CALL FOR TENDERS

Nº MOVE/A3/119-2013

A FRAMEWORK CONTRACT FOR IMPACT ASSESSMENT AND EVALUATION (ex-ante, intermediate and ex-post) STUDIES

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\(^1\) concluded within the WTO applies, the participation to the call for tender is also open to nationals of the countries that have ratified this Agreement, on the conditions it lays down.

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.

Joint tenders are encouraged within the context of this Framework Contract, as these would facilitate participation of universities, research centres and small consulting

\(^1\) See [http://www.wto.org/english/tratop_E/gproc_e/gp_gpa_e.htm](http://www.wto.org/english/tratop_E/gproc_e/gp_gpa_e.htm)
companies which on their own could not meet certain economic, financial, technical or professional capacity criteria as identified in chapter 2.

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.

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

Tenderers shall be required to identify subcontractors whose share of the Specific Contract is expected to be 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**

Tenders must be written in one of the official languages of the European Union. The attention of the tenderers is drawn to the fact that the majority of the deliverables requested under the Specific Contracts will have to be submitted in English.

Tenders must be submitted in three distinct sections:

- an administrative offer, containing parts A, B, C and F as defined below;
- a technical offer, corresponding to part D below;
- a financial offer, corresponding to part E below.

Each section should be assembled separately. Tenders must be clear and concise, with continuous page numbering and assembled in a coherent fashion (e.g. bound or stapled, etc…). The electronic copy of the tender should be submitted in separate files for each section, and duly named. Tenderers will be judged on the content of their written bids.

Tenderers may participate in several lots. The content of the lots are detailed in section 3.2.

A single administrative offer may be submitted on the condition that, in the case of a joint tender, the tenderer is composed of the same members of a consortium or grouping for all lots. The tenderer should however be aware that the evidence for selection criteria (Part C) should comply with the requirements for each of the lots to which it applies (in terms of transport modes and / or horizontal issues). In the case a separate administrative offer is submitted for each lot to which a same tenderer applies, each offer should be assembled separately.

A separate technical and financial offer should be submitted for each lot to which the tenderer applies. Each offer should be assembled separately.

The tenderer should specifically indicate on the cover page of each section of the tender to which lot(s) the section refers to.

The tenders must contain the following:

- 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, see Annex 3)

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 is expected to represent more than 20% for some Specific Contracts.

- In order to prove their legal capacity and their status, all tenderers (including any member of a consortium or 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.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm)

  Tenderers that are already registered in the Contracting Authority’s accounting system (i.e. they have already been direct contractors) must provide the form but are not obliged to provide the supporting evidence.

- 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.

- 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 PROCEDURE FOR THE FRAMEWORK CONTRACT AND THE SPECIFIC CONTRACTS

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, including any member of a consortium of grouping, 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 some Specific 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.

2.3.1. 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:
- The annual turnover of the last two financial years above € 1,000,000 for tenderers applying to a single lot, and above € 1,500,000 for tenderers applying to two or more lots.

The following evidence should be provided:

- Copy of the profit and loss account for the last two years for which accounts have been closed;

- Failing that, appropriate statements from banks.

If, for some exceptional reason which the Contracting Authority considers justified, a tenderer is unable to provide one or other of the above documents (e.g. universities and research centres may not be able to provide overall turnover), he or she may prove his or her economic and financial capacity by any other document which the Contracting Authority considers appropriate. In any case, the Contracting Authority must at least be notified of the exceptional reason and its justification in the tender. The Commission reserves the right to request any other document enabling it to verify the tenderer's economic and financial capacity.

2.3.2. Technical and professional capacity criteria and evidence

a. Criteria relating to tenderers

Tenderers (in case of a consortium or grouping and/or subcontracting the combined capacity of all joint tenderers and subcontractors) must comply with the following criteria:

- proven experience in the field of mobility and transport with at least 6 projects delivered in the field of mobility and transport in the last three years with a minimum value for each project of € 80,000.

- proven specific and technical expertise in the area(s) concerned by the lot(s) for which a technical proposal is submitted: air, rail, road, waterborne, horizontal issues, with at least 3 technical projects delivered in the specific area in the last three years. These projects may be part of the 6 projects on mobility and transport issues required above.

- proven experience in impact assessment and evaluation studies, with at least 3 impact assessment support studies or evaluation studies (in any domain) delivered in the last three years. These projects may be part of the projects on mobility and transport issues required above. These projects should show that the tenderer has experience in survey techniques, data collection, intervention logic models, evaluation tools (cost-benefit analysis, input/output analysis, impact evaluation, etc.), economic and quantitative analyses, and drafting reports and recommendations.

- proven experience of working on projects (in any domain) on at least 5 EU countries during the last three years. The combination of projects must show coverage of at least 22 EU countries. These projects may be part of any of the projects required above.

- proven capacity to draft reports in English.
b. Criteria relating to the team delivering the service:

The tenderer (in case of a consortium or grouping and/or subcontracting the combined capacity of all joint tenderers and subcontractors) must provide evidence of employing directly or being readily capable of constituting a team of experts capable of carrying out in a professional and timely manner the tasks requested under the Framework Contract.

The team delivering the service shall include the following profiles and be ranked according to these:

- **Project Managers**: At least 5 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 € 100,000) and coverage (EU-27), with experience in management of team of at least 10 people.

- **Experts in the field of mobility and transport**: Relevant higher education degree and 3 years' professional experience in the field of mobility and transport, and / or in a technical area of transport as required in the lot(s) for which a technical offer is submitted (air, rail, road, waterborne transport, horizontal issues).

- **Experts in impact assessment and evaluation methodologies**: Relevant higher education degree in economics or equivalent and 3 years' professional experience in the field of impact assessment and / or evaluation.

- **Data collector and analyst**: Relevant higher education degree showing the ability to apply data collection techniques and / or qualitative and quantitative analysis.

- **Other support staff**: No specific education or experience required.

- **Language quality check**: at least 2 members of the team should have native-level language skills in English or equivalent.

As a whole, the team for the Framework Contract should include, as a minimum, the following competences:

- well balanced composition of relevant economic, legal and technical expertise (higher education degree and / or minimum 3 years of experience in the field);

- well proven expertise in Union policies in the sector of mobility and transport, research in the field of mobility and transport, transport infrastructures and financing programmes, environment, sustainable development and social aspects;

- well proven expertise in conducting evaluations and analyses supporting impact assessments;

- well proven technical expertise in data collection (surveys, interviews, desk research), economic, qualitative and quantitative analysis, modelling and capabilities to use state-of-the-art information technologies;

- excellent communication and drafting skills in English.

**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 educational and professional qualifications of all the team members who will provide services under the Framework contract (CVs) including the management staff. Each CV provided should indicate the intended function in the delivery of the service. The CVs shall be presented in accordance to the Commission Recommendation on a common European format for curricula vitae, published in OJ L79 of 22 March 2002, p. 66.

- A table summarising the competences of the team members who will provide the services under the Framework Contract. Competences include those listed in paragraph 2.3.2.b above: background (economic, legal, technical, etc.), specific expertise (transport modes, infrastructure, financing programmes, social, environment, etc.), methodological expertise (data collection, qualitative/quantitative analysis, modelling), and languages. Each team member should be classified according to the profiles provided above (project manager, expert in the field of mobility and transport, expert in impact assessment and evaluation methodologies, data collector and analyst, or support staff).

- Formal statement of native-level language skills in English or equivalent for at least two team members, signed by both the legal representative and the team member.

2.4. Award criteria for the Framework Contract

The tender will be awarded according to the best-value-for-money procedure.

The assessment will be done by means of the technical offers, which will contain:

- a description of the current context in the sector, highlighting key issues and challenges. The focus should lie, for lots 1 to 4 on the transport mode covered by the lot (air, rail, road or waterborne transport), and for lot 5 on the horizontal transport issues for all transport modes.

- a case study on impact assessment.

- a case study on evaluation study.

