be borne by the contracting authority,
- (b) cost of receipt charged by the bank of the contractor shall be borne by the contractor,
- (c) costs for repeated transfer caused by one of the parties shall be borne by the party causing repetition of the transfer.

#### **II.15.4 Invoices and Value Added Tax**

Invoices shall contain the contractor's identification, the amount, the currency and the date, as well as the contract reference.

Invoices shall indicate the place of taxation of the contractor for value added tax (VAT) purposes and shall specify separately the amounts not including VAT and the amounts including VAT.

The contracting authority is, as a rule, exempt from all taxes and duties, including VAT, pursuant to the provisions of Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Union.

The contractor shall accordingly complete the necessary formalities with the relevant authorities to ensure that the supplies and services required for performance of the contract are exempt from taxes and duties, including VAT exemption.

#### **II.15.5 Pre-financing and performance guarantees**

Pre-financing guarantees shall remain in force until the pre-financing is cleared against interim payments or payment of the balance and, in case the latter takes the form of a debit note, three months after the debit note is notified to the contractor. The contracting authority shall release the guarantee within the following month.

Performance guarantees shall cover performance of the service in accordance with the terms set out in the tender specifications until its final acceptance by the contracting authority. The amount of a performance guarantee shall not exceed the total price of the contract. The guarantee shall provide that it remains in force until final acceptance. The contracting authority shall release the guarantee within a month following the date of final acceptance.

Where, in accordance with Article I.4, a financial guarantee is required for the payment of pre-financing, or as performance guarantee, it shall fulfill the following conditions:

- (a) the financial guarantee is provided by a bank or an approved financial institution or, at the request of the contractor and agreement by the contracting authority, by a third party;
- (b) the guarantor stands as first-call guarantor and does not require the contracting authority to have recourse against the principal debtor (the contractor).

The cost of providing such guarantee shall be borne by the contractor.

#### **II.15.6 Interim payments and payment of the balance**

The contractor shall submit an invoice for interim payment upon delivery of intermediary results, accompanied by a progress report or any other documents, as provided for in Article I.4 or in the tender specifications.

The contractor shall submit an invoice for payment of the balance within 60 days following the end of the period referred to in Article I.2.3, accompanied by a final progress report or any other documents provided for in for in Article I.4 or in the tender specifications.

Upon receipt, the contracting authority shall pay the amount due as interim or final payment within the periods specified in Article I.4, provided the invoice and documents have been approved and without prejudice to Article II.15.7. Approval of the invoice and documents shall not imply recognition of the regularity or of the authenticity, completeness and correctness of the declarations and information they contain.

Payment of the balance may take the form of recovery.

#### **II.15.7 Suspension of the time allowed for payment**

The contracting authority may suspend the payment periods specified in Article I.4 at any time by notifying the contractor that its invoice cannot be processed, either because it does not comply with the provisions of the contract, or because the appropriate documents have not been produced.

The contracting authority shall inform the contractor in writing as soon as possible of any such suspension, giving the reasons for it.

Suspension shall take effect on the date the notification is sent by the contracting authority. The remaining payment period shall start to run again from the date on which the requested information or revised documents are received or the necessary further verification, including on-the-spot checks, is carried out. Where the suspension period exceeds two months, the contractor may request the contracting authority to justify the continued suspension.

Where the payment periods have been suspended following rejection of a document referred to in the first paragraph and the new document produced is also rejected, the contracting authority reserves the right to terminate the contract in accordance with Article II.14.1(c).

#### **II.15.8. Interest on late payment**

On expiry of the payment periods specified in Article I.4, and without prejudice to Article II.15.7, the contractor is entitled to interest on late payment at the rate applied by the European Central Bank for its main refinancing operations in Euros (the reference rate), plus eight points. The reference rate shall be the rate in force on the first day of the month in which the payment period ends, as published in the C series of the *Official Journal of the European Union*.

The suspension of the payment periods in accordance with Article II.15.7 may not be considered as a late payment.

Interest on late payment shall cover the period running from the day following the due date for payment up to and including the date of actual payment as defined in Article II.15.1.

However, when the calculated interest is lower than or equal to EUR 200, it shall be paid to the contractor only upon request submitted within two months of receiving late payment.

### **ARTICLE II.16 - REIMBURSEMENTS**

**II.16.1** Where provided by the special conditions or by the tender specifications, the contracting authority shall reimburse the expenses which are directly connected with execution of the tasks on production of original supporting documents,

including receipts and used tickets, or failing that, on production of copies or scanned originals, or on the basis of flat rates.

**II.16.2** Travel and subsistence expenses shall be reimbursed, where appropriate, on the basis of the shortest itinerary and the minimum number of nights necessary for overnight stay at the destination.

**II.16.3** Travel expenses shall be reimbursed as follows:

- (a) travel by air shall be reimbursed up to the maximum cost of an economy class ticket at the time of the reservation;
- (b) travel by boat or rail shall be reimbursed up to the maximum cost of a first class ticket;
- (c) travel by car shall be reimbursed at the rate of one first class rail ticket for the same journey and on the same day;

In addition, travel outside Union territory shall be reimbursed provided the contracting authority has given its prior written consent.

