CALL FOR TENDERS

N° MOVE.C.1/ 2014/672

Europe-wide awareness-raising campaign on sustainable urban mobility

TENDER SPECIFICATIONS
# TABLE OF CONTENTS

1. INFORMATION ON TENDERING.................................................................3
   1.1. Participation.....................................................................................3
   1.2. Contractual conditions.................................................................3
   1.3. Joint tenders..................................................................................3
   1.4. Subcontracting...............................................................................4
   1.5. Content of the tender ....................................................................4
   1.6. Identification of the tenderer: legal capacity and status..................4

2. EVALUATION AND AWARD ...............................................................5
   2.1. Evaluation steps.............................................................................5
   2.2. Exclusion criteria..........................................................................5
   2.3. Selection criteria...........................................................................5
   2.4. Award criteria................................................................................8
   2.5. Technical offer...............................................................................9
   2.6. Financial offer...............................................................................9

3. TECHNICAL SPECIFICATIONS..........................................................10
   Introduction..........................................................................................10
   Purpose of the contract.......................................................................14

4. CONTENT, STRUCTURE AND GRAPHIC REQUIREMENTS OF THE
   FINAL DELIVERABLES........................................................................31

5. ANNEXES............................................................................................31
   ANNEX 4..............................................................................................37
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 concluded within the WTO applies, the participation to the call for tender is also open to nationals of the countries that have ratified this Agreement, on the conditions it lays down.

1.2. Contractual conditions

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

1.3. Joint tenders

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

In case of joint tender, all economic operators in a joint tender assume joint and several liability towards the Contracting Authority for the performance of the contract as a whole.

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

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

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

or

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

1 See http://www.wto.org/english/tratop_E/gproc_e/gp_gpa_e.htm
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 are required to identify subcontractors whose share of the contract is above 20%.

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

1.5. **Content of the tender**

The tenders must be presented as follows:

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

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

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

Part D: Technical offer (see section 2.5)

Part E: Financial offer (see section 2.6)

Part F: Power of attorney (for consortia only)

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

- The tenderer's identification form in Annex 1 shall be filled in and signed by:
  - The tenderer (including any member of a consortium or grouping)
  - subcontractor(s) whose share of the work represent more than 20% of the contract.

- In order to prove their legal capacity and their status, all tenderers (including any member of a consortium 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

2. EVALUATION AND AWARD

2.1. Evaluation steps

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

(1) Verification of non-exclusion of tenderers on the basis of the exclusion criteria

(2) Selection of tenderers on the basis of selection criteria

(3) Evaluation of tenders on the basis of the award criteria (technical and financial evaluation)

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

2.2. Exclusion criteria

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

The declaration on honour is also required for identified subcontractors whose intended share of the contract is above 20%. The subcontractor must, if and when requested, provide all the supporting documents in relation to exclusion and selection criteria (see sections 2.2 and 2.3).

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.

**Economic and financial capacity criteria and evidence**

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

- The annual turnover of the last two financial years above € 500,000

The following evidence should be provided:

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

- Failing that, appropriate statements from banks,

- If applicable, evidence of professional risk indemnity insurance.

If, for some exceptional reason which the Contracting Authority considers justified, a tenderer is unable to provide one or other of the above documents, 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.

**Technical and professional capacity criteria and evidence**

**a. Criteria relating to tenderers**

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

- Demonstrate experience and capability necessary to provide services that are at least equivalent in nature, value and in scope to the services requested in this call for tender. At minimum, the list must include at least one example demonstrating experience in:

  i. Maintaining working relationships with relevant stakeholders, interest groups and national and local authorities from all Member States and in the candidate countries;

  ii. Providing secretarial support to networks at pan-European level (minimum of 15 Member States involved);

  iii. Coordination of large, decentralised networks of local and national authorities on issues related to sustainable urban development, in particular in the field of mobility and transport
iv. Development and implementation of communication strategies, including PR activities, on-line and off-line communication tools, etc. at pan-European level (minimum of 15 Member States involved);

v. Graphic design, layout and drafting for on-line and off-line communication tools (e.g. brochures, banners, websites, etc.).

vi. Journalistic writing in English (for publications, newsletters, blogs, etc.);

vii. Organisation of events (such as conferences, award ceremonies, etc.)

- Demonstrate a well-founded expertise in the area of sustainable urban development and sustainable urban mobility. This should be demonstrated by the CVs of the expert(s) proposed and / or by examples of work completed in that area.

- The tenderer must prove capacity to draft reports in English.

The following evidence should be provided to fulfil the above criteria:
- List of relevant services provided, with sums, dates and recipients, public or private. The most important services shall be accompanied by certificates of satisfactory execution, specifying that they have been carried out in a professional manner and have been fully completed.

b. Criteria relating to the team delivering the service:

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

The composition of the team proposed to deliver the services should reflect the nature of the tasks to be carried out. The character of the tasks should be reflected in the seniority of the team members dealing with them. The involvement of persons (part-time, full–time) should be in proportion to the expected workload of the different tasks.

The core team proposed must include staff that have the relevant skills and experience (as demonstrated through CVs) to carry out efficiently the tasks that are the subject of this call for tender.

The proposed team for delivering the service should include, as a minimum, the following profile:

**Project Leader:** He/She will have the overall responsibility for the coordination of all services and delivery of the tasks in line with contractual obligations. His/Her professional experience must include:

- At least 5 (five) years of experience in overseeing and coordinating services in the area that is relevant to the subject of this call for tender (including project management, quality control, client orientation, conflict resolution, etc.), and

- At least 1 (one) year of prior experience in working with an international public body with complex internal structure.
Expert responsible for the coordination of national campaigns: He/She will be responsible for the coordination of national campaigns in up to six selected countries. His/Her professional experience must include:

- At least 2 (two) years of experience in overseeing and coordinating services in an area relevant to the subject of this call for tender (including project management, quality control, client orientation, conflict resolution, etc.), and
- At least 1 (one) year of prior experience in working with international projects.

Expert in media relations: Relevant higher education degree and/or 3 (three) years' professional experience in the field of media relations.

Web expert: Relevant higher education degree and/or 3 (three) years' professional experience in the field of website management.

Linguistic skills: all the members of the team that will be communicating with the Commission and with the stakeholders (National Co-ordinators, local authorities, etc.) must be fluent in English (Commission B2 level or equivalent).

c. Evidence:

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

- List of relevant services provided in the past three years, with sums, dates and recipients, public or private. The most important services shall be accompanied by certificates of satisfactory execution, specifying that they have been carried out in a professional manner and have been fully completed;
- The educational and professional qualifications of the persons