The maximum total quality score is 100 points. The quality of the tender will be evaluated based on the following criteria:

- **Understanding of the background** (30 points – minimum threshold 60%)

This criterion will assess the demonstration by the tenderer in its offer of its understanding of the key issues and challenges in the EU transport sector. It assesses whether the tenderer is aware of the current context and the general aim of the recently adopted and forthcoming policy initiatives. It will also look at whether the tenderer links adequately the projects under the case studies to this background. The assessment will be based on both the description of the context and on the case studies.

The points will be allocated on the basis of the following sections of the technical offer (see section 3.4):
• Description of the current context (10 points)
• Case study on impact assessment (10 points)
• Case study on evaluation (10 points)

• Quality of the proposed methodology (30 points – minimum threshold 60%)

This criterion will assess the suitability of the methodology proposed by the tenderer to address the case studies. It also assesses the explanation of the tenderer of the suggested methodology and the reasoning behind the choice of methodology. The relevance of the approach to economic modelling, surveying techniques, cost-benefit analysis techniques and other quantitative analysis tools, including indicators and quantitative tools for impact assessment and evaluation is essential. Methodologies shall respect the Commission’s impact assessment and evaluation requirements.

The points will be allocated on the basis of the following sections of the technical offer (see section 3.4):

• Case study on impact assessment (15 points)
• Case study on evaluation (15 points)

• Organisation of the work (30 points – minimum threshold 60%)

This criterion will assess how the tenderer proposes to mobilise adequate resources in the frame of the two case studies in terms of language/Member State coverage and specific expertise. It also assesses how roles and responsibilities of the proposed team are distributed for each task and how coordination will be ensured. Further, this criterion assesses the global allocation of time and resources to the case study and to each task or deliverable, and whether this allocation is adequate for the work.

The points will be allocated on the basis of the following sections of the technical offer (see section 3.4):

• Case study on impact assessment (15 points)
• Case study on evaluation (15 points)

• Quality control measures (10 points – minimum threshold 60%)

This criterion will assess the quality control system applied to the case studies concerning the quality of the deliverables, including also the quality control of methodologies and of the language, and continuity of the service in case of absence of a member of the team. The quality system should be detailed in the tender and presented in the specific context to the tasks at hand; a generic quality system will result in a low score.

Tenders must score above 60% for each criterion, and above 70% in total. Tenders that do not reach the minimum quality thresholds will be rejected and will not be ranked.

The price of the tender will be calculated on the basis of the prices per person-day per staff category as provided in the financial offer. Daily rates will be weighted according to the following table.
<table>
<thead>
<tr>
<th>Staff category</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project manager</td>
<td>10 points</td>
</tr>
<tr>
<td>Expert in mobility and transport</td>
<td>35 points</td>
</tr>
<tr>
<td>Expert in impact assessment and evaluation</td>
<td>5 points</td>
</tr>
<tr>
<td>Data collector and analyst</td>
<td>40 points</td>
</tr>
<tr>
<td>Support staff</td>
<td>10 points</td>
</tr>
</tbody>
</table>

The value of the tender taken into account in order to determine the best-value-for-money will be the weighted price calculated on the basis of this table.

After evaluation of the quality of the tender, the tenders are ranked using the formula below to determine the tenders offering best value for money. A weight of 60/40 is given to quality and price.

Score for tender x =

\[
\text{quality score for tender x / 100 * 60 + cheapest price / price of tender x * 40}
\]

The Framework Contracts will be awarded to a limited number of the best ranked offers.

The number of awarded tenderers shall be:

- For lot 1 to 4: maximum 4 tenderers;
- For lot 5: maximum 5 tenderers.

If only one acceptable bid is received for a specific lot, the tender procedure will be cancelled for that particular lot. If insufficient offers, i.e. only two or three acceptable bids, are received for a specific lot, the Commission services reserves itself the rights to either cancel or to conclude framework contracts for that particular lot.

2.5. **Technical offer**

The technical offer must cover all aspects and tasks required in the technical specification (chapter 3) and provide all the information needed to apply the award criteria. A separate technical offer should be submitted for each lot to which the tenderer applies. 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**

All tenders must contain a financial proposal. For these Framework Contracts, this consists of daily fee rates for five categories of staff. These staff categories are detailed in paragraph 2.3.2.b.

The tenderer's attention is drawn to the following points:
• 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.

• Prices must be fixed amounts.

• 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.

• Tenderers shall specify one **price per person-day** for each staff category. The price per person-day shall be valid for any services offered under a Specific Contract. This price must be a flat rate and include all administrative costs with the exception of travel and subsistence expenses (which will be added, where appropriate, when submitting an offer for a Specific Contract – see section 2.7 below).

The financial offer must be submitted using the table below. For a definition of staff categories, please refer to paragraph 2.3.2.b.

<table>
<thead>
<tr>
<th>Staff category</th>
<th>Price per person-day (in €)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project manager</td>
<td></td>
</tr>
<tr>
<td>Expert in mobility and transport</td>
<td></td>
</tr>
<tr>
<td>Expert in impact assessment and evaluation</td>
<td></td>
</tr>
<tr>
<td>Data collector and analyst</td>
<td></td>
</tr>
<tr>
<td>Support staff</td>
<td></td>
</tr>
</tbody>
</table>

The table must be filled in by the tendering parties and will constitute the future contractual basis for the pricing for the Specific Contracts in case of contract award. In this regard, it will be an integral part of the Framework Contract (See Article I.3.1. of the Framework Contract in Annex 5). Accordingly, the financial proposal must be completed in full and signed by a person able to engage the bidder financially. A separate financial offer should be submitted for each lot to which the tenderer applies. Any incomplete tender in this respect will be excluded from the evaluation procedure.

### 2.7. Award of Specific Contracts

Once the Framework Contracts have been signed with the best ranked tenderers for each lot, the Commission, when the need arises, may send an invitation to submit offers for carrying out an individual impact assessment support study or evaluation study.

A specific request shall be opened to contractors under a single lot. The Commission reserves itself the right to decide on a case-by-case to which lot a specific request is launched.
All contractors concerned will be invited to submit an offer for the services described in the invitation. Within 5 working days, the contractors shall express in writing, by post or e-mail, their availability to carry out the services required. Within 15 working days after the date of sending the request for services, the contractors will provide the Commission with a written offer for the tasks required. The Commission services may allow a longer period for the submission of the offers in the request for services.

If the tenderer does not respond to three subsequent requests for service under a lot, the Commission reserves itself the right to exclude the contractor from forthcoming invitations for tenders in the frame of the current Framework Contract.

Offers for Specific Contracts should be submitted in one original, two paper copies, and one electronic copy on a CD, DVD or USB key. Offers must contain:

a. An administrative part, providing
   - A declaration signed by each partner proposed to carry out tasks under the specific assignment stating that the entity/he/she has no conflict of interest. A conflict of interest could arise in particular as a result of economic interests, political or national affinity, family, emotional life or other shared interests. The Commission may also decide to exclude an offer, considering that for the contract in question, the tenderer does not have the professional capacity to perform according to the expected quality standards due to conflicting interest with contract performance.
   - the administrative information relative to the subcontractors which were not initially foreseen in the Framework Contract, but whose intended share of the Specific Contract is above 20%. Documents to be provided include the identification form (Annex 1) and the declaration of honour on exclusion criteria and absence of conflict of interest (Annex 2).

b. a technical part, detailing the understanding of the study questions, the methodology, the composition and skills of the team (including CVs for all team members2), the planning and the responsible team leader for the specific assignment. Specificities will be provided in the terms of reference of the Specific Contracts.

c. a financial part, detailing the number of person-days per category of staff multiplied by the person-day price per category of staff as defined in Article I.3.1 of the Framework Contract (draft in Annex 5) and the budget for travel and subsistence expenses, defined as a fixed lump sum cost. The allocation of team members to staff categories should take into account the specific requirements of the request. The financial offer should be signed by an authorised representative of the tenderer.

The Commission will select a contractor for a specific assignment on the basis of the submitted offers. The tender will be awarded according to the best-value-for-money procedure.

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2 The CVs shall be presented in accordance to the Commission Recommendation on a common European format for curricula vitae, published in OJ L79 of 22 March 2002, p. 66.
The quality of the tender will be evaluated based on the following criteria. The maximum total quality score is 100 points.

- **Understanding of the background** (30 points – minimum threshold 60%)

This criterion will assess the extent to which the offer demonstrates good understanding of the specific background of the study and of the need for a specific impact assessment or evaluation study in this particular context.

- **Quality of the proposed methodology** (40 points – minimum threshold 60%)

This criterion will assess the methodology proposed by the tenderer. It will assess whether the choice of analytical tools is suitable to address the topic. Methodologies shall respect the Commission’s impact assessment and evaluation requirements.

- **Organisation of the work** (30 points – minimum threshold 60%)

This criterion will assess how the roles and responsibilities of the proposed team are distributed for each task. This criterion also assesses the global allocation of time and resources to the project and to each task or deliverable, and whether this allocation is adequate for the work. It also looks at whether the proposed team disposes of the required expertise and covers the technical and geographical scope needed for the assignment.

Tenders must score above 60% for each criterion, and above 70% in total. Tenders that do not reach the minimum quality thresholds will be rejected and will not be ranked.

The price of the tender which will be taken into account for the award of the Specific Contract corresponds to the total fees calculated on the basis of the prices per person-day per staff category plus the budget for travel and subsistence expenses.

The tenders which have met the quality thresholds are ranked using the formula below to determine the tender offering best value for money. A weight of 70/30 is given to quality and price.

Score for tender x =

\[
\text{quality score for tender } x / 100 \times 70 + \text{cheapest price / price of tender } x \times 30
\]

The Specific Contract will be awarded to the best ranked offer.

Specific Contracts will not be awarded to contractors who, during the procurement procedure:

a. are subject to a conflict of interest;

b. are guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the contract procedure or fail to supply this information.

The award of the Specific Contract will be conditioned by the availability of sufficient funds.

For the Specific Contracts, changes or additions to the team initially proposed must be notified to the Commission in writing. The Commission will have the right to object to any changes of members of the team from those initially proposed. In case that the original
team is no longer available, the Commission will have the right to cancel the Specific Contract.

The contractors shall take all necessary measures to prevent any situation that could compromise the impartial and objective performance of the contract (Articles II.4.1 and II.4.2 of the Framework Contract in Annex 5). They must declare in the offer their contractual relations during the last five years with any stakeholders and/or companies directly involved in the programmes, projects and legislative activities, conducted or subcontracted by the Directorate-General Mobility and Transport or former Directorate-General for Energy and Transport to be evaluated under this Framework Contract. During the validity period of the Framework Contract, tenderers must declare any changes in their situation regarding the contractual relations referred to in this paragraph.

Tenderers undertake to treat in the strictest confidence and not make use of or divulge to third parties any information or documents which are linked to the performance of the assignments and they shall continue to be bound by this undertaking after completion of the tasks (see Article II.5.1. of the Framework Contract in Annex 5).

The attention of the tenderers is drawn on Article I.10.1 of the Framework Contract in Annex 5, on Penalties in the event of inadequate quality of work or delays.

In the event of rejection on grounds of the quality of the deliverables (inception, intermediate, draft final or final report) after presentation for the second time, the Commission may terminate the Specific Contract by a written notification.
3. TECHNICAL SPECIFICATIONS

3.1. Terms of the Framework Contract

The Directorate-General for Mobility and Transport of the European Commission and, in particular, the Unit responsible of impact assessments and evaluations, seeks external expertise to assist in (a) carrying out impact assessments and ex-ante evaluations for the design and preparation of Union policy initiatives and legislative proposals, and (b) intermediate and ex-post evaluations of Union policies, regulatory measures and programmes in the field of transport.

The Framework Contract is divided into 5 lots. These are described in section 3.2. Each lot corresponds to a «Multiple Framework Contract with reopening of competition». It will be concluded with a maximum of 4 of the best ranked tenderers for lots 1 to 4, and with a maximum of 5 of the best ranked tenderers for lot 5.

Following the conclusion of the Framework Contracts, the Commission has no obligation to publish request for services under each lot of the Framework Contract. If the need for service arises, the Commission will invite all the selected contractors of one lot to submit a bid for a specific assignment. For each assignment a Specific Contract will be concluded, following the evaluation of the respective bids. More information about the Specific Contracts is provided in section 2.7 and in chapter 4.

The duration of the Framework Contract is 24 months from the date on which the contract is signed. The Framework Contract may be renewed automatically up to two times for 12 months each time under the same conditions, unless written notification to the contrary is sent by one of the contracting parties and received by the other before expiry of the one-year period. The Commission may decide to renew only the Framework Contract for certain lots: the renewal for one lot is not dependent on the other lots.

The indicative maximum amount is EUR 2.000.000 for lots 1 to 4, and EUR 4.000.000 for lot 5 (up to 4 years). Specific Contracts will not be signed under one lot once the budget under that lot is exhausted. All costs are included in this maximum amount.

The communication language between the Commission and the awarded contractors is English.

3.2. Description of lots

The Framework Contract is divided into 5 lots. The descriptions of lots and examples of past studies for each of the areas are provided below. Specific requests under each lot will primarily but not exclusively focus on the main theme described in this section.

(1) Lot 1 – Air

Air transport is a strategically important sector that makes a vital contribution to the EU's overall economy and employment.

In order to fully exploit the economic potential of the sector, the European Commission works on several important aspects of aviation policy, including:

a. Single Market, through gradual liberalisation of the aviation market.
b. International aviation, with the gradual development of a more coordinated EU aviation policy with third countries.

c. Single European Sky, aiming at a common framework for the air navigation services.

d. SESAR, the air traffic management research programme.

Impact assessment and evaluation studies under this lot may primarily cover air transport topics, amongst other the following: internal market, international aviation, airports, etc.

Examples of previous studies include:

- Mid-term evaluation of the SESAR Joint Undertaking 2007-2009;
- Revision of the Single European Sky Regulations – SES2+;
- Mid-term evaluation of Regulation 785/2004 on insurance requirements of air carriers and aircraft operators.

(2) Lot 2 – Rail

In the last 20 years the Commission has been very active in restructuring the European rail transport market and strengthening the position of railways vis-à-vis other transport modes. Commission efforts have concentrated on three major areas which are all crucial for developing a strong and competitive rail transport industry:

a. opening of the rail transport market to competition,

b. improving the interoperability and safety of national networks and

c. developing rail transport infrastructure.

Impact assessment and evaluation studies under this lot may primarily cover rail transport topics, amongst other the following: market opening and competition, interoperability and safety, infrastructure, etc.

Examples of previous studies include:

- Study on the revision of institutional framework of the EU Railway system, with a special consideration to the role of the European Railway Agency;
- Evaluation on the technical follow-up of TEN-T funded ERTMS projects carried out under service FWC TREN/E2/322-2008 (Lots 1, 2 and 3).

(3) Lot 3 – Road

The aim of the European Union’s land transport policy is to promote a mobility that is efficient, safe, secure and environmentally friendly.

The EU policy objectives for road transport are therefore to promote efficient road freight and passengers transport services, to create fair conditions for competition, to promote and harmonise safer and more environmentally friendly technical standards, to ensure a degree of fiscal and social harmonisation, and to guarantee that road transport rules are applied effectively and without discrimination.

Impact assessment and evaluation studies under this lot may primarily cover road transport topics, amongst other the following: road safety, rules governing access to the profession, haulage, passenger transport, road charging, social provisions, weights and dimensions, parking areas, etc.
Examples of previous studies include:

- Evaluation of transport infrastructure charging policy.

(4) Lot 4 – Waterborne transport

This lot covers primarily waterborne transport, including both maritime transport and inland waterways.

Inland waterway transport plays an important role for the transport of goods in Europe. Compared to other modes of transport which are often confronted with congestion and capacity problems, inland waterway transport is characterized by its reliability, its low environmental impact and its major capacity for increased exploitation. The European Commission aims to promote and strengthen the competitive position of the inland waterway transport in the transport system, and to facilitate its integration into the intermodal logistic chain.

Maritime transport has been a catalyst of economic development and prosperity throughout its history. It ensures the security of supply of energy, food and commodities and provides the main vehicle for European imports from and exports to the rest of the world. Maritime industries are an important source of employment and income for the European economy. The European Commission's objective is to protect Europe with very strict safety and security rules preventing sub-standard shipping, reducing the risk of serious maritime accidents and minimizing the environmental impact maritime transport. Another important activity concerns the social dimension, looking after working conditions, health and safety issues and professional qualifications of seafarers. Finally, the Commission works for the protection of citizens as users of maritime transport services, ensuring safe and secure conditions, looking after their rights as passengers and examining the adequacy of the public service maritime transport connections proposed by Member States.

Impact assessment and evaluation studies under this lot may cover primarily both topics related to inland waterways as to maritime transport, amongst other: internal market, safety and environment, maritime security, ports, etc.

Examples of previous studies include:

- Impact Assessment for Passenger Ship Safety Legislative Review;
- Measures to enhance the efficiency and quality of port services in the EU.

(5) Lot 5 – Horizontal transport issues

Impact assessment support studies and evaluation studies under this lot may primarily concern all topics which are not transport mode specific. This covers horizontal transport issues such as infrastructure, research and innovation, passenger rights, safety, security, sustainable transport, etc.

Examples of previous studies include:

- Possible revision of Regulation 261/2004 on air passenger rights and complementary measures to revise Regulation 889/2002;
- Mid-term evaluation of the implementation of the ITS (Intelligent Transport Systems) Action Plan;
- Urban Mobility Package 2013.
3.3. Description of services

The services to be provided are related to impact assessments and evaluations. Similar studies in support of impact assessments and evaluations could also be requested.

3.3.1. Impact Assessments and Ex-ante Evaluations


One of these is impact assessment, for which the Commission has adopted specific guidelines. Impact assessment is a process aimed at structuring and supporting the development of policies, which requires considering the economic, social and environmental impacts of new proposals as well as their administrative costs.

The Commission also undertakes ex-ante evaluations on all policies and programmes which entail significant spending.

The results of the impact assessments and the ex-ante evaluations accompany Commission proposal when it is sent to the legislators and the European Economic and Social Council, the Committee of the Regions. They also allow informing the public. For this reason, a maximum of professionalism and stringency in the analytical process is required in carrying out these tasks.

Specific services which will be requested in this Framework Contract are required to inform policy-makers with an objective and unbiased judgement of the likely impacts of different policy options. The services have to be carried out according to the procedural requirements stated in the special conditions of the Framework Contract in Annex 5, adaptations thereto in the course of the contract and any further guidance given by the Commission.

Assignments under this Framework Contract can be:

1. short (about 2-4 months) for carrying out instrumental studies to support impact assessments or ex-ante evaluations;

2. medium (about 6-7 months) for carrying out complex impact assessments, or ex-ante evaluation of policies and programmes with a Union budget of less than 100 Mio EUR;

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3. **long (about 9-10 months)** for carrying out complex impact assessments or ex-ante evaluations of policies and programme of small policies and programmes with a Union budget of more than 100 Mio EUR;

**Impact assessments:**

The purpose of the impact assessment process is to assess, in a systematic and organised way, possible policy options for public interventions and their likely economic, social and environmental impacts. It is an integral part of the Commission’s policy design process and allows politicians to take their decisions in the light of the best available evidence. Impact assessment is thus an aid to decision making, not a substitute for political judgement.

The services might entail one, several or all analytical steps as outlined in the following, indicating the main tasks hereunder:

- **Problem definition:** delineation of the extent of the problem identifying the key players, stakeholders and affected public; establishing the causes and basis of the EU’s right to act.

- **Objectives:** set objectives at several levels that correspond to the problem and its root causes; elaboration of the intervention logic; ensuring consistency with other EU policies and strategies.

- **Policy options:** identification of policy options and most appropriate delivery mechanisms; measuring against criteria of effectiveness, efficiency and consistency.

- **Consultation of interested party:** establishment and implementation of a consultation plan covering the policy-making process; determining the objective of the consultation(s), relevant target groups; appropriate consultation tool(s); consultation time(s) and consultation document(s). The consultation(s) must be carried out according to the Commission’s general principles and minimum standards for consultation.5

- **Analysis of impacts:** identification and qualitative and quantitative analysis of the most significant economic, social and environmental impacts; considering the risks and uncertainties in the policy choices including obstacles to compliance and administrative costs.

- **Comparison of policy options:** weigh-up positive and negative impacts and present in a clear and accessible manner aggregated and disaggregated results, presentation of comparisons between options by area.

- **Monitoring and evaluation:** identification of core progress indicators for key objectives; outline of possible monitoring and evaluation arrangements for policy proposals.

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**Ex-ante evaluations:**

The contents of ex-ante evaluations are similar to the IA requirements and then the IA guidelines apply. In addition, a cost-benefit (or cost-effectiveness) analysis needs to be carried out for the various options reviewed. Services shall be accomplished according to the requirements and the standards of the Commission in the evaluation field.\(^6\)

A detailed rationale for each impact assessment or evaluation will be specified when the Commission makes an invitation to submit offers for carrying out an impact assessment support study or an ex ante evaluation under this Framework Contract.

**3.3.2. Intermediate and Ex-post Evaluations**

Evaluation is the main tool used by the Commission to assess the extent to which EU interventions reach the set policy objectives and how their performance can be improved in the future. Well-conducted evaluations can help improve the relevance, effectiveness and cost-efficiency of public interventions and can increase the transparency and accountability concerning EU expenditure.


Evaluations are carried out also in order to assess ex post the impact of regulatory measures.

Most of specific legislative acts or multi-annual programmes managed by the Directorate-General for Mobility and Transport require intermediate and/or ex-post evaluations.

The results of the intermediate and ex-post evaluations are fed into reports which the Commission has to submit to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. Evaluations are also published to inform the public. For this reason, a maximum of professionalism and stringency in the analytical process is required in carrying out these tasks.

The Commission has also developed some guidelines for carrying out evaluations. They are available on the following website: [http://ec.europa.eu/dgs/secretariat_general/evaluation/docs/eval_activities_en.pdf](http://ec.europa.eu/dgs/secretariat_general/evaluation/docs/eval_activities_en.pdf).

Specific services to be provided under this Framework Contract will evaluate the results of a policy, a regulatory measure or programme during its implementation and after its completion. The required tasks are related to the analysis of the outputs and the impacts in order to judge about effectiveness, efficiency, utility and sustainability of Union intervention in the field of transport. Services shall be accomplished according to the requirements and the standards of the Commission in the evaluation field.

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Assignments under this Framework Contract can be:

1. **short (about 2-4 months)** for carrying out intermediate and ex post evaluations of policies and programmes with a Union budget of less than 50 Mio EUR;

2. **medium (about 6-7 months)** for carrying out intermediate and ex post evaluations of policies and programmes with a Union budget of less than 200 Mio EUR;

3. **long (about 9-10 months)** for carrying out intermediate and ex ante evaluations of policies and programme with a Union budget of more than 200 Mio EUR;

Intermediate evaluations may be conducted towards the middle of the policy/regulatory measure/programme cycle to check that the intervention remains relevant to the needs it was supposed to address and that its implementation is proceeding as planned. The intermediate evaluations also examine the initial effects of a policy/regulatory measure/programme and provide the opportunity to verify that the monitoring and evaluation systems are functioning as planned; they may also propose readjustments to the policy where needed.

An **ex-post evaluation** could be performed after the policy or other regulatory measure is implemented or the programme has finished in order to make an overall assessment of an intervention, in particular by analysing the effects so far achieved and examining its efficiency. It strives to understand the factors of success or failure, as well as the sustainability of results and impacts. It also tries to draw conclusions that could be generalised to other interventions. Ex-post evaluations also assess net effects, results and longer-term impacts of policies/programmes.

Evaluations normally reply to the following key questions:

- **Relevance**: To what extent are the objectives of a public intervention (policy, regulatory measure, programme) appropriate regarding the needs perceived and the problems the intervention is meant to solve?

- **Effectiveness**: What effects (impacts) have been obtained by the intervention and, in particular, have these effects contributed to the achievement of the objectives of the intervention?

- **Efficiency**: (cost-effectiveness) How economically have the various inputs been converted into outputs and results? Were the (expected) effects obtained at a reasonable cost?

- **Utility**: Do the impacts achieved by an intervention correspond to the needs identified and the problems to be solved?

- **Sustainability**: Will the effects achieved last in the medium or long term?

Other evaluation criteria which may be covered in evaluations are EU added value, coherence, economy, complementarity, coordination, additionality.
3.4. **Content of the technical offers**

For the purpose of the award process of the Framework Contract, the tenderer should provide the following:

- Description of the current context, highlighting key issues and challenges.
- Case study on impact assessment.
- Case study on evaluation study.

### 3.4.1. Description of context

The tenderer should present his understanding of the European transport sector. He should highlight the key issues and challenges in the current context and for the future. He should also provide his view of the general aim of the recently adopted and forthcoming policy initiatives.

The objective of this task is to show that the tenderer has a good knowledge of the transport sector in general, and of the specific area(s) under the lot(s) for which he submits an offer, and that he understands the context in which the EU initiatives are taken.

The focus of this description should be on the transport mode **for lots 1 to 4** (air, rail, road or waterborne transport), on horizontal transport issues **for lot 5**.

The description should not be longer than 4 pages.

### 3.4.2. Case studies

For each lot, two case studies should be presented. The tenderer should treat these as specific requests. These tasks (one on impact assessment and one on evaluation) are chosen as examples of specific pieces of work that could be asked for under the Framework Contract.

The case studies should be addressed with sufficient depth to allow the Commission to assess whether tenderers have an understanding of the pieces of work and are able to put together a methodology and a team to undertake the task. These fictional bids will be taken into account in the assessment of the award process.

More particularly, the tenderer should provide for each case study:

- A short overview of the main background elements related to the topic (1 page).
- The methodology the tenderer would apply for addressing the study task, e.g. data collection tools, indicators, analysis tools, etc. (4-5 pages). The tenderer should explain the reasoning behind his choice of methods and tools.
- The organisation of the work, including a work plan, the proposed team for carrying out the tasks, project management and quality control measures (2-3 pages). The tenderer must demonstrate its ability to mobilise a team with the necessary expertise in the fields and areas required and which can cover the necessary languages. The tenderer must also demonstrate its ability to manage and coordinate this team.

The financial proposal requested in the case studies is about providing the allocation of resources. This proposal has however no prejudice on the financial offer referred to in section 2.6. The indicative budget provided for each case study should be used by the
tenderer in order to provide a methodology and workload which is reasonable under this budget. Based on the budget, the tenderer should also assess the number of person-days to be allocated to the study and provide a breakdown of person-days per task, taking into account the fees per person-day provided in the financial offer.

(1) Lot 1 – Air: case studies

Case study 1.A: IA support study on the alignment of airport and airborne slots

The Single European Sky (SES) initiative is in place since 2004 and aims at improving the overall efficiency of European Air Traffic Management (ATM). The main objective is to reform ATM in Europe in order to cope with a sustained air traffic growth, reduce the cost of air navigation services and minimise the environmental footprint of aviation. This implies de-fragmenting the European airspace, reducing delays, increasing safety standards and flight efficiency.

One of the aspects of SES policy is improving consistency between airports and airspace capacity. To this end, Regulation 255/2010 (Common Rules on Air Traffic Flow Management) includes provisions on improving consistency between flight plans and airport slots. The Regulation proposes improved monitoring enabling to establish correlation between flight plans and airports slots. It also prompts to report on inconsistencies and non-adherence to allocated slots. However, there is currently no obligation or rules in place how such an alignment should be achieved.

With a view of considering further EU actions in this domain, the contractor is asked to conduct a study with following tasks:

1. Establish to what extent alignment of airport and airborne slots is an issue. Consider whether problems are of a general nature or specific to some airports or regions.
2. Assess the progress achieved in alignment of slots since 2011, when Regulation 255/2010 came into force.
3. Identify possible options for achieving better consistency between airport and airspace capacity (including actions at EU and national level). Identify, which parts of the EU aviation regulatory framework would be concerned.
4. Identify main types of impacts of improved consistency for different stakeholders. Quantify these impacts to the extent possible.
5. Propose the monitoring framework for following up the progress.

The tenderer should provide a fictional bid to undertake this analysis. Maximum budget would be EUR 120.000, study period 6 months.

The offer should contain the following:

- Presentation of the policy context and high-level analysis of each study question.
- The latter should include a problem tree and interlinked objectives;
- Methodology for data collection, including sources and an assessment of data availability;
- A consultation strategy, including preliminary list of stakeholders to be contacted;
- Identification of core impacts applicable to each group of stakeholders;
• Description of the proposed methodology for assessing the impacts, including proposed approach to the modelling exercise;
• Detailed work plan and description of expert team;
• Team management and quality assurance arrangements;
• Financial proposal.

Case study 1.B: Evaluation of airworthiness requirements

Common safety rules constitute the backbone of the EU aviation safety system. One part of the safety legislation consists of airworthiness requirements, as set in Regulation (EC) No 1592/2002 and further defined in Regulation (EC) No 2042/2003. The purpose is to ensure the continuing airworthiness of aeronautical products, parts and appliances by establishing common technical requirements and relevant administrative procedures.

This evaluation study focuses on the effectiveness, efficiency, and utility of the regulatory framework establishing rules for airworthiness. The study requires a contractor to address the following evaluation questions:

1. Effectiveness (ex-post): To what extent has the regulatory framework been successful in establishing a level playing field between Member States in terms of quality and recognition of certification? To what extent has the potential increase in quality, brought by provisions in the regulations, lead to an increased level of safety in aircraft operation in the EU?

2. Efficiency (ex-post): How have the costs for implementing the provisions in Regulation 2042/2003 been distributed among stakeholders? To what extent are some of the costs incurred perceived to be disproportionate by stakeholders?

3. Efficiency (ex-post): To what extent has the certification system been a cost-effective way of achieving safety? Have there been side-effects for example in regard to slowing technical development? Could alternative methods be considered for reaching the same safety levels and promoting faster development (e.g. industry standards, declarations etc.)? Are there global alternative best practises to learn from?

4. Utility (ex-post): To what extent has the need for harmonisation of technical requirements and administrative procedures on airworthiness been adequately addressed considering the objective of reaching a uniform level of civil aviation safety and environmental protection?

5. Effectiveness (ex-ante): To what extent does Regulation 2042/2003 allow for accommodation of the results of scientific and technical progress, for example targeting environmental efficiency or allowing for new technologies to be accepted?

The tenderer should provide a fictional bid to undertake this analysis. Maximum budget would be EUR 200,000, study period 10 months. The offer should contain the following:
• Understanding of the policy context and evaluation questions;
• Methodology for data collection, including:
- table of result and impact indicators for each evaluation question (including possible sources for collecting data);
- list of key stakeholders and their respective involvement;
- Methodology for analysis;
- Detailed work plan and description of team;
- Team management and quality assurance arrangements;
- Financial proposal.

(2) Lot 2 – Rail: case studies

Case study 2.A: IA support study on the interoperability of the EU rail network

The creation of an integrated European railway area calls for improved “interoperability” – or technical compatibility - of infrastructure, rolling stock, signalling and other subsystems of the rail system, as well as less complex procedures for the authorisation of use of rolling stock across the European Union's rail network. Specific EU legislation exists to promote interoperability and overcome such differences. While benefits of technical compatibility are acknowledged, moving towards common standards is a long and costly process.

The contractor is asked to conduct a study in support of an impact assessment with following tasks:

1. Assess the progress already achieved in building an integrated European railway area with regards to interoperability. Identify the priorities and the possible options for accelerating the progress in terms of interoperability; the options should include existing solutions already in implementation and new proposals.
2. Assess the costs and benefits of the options for achieving interoperability, their geographical distribution and their timing.
3. Propose a feasible timeline towards the fully interoperable European railways.
4. Assess to what extent available information (from ERA, Eurostat, etc.) is sufficient to monitor progress; propose new monitoring tools, if necessary. Identify core indicators to this aim.

The tenderer should provide a fictional bid to undertake this analysis. Maximum budget would be EUR 120.000, study period 6 months.

The offer should contain the following:
- Presentation of the policy context and high-level analysis of each study question.
- The latter should include a problem tree and interlinked objectives;
- Methodology for data collection, including sources and an assessment of data availability;
- A consultation strategy, including preliminary list of stakeholders to be contacted;
- Identification of core impacts applicable to each group of stakeholders;
- Description of the proposed methodology for assessing the impacts, including proposed approach to the modelling exercise;
- Detailed work plan and description of expert team;
- Team management and quality assurance arrangements;
Case study 2.B: Evaluation of high speed railway projects under TEN-T

The programme for the trans-European transport network (TEN-T) is designed to guarantee optimum mobility and coherence between the various modes of transport in the Union. The main priorities of this policy are to establish key links needed to facilitate transport, optimise the capacity of existing infrastructure, produce specifications for network interoperability and better integrate the environmental dimension. A great share of the priority projects under the TEN-T concern high-speed railway lines.

The evaluation study focuses on the effectiveness, efficiency and sustainability of TEN-T projects on high-speed rail transport. The study requires a contractor to address the following evaluation questions:

1. Effectiveness (ex-post): To what extent has the TEN-T programme favoured the development of high-speed rail transport? How has the construction of high-speed lines through TEN-T projects allowed contributing in achieving the specific objectives of the TEN-T programme for passenger transport?

2. Efficiency (ex-post): What has been the split between EU and national funding for the financing of these projects? To what extent has the EU-funding through the TEN-T programme contributed to the further realisation of the TEN-T by allowing for the construction of new high-speed lines?

3. Sustainability (ex-post): To what extent will the funded high-speed rail projects be able to generate revenues to cover future costs such as maintenance costs, possible technological upgrades and stringing environmental requirements?

4. Effectiveness (ex-ante): What are the conditionalities for rendering the future developments of high-speed lines reasonable? To what extent would the engagement into Public-Private Partnerships (PPPs) be a solution for further broadening the network of high-speed lines? What further actions could be undertaken to this aim?

The tenderer should provide a fictional bid to undertake this analysis. Maximum budget would be EUR 250,000, study period 14 months. The offer should contain the following:

- Understanding of the policy context and evaluation questions;
- Methodology for data collection, including:
  - table of result and impact indicators for each evaluation question (including possible sources for collecting data);
  - list of key stakeholders and their respective involvement;
- Methodology for analysis;
- Detailed work plan and description of team;
- Team management and quality assurance arrangements;
- Financial proposal.
Case study 3.A: IA support study on the social and working conditions of drivers

Road is the dominant mode in freight and passenger transport within the EU. The European freight and passenger transport sector employs more than 5 000 000 workers. The social and working conditions of professional drivers differ significantly throughout the EU. Together with the 2004 and 2007 enlargements of the EU and the economic crisis leading to increased competition on the road transport market and restrictions in enforcement resources, these differences in social and working conditions have led to changes in the main countries providing international road transport services, and to the development of new logistics and transport chains. In several cases this has led to deteriorating social protection of professional drivers. Certain practices could be seen as "social dumping", or rather a race towards the bottom in social standards, and could lead to unlawful social practices in the road transport sector which may affect competition.

The contractor is asked to conduct a study in support of an impact assessment with the following tasks:

1. Assess if and how differences in social and working conditions could affect market functioning and fair competition in the road transport sector. If appropriate, a distinction between freight and passenger transport and between different Member States / regions should be made.
2. Present an analysis of the relevant legislative framework at national and EU level.
3. Identify the priority areas and options for ensuring fair competition and adequate social protection of professional drivers, while aiming at effective and efficient road transport services in the European single market.
4. Assess the costs and benefits of the different options identified in task 3, their geographical distribution and their timing
5. Propose a monitoring and evaluation framework

The tenderer should provide a fictional bid to undertake this analysis. Maximum budget would be EUR 120 000, study period 6 months. The offer should contain the following:

- Presentation of the policy context and high-level analysis of each study question.
- The latter should include a problem tree and interlinked objectives;
- Methodology for data collection, including sources and an assessment of data availability;
- A consultation strategy, including preliminary list of stakeholders to be contacted;
- Identification of core impacts applicable to each group of stakeholders;
- Description of the proposed methodology for assessing the impacts, including proposed approach to the modelling exercise;
- Detailed work plan and description of expert team;
- Team management and quality assurance arrangements;
- Financial proposal.

Case study 3.B: Evaluation of provisions for the use of hired vehicles for goods transport
The use of hired vehicles for the carriage of goods by road is governed by Directive 2006/1/EC. These measures have been designed to optimise the allocation of resources and to bring flexibility to the organisation of transport in the context of the EU Single Market for the road freight. The Directive sets the conditions under which hiring commercial vehicles for professional traffic between Member States is possible.

The evaluation study focuses on the effectiveness, efficiency and utility of Directive 2006/1. The study requires a contractor to address the following evaluation questions:

1. Effectiveness (ex-post): To what extent has the Directive helped to effectively liberalise the EU commercial vehicle rental market? What is the share of hired commercial vehicles in the national and cross-border goods transport by road? Have all the Member States evenly progressed?
2. Efficiency (ex-post): To what extent have competent authorities set up systems for control of the compliance with the conditions of the Directive? What are the costs linked to compliance for the different stakeholders?
3. Utility (ex-post): To what extent has the Directive contributed to increased flexibility and better optimisation of resources for transport operators?
4. Effectiveness and efficiency (ex-ante): To what extent would further harmonisation of conditions for the use of hired vehicles contribute to the creation of a level playing field within and between Member States as regards (a) access to the commercial vehicle rental profession and (b) access to the market? What provisions could be considered to meet better the needs of the EU commercial vehicle rental companies and their customers? To what extent could these new provisions be implemented while limiting costs (e.g. administrative, compliance) involved for stakeholders?

The tenderer should provide a fictional bid to undertake this analysis. Maximum budget would be EUR 160,000, study period 9 months. The offer should contain the following:

- Understanding of the policy context and evaluation questions;
- Methodology for data collection, including:
  - table of result and impact indicators for each evaluation question (including possible sources for collecting data);
  - list of key stakeholders and their respective involvement;
- Methodology for analysis;
- Detailed work plan and description of team;
- Team management and quality assurance arrangements;
- Financial proposal.

(4) Lot 4 – Waterborne transport: case studies

Case study 4.A: IA support study on a European maritime transport space

Maritime is the mode of transport where the EU’s internal market has not yet been completed and the benefits of internal market are the least felt. This is due to the fact that maritime transport still needs to comply with complex administrative and business related procedures, even when it concerns shipping EU-cargo between the European Union ports.
A vessel leaving or entering an EU port, regardless of origin or destination, has to undergo checks as if it had been coming from outside the EU. This leads to delays, administrative procedures and formalities, and duplication of uncoordinated checks, which adds to costs and reduces the competitiveness of maritime transport in relation to other modes. Therefore, it has been recognised that there is a need for elimination or at least for a simplification of administrative procedures in intra-EU maritime transport. Already in 2006, the Commission put forward a concept of a 'European maritime transport space without barriers' and the need was further emphasised with a Communication in 2009.

Commission has undertaken several legislative and non-legislative initiatives to contribute to the European maritime transport space without barriers.

A contractor is asked to conduct a study with following tasks:
1. Present an analysis of the relevant legislative framework in the context of a European maritime transport space;
2. Identify the main reasons of a truly European maritime transport space not being achieved and discuss the underlying drivers;
3. Identify the priorities and options for removing the barriers and present a mapping for relevant legislative changes;
4. Identify and assess the costs and benefits related to the achievement of the European maritime transport space for operators and ship owners, public administration and general economy.

The tenderer should provide a fictional bid to undertake this analysis. Maximum budget would be EUR 120 000, study period 6 months.

The offer should contain the following:
- Presentation of the policy context and high-level analysis of each study question;
- The latter should include a problem tree and interlinked objectives;
- Methodology for data collection, including sources and an assessment of data availability;
- A consultation strategy, including preliminary list of stakeholders to be contacted;
- Identification of core impacts applicable to each group of stakeholders;
- Description of the proposed methodology for assessing the impacts;
- Detailed work plan and description of expert team;
- Team management and quality assurance arrangements;
- Financial proposal.

Case study 4.B: Evaluation of the PLATINA platform

The NAIADES action programme is a policy intended to promote inland waterway transport in Europe. With this initiative, the Commission hopes to encourage more companies to use this transport mode. Carriage of goods by inland waterways is an environmentally friendly mode, which can make a significant contribution to sustainable mobility in Europe. In support for the implementation of the NAIADES action programme, the PLATINA platform project was set up. PLATINA brings together stakeholders from several EU Member states and provides technical and organisational
assistance by ensuring active participation of key industrial stakeholders, associations and Member States administrations.

The evaluation study focuses on the relevance, effectiveness, efficiency and utility of the PLATINA platform project. The study requires a contractor to address the following evaluation questions:

1. Relevance and utility (ex-post): To what extent is the PLATINA platform relevant in terms of successful implementation of the NAIADES action programme? Has the PLATINA platform been able to complement the NAIADES programme by addressing needs not covered by the programme?

2. Effectiveness (ex-post): To what extent has the PLATINA platform provided support for the promotion of inland waterways and for the creation of an internal market for inland waterborne transport? What actions have been undertaken and to what extent have these actions contributed to the objectives of the NAIADES action programme?

3. Efficiency (ex-post): Could stakeholders have been involved in the promotion of inland waterways through another mean than through the PLATINA platform? To what extent was the budget allocated to the platform necessary/sufficient? What is the distribution of costs of the platform between the various actions undertaken?

4. Relevance (ex-ante): To what extent is the existence of the PLATINA platform still necessary for further promotion of inland waterborne transport, in particular considering the implementation of the NAIADES II programme? What effects would a reduction of the scope of the platform in terms of actions have? Which actions currently undertaken by the PLATINA platform could be dismissed?

The tenderer should provide a fictional bid to undertake this analysis. Maximum budget would be EUR 180,000, study period 10 months. The offer should contain the following:

- Understanding of the policy context and evaluation questions;
- Methodology for data collection, including:
  - table of result and impact indicators for each evaluation question (including possible sources for collecting data);
  - list of key stakeholders and their respective involvement;
- Methodology for analysis;
- Detailed work plan and description of team;
- Team management and quality assurance arrangements;
- Financial proposal.

(5) Lot 5 – Horizontal transport issues: case studies

Case study 5.A: IA support study on priority domains for research and innovation

In 2011, the European Commission adopted the 2011 Transport White Paper, a roadmap of 40 concrete initiatives for the next decade to build a competitive and sustainable transport system which increases mobility and fuels growth and employment.
Action 24 in the White Paper\(^7\) emphasises the importance of pooling and prioritising research and development efforts as to avoid fragmentation and ensure that resources would be concentrated where the potential for value added is the highest. The paper also lists 7 domains which should be prioritised.

The contractor is asked to conduct a study in support of an impact assessment with the following tasks:

1. Based on the potential financial input and expected overall economic, social and environmental benefits, identify three domains into which the research and innovation efforts should be concentrated. The comparison and selection should include a SWOT analysis of domains.
2. Assess overall payback periods of research and innovation investments in the chosen domains in broad terms. Identify 'winners' and 'losers'.
3. Analyse, which EU policies need to be adjusted/developed to accommodate and facilitate the developments in the chosen areas.
4. Make suggestions for ensuring that research results could and would be deployed in practice.
5. Identify the best available indicators to measure the progress and value added.

The tenderer should provide a fictional bid to undertake this analysis. Maximum budget would be EUR 200,000, study period 12 months. The offer should be structured as follows:

- Presentation of the policy context and high-level analysis of each study question
- First identification of domains which could be selected for the study;
- Methodology for data collection, including sources and an assessment of data availability;
- A consultation strategy, including preliminary list of stakeholders to be contacted;
- Description of the proposed methodology for identification of the domains and assessing the relevant impacts, proposed approach to the modelling exercise;
- Detailed work plan and description of expert team;
- Team management and quality assurance arrangements;
- Financial proposal.

Case study 5.B: Evaluation of Public Service Obligations for public passenger transport

The purpose of Regulation (EC) No 1370/2007 on public passenger transport services by rail and by road is to guarantee the provision of services of general economic interest in the field of public passenger transport by rail and by road in an Internal Market framework. The objective is to allow for more numerous, safer, higher quality or lower cost public transport than what market forces of network industries would allow. To this end, the Regulation lays down the conditions under which competent authorities, when imposing or contracting for public service obligations, may compensate public service operators for costs incurred and/or grant exclusive rights in return for the discharge of public service obligations.

This evaluation study focuses on the effectiveness, utility, and efficiency of Regulation (EC) No 1370/2007. The study requires a contractor to address the following evaluation questions:

1. Effectiveness (ex-post): To what extent has the Regulation been successful in attaining its set objectives of guaranteeing the provision of reliable, safe, high quality, reasonably priced public passenger transport services by rail, by road, and where applicable by inland waterways? To what extent has a convergence in the price-quality ratio within and across EU Member States been observed? How can remaining divergences be explained?

2. Utility (ex-post): To what extent have legal uncertainties regarding the rights and the duties of public service operators and of the competent authorities been eliminated? Has the application of the principles of transparency, equal treatment, and proportionality when public service contracts are being awarded and compensations or exclusive rights are granted been ensured? Has the need of harmonizing the procedures for award of public service contracts in EU Member States been adequately addressed? To what extent have public transport providers from other Member States easily accessed national markets where transport services are provided under public service contracts?

3. Efficiency (ex-post): Have competent authorities and/or public transport service providers incurred disproportionate costs in ensuring reliability and continuity of service? Have these objectives been achieved at least cost for the community?

4. Effectiveness (ex-ante): How could the provisions of the Regulation be developed to further facilitate the provision of reliable, safe, high quality, and reasonably priced public passenger transport services? Would the general extension of the scope of the Regulation to inland waterways and national sea waters (currently optional) allow creating a viable and wider urban, suburban or regional public passenger transport network? What other options could be considered for achieving more efficient services (e.g. introducing compulsory competitive tendering)? What would be the likely effects?

The tenderer should provide a fictional bid to undertake this analysis. Maximum budget would be EUR 200,000, study period of 12 months. The offer should contain the following:

- Understanding of the policy context and evaluation questions;
- Methodology for data collection, including:
  - Table of (quantitative) result and impact indicators for each evaluation question (including possible sources for collecting data);
  - List of key stakeholders affected;
- Methodology for analysis;
- Detailed work plan and description of team;
- Team management and quality assurance arrangements;
- Financial proposal.
4. CONTENT, STRUCTURE AND GRAPHIC REQUIREMENTS OF THE DELIVERABLES UNDER SPECIFIC CONTRACTS

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\(^8\).

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](http://www.w3.org/WAI/GL/WCAG20-TECHS/pdf.html)

4.1. Reports and documents to be submitted

For Specific Contracts under this Framework Contract the contractor is requested to present the following deliverables, unless specified otherwise in the specific request:

1) an inception report;

2) an interim report (including an executive summary) produced and disclosed at least every two months (when applicable, as specified in the Specific Contracts);

3) a draft final report (including an executive summary) one month before the contractual end of the task (different timing might be agreed in the Specific Contracts);

4) a final report (including an executive summary) in accordance with the format established by Commission rules.

For the four steps, each report should be delivered in an electronic version in MS Word format and/or Excel format (if figures). Additionally, the final report shall be delivered in hard copy version. The number of hard copies of the final report to be delivered will be defined in the Specific Contract. It shall not exceed 4. Each Specific Contract may establish other reports to be delivered. The reports are addressed to policy-makers as an aid to decision-making. They have to be drafted in a proper English, literate manner and must be fully comprehensible in terms of grammatical structure (complete sentences, punctuation, explanation of abbreviations, etc.), using simple and non-technical language for a non-specialised audience. Technical explanations shall be given in annexes.

The draft final report and the final report shall always include a “written sample”, and when requested a “presentation sample”. In addition, a separate publishable executive summary shall be provided.

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\(^8\) 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
• The written sample is defined as the reference version of the final report, containing all exhaustive qualitative and quantitative information about the evaluation/impact assessment. Its aim is to provide an in-depth comprehension of each assignment.

• The presentation sample is defined as the supportive version of the final report, containing all relevant information describing the evaluation/impact assessment. Its aim is to provide a visual summary of the evaluation/impact assessment.

• The executive summary shall be of maximum 10 pages, and shall be drafted both in English and French.

The reports (inception, interim, draft final and final) shall be sent to the Commission by the date fixed in the specific requests. The Commission should be informed of any delay in meeting these deadlines. The contractor is deemed solely responsible for the delays occasioned by subcontractors and 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 specified in the request for services.

The Commission will have two weeks to make comments and to suggest any amendments to the interim and draft final reports.

On receipt of the Commission’s comments, the Contractor will revise the reports and the amended version (revised interim report or final report) will be sent to the Commission within two weeks.

The copyright of the services undertaken under this multiple Framework Contract will reside with the Commission (see Articles I.8 and II.10. of the draft Framework Contract in Annex 5).

The Commission services decide on the dissemination of findings and conclusions and its related materials produced under this Framework Contract. In principle, the Commission will publish all the final reports. For these purposes, the tenderer must ensure that there are no restrictions based on confidentiality and/or intellectual property rights expected from a third party.

4.2. Structure of the draft final and final reports

4.2.1. Written sample

The written sample shall be drafted in text format. The text will have to be written in English. The “written sample” of the final report shall include the format and content as suggested below:

**Title page:**
- title and nature of evaluation/impact assessment
- title of policy/regulatory measure/programme/activity, generation, duration
- identification of author, date of submission, commissioning service
- disclaimer

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

- specific identifiers

Abstract (Not more than 200 words)

Table of contents:

- main headings and sub-headings
- index of tables of figures and graphs

Executive summary (not more than 10 pages):

- summary of findings
- summary of conclusions
- summary of recommendations

Core of the study report:

Services for impact assessments have to be written according to the reporting format given by the terms of reference of Specific Contract.

The core of the evaluation studies' report has to contain the following:

- Introduction:
  - description of the programme in terms of needs, objectives, delivery systems etc.
  - context in which the programme operates
  - means
  - purpose of the evaluation in terms of scope and main evaluation questions
  - evaluation criteria
  - description of other similar studies which have been done

- Methodology:
  - design
  - implementation and collection of data
  - analysis of data

- Evaluation results:
  - analytical findings
  - analytical conclusions
  - analytical recommendations

Annexes:

- terms of reference
- references and sources
- financial overview of the programme/project (if relevant)
- list of stakeholders interviewed (organisations)
- transcripts of interviews
- glossary of terms
- technical annexes (if applicable)
- additional tables (if applicable)

4.2.2. Presentation sample

If requested in the specific request, the tenderer may need to provide a presentation sample. The format shall be based on a slides presentation and the content shall be
informative enough to offer to any audience an overview of the impact assessment/evaluation work carried out and the main results of the analysis.

4.2.3. **Publishable executive summary**

The publishable executive summary shall be provided in both in English and French and shall include:

- the following standard disclaimer:

  "The information and views set out in this executive summary are those of the author(s) and do not necessarily reflect the official opinion of the Commission. The Commission does not guarantee the accuracy of the data included in this study. Neither the Commission nor any person acting on the Commission’s behalf may be held responsible for the use which may be made of the information contained therein."

- specific identifiers which shall be incorporated on the cover page provided by the Contracting Authority.

4.3. **Graphic requirements**

For graphic requirements please refer to the template available in 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.

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 MOVE/A3/2013-119**

<table>
<thead>
<tr>
<th><strong>Identity</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of the tenderer</td>
<td></td>
</tr>
<tr>
<td>Legal status of the tenderer</td>
<td></td>
</tr>
<tr>
<td>Date of registration</td>
<td></td>
</tr>
<tr>
<td>Country of registration</td>
<td></td>
</tr>
<tr>
<td>Registration number</td>
<td></td>
</tr>
<tr>
<td>VAT number</td>
<td></td>
</tr>
<tr>
<td>Description of statutory social security cover (at the level of the Member State of origin) and non-statutory cover (supplementary professional indemnity insurance)(^9)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Address</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Address of registered office of tenderer</td>
<td></td>
</tr>
<tr>
<td>Where appropriate, administrative address of tenderer for the purposes of this invitation to tender</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Contact Person</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Surname:</td>
<td></td>
</tr>
<tr>
<td>First name:</td>
<td></td>
</tr>
<tr>
<td>Title (e.g. Dr, Mr, Ms):</td>
<td></td>
</tr>
<tr>
<td>Position (e.g. manager):</td>
<td></td>
</tr>
</tbody>
</table>

\(^9\) For natural persons
| Telephone number: |  |
| Fax number: |  |
| E-mail address: |  |

### Legal Representatives

**Names and function of legal representatives** and of other representatives of the tenderer who are authorised to sign contracts with third parties

### Declaration by an authorised representative of the organisation\(^\text{10}\)

I, the undersigned, certify that the information given in this tender is correct and that the tender is valid.

| Surname: |  |
| First name: |  |
| Signature: |  |

\(^{10}\) 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 parenthese)
[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)
☐ 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\textsuperscript{11} 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\textsuperscript{12} 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.

\textsuperscript{11} This covers the company directors, members of the management or supervisory bodies, and cases where one natural person holds a majority of shares.

\textsuperscript{12} 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\(^{13}\)

The undersigned:

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

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

HEREBY AGREES TO THE FOLLOWING:

1) To submit a tender as a partner in the group of partners constituted by Company 1, Company 2, Company N, and led by Company X, in accordance with the conditions specified in the tender specifications and the terms specified in the tender to which this power of attorney is attached.

2) If the European Commission awards the Contract to the group of partners constituted by Company 1, Company 2, Company N, and led by Company X on the basis of the joint tender to which this power of attorney is attached, all the partners shall be co-signatories of the Contract in accordance with the following conditions:
   (a) All partners shall be jointly and severally liable towards the European Commission for the performance of the Contract.
   (b) All partners shall comply with the terms and conditions of the Contract and ensure the proper delivery of their respective share of the services and/or supplies subject to the Contract.

1) Payments by the European Commission related to the services and/or supplies subject to the Contract shall be made through the lead partner’s bank account: [Provide details on bank, address, account number].

2) The partners grant to the lead partner all the necessary powers to act on their behalf in the submission of the tender and conclusion of the Contract, including:
   (a) The lead partner shall submit the tender on behalf of the group of partners.
   (b) The lead partner shall sign any contractual documents — including the Contract, and Amendments thereto — and issue any invoices related to the Services on behalf of the group of partners.
   (c) The lead partner shall act as a single contact point with the European Commission in the delivery of the services and/or supplies subject to the Contract. It shall co-ordinate the delivery of the services and/or supplies by the group of partners to the European Commission, and shall see to a proper administration of the Contract.

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

Signed in …………………………… on   [dd/mm/yyyy]

Place and date:

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

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\(^{13}\) To be filled in and signed by each of the partners in a joint tender, except the lead partner;
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How To Use This Document Template

Cover page
Add the title of the document which should be center-aligned. Add any other relevant
information which should be left-aligned on the left vertical axis 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
  - Font type: Verdana
  - Font size: 14
  - Colour: R:28, 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 code: R:0, 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
Draft Contract