**II.16.4** Subsistence expenses shall be reimbursed on the basis of a daily subsistence allowance as follows:

- (a) for journeys of less than 200 km for a return trip, no subsistence allowance shall be payable;
- (b) daily subsistence allowance shall be payable only on receipt of supporting documents proving that the person concerned was present at the destination;
- (c) daily subsistence allowance shall take the form of a flat-rate payment to cover all subsistence expenses, including meals, local transport which includes transport to and from the airport or station, insurance and sundries;
- (d) daily subsistence allowance shall be reimbursed at the flat rates specified in Article I.3;
- e) accommodation shall be reimbursed on receipt of supporting documents proving the necessary overnight stay at the destination, up to the flat-rate ceilings specified in Article I.3.

**II.16.5** The cost of shipment of equipment or unaccompanied luggage shall be reimbursed provided the contracting authority has given prior written authorisation.

**II.16.6** Conversion between the euro and another currency shall be made as specified in Article II.5.2.

### **Article II.17 – Recovery**

**II.17.1** If an amount is to be recovered under the terms of the contract, the contractor shall repay the contracting authority the amount in question according to the terms and by the date specified in the debit note.

**II.17.2** If the obligation to pay the amount due is not honoured by the date set by the contracting authority in the debit note, the amount due shall bear interest at the rate indicated in Article II.15.8. Interest on late payments shall cover the period from the day following the due date for payment, up to and including the date when the contracting authority receives full payment of the amount owed.

Any partial payment shall first be entered against charges and interest on late payment and then against the principal amount.

**II.17.3** If payment has not been made by the due date, the contracting authority may, after informing the contractor in writing, recover the amounts due by offsetting them against any amounts owed to the contractor by the Union or by the European Atomic Energy Community or by calling in the financial guarantee, where provided for in Article I.4.

## **ARTICLE II.18 – CHECKS AND AUDITS**

**II.18.1** The contracting authority and the European Anti-Fraud Office may check or have an audit on the performance of the contract. It may be carried out either directly by its own staff or by any other outside body authorised to do so on its behalf.

Such checks and audits may be initiated during the performance of the contract and during a period of five years which starts running from the date of the payment of the balance.

The audit procedure shall be deemed to be initiated on the date of receipt of the relevant letter sent by the contracting authority. Audits shall be carried out on a confidential basis.

**II.18.2** The contractor shall keep all original documents stored on any appropriate medium, including digitised originals when they are authorised by national law and under the conditions laid down therein, for a period of five years which starts running from the date of payment of the balance.

**II.18.3** The contractor shall allow the contracting authority's staff and outside personnel authorised by the contracting authority the appropriate right of access to sites and premises where the contract is performed and to all the information, including information in electronic format, needed in order to conduct such checks and audits. The contractor shall ensure that the information is readily available at the moment of the check or audit and, if so requested, that information be handed over in an appropriate form.

**II.18.4** On the basis of the findings made during the audit, a provisional report shall be drawn up. It shall be sent to the contractor, which shall have 30 days following the date of receipt to submit observations. The final report shall be sent to the contractor within 60 days following the expiry of that deadline.

On the basis of the final audit findings, the contracting authority may recover all or part of the payments made and may take any other measure which it considers necessary.

**II.18.5** By virtue of Council Regulation (Euratom, EC) No 2185/96 of 11 November 1996 concerning on-the-spot checks and inspection carried out by the Commission in order to protect the European Communities' financial interests against fraud and other irregularities and Regulation (EC) No 1073/1999 of the European Parliament and the Council of 25 May 1999 concerning investigation conducted by the European Anti-Fraud Office (OLAF), the OLAF may also carry out on-the-spot checks and inspections in accordance with the procedures laid down by Union law for the protection of the financial interests of the Union against fraud and other irregularities. Where appropriate, the findings may lead to recovery by the contracting authority.

**II.18.6** The Court of Auditors shall have the same rights as the contracting authority, notably right of access, for the purpose of checks and audits.

[Optional]

### **Annex A Statement of contractor concerning right to delivered result**

I, [*insert name of the authorised representative of the contractor*] representing [*insert name of the contractor*], party to the contract [*insert title and/or number*] warrant that the contractor holds all transferred rights to the delivered [*insert title and/or description of result*] which [is][are] free of any claims of third parties.

The above-mentioned results were prepared by [*insert names of creators*]. The creators transferred all their relevant rights to the results to [*insert name of the entity that received rights from the creators*] [through a contract of [*insert date*]] [a relevant extract of which is] herewith attached.

The creators [received all their remuneration on [*insert date*]] [will receive all their remuneration as agreed within [*complete*] weeks from [delivery of this statement.] [receipt of confirmation of acceptance of the work]. [The statement of the creators confirming payment is attached].

Date, place, signature

### **Annex B Statement of creator / intermediary in delivery**

of the [*title of the result*]

within the contract No [*complete*]

concluded between the contracting authority and [*name of the contractor(s)*]

I, [*insert name of the authorised representative of the intermediary*] representing [*insert name of the intermediary*] state that I am the right holder of: [*identify the relevant parts of the result*] [which I created] [for which I received rights from [*insert name*]].

I am aware of the above contract, especially Articles I.8, II.10 and I confirm that I transferred all the relevant rights to [*insert name*].

I declare that [I received full remuneration] [I agreed to receive remuneration by [*insert date*]].

[As creator, I also confirm that I do not oppose my name being recalled when the results are presented to the public and confirm that the results can be divulged.]<sup>23</sup>

Date, place, signature

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<sup>23</sup> Necessary for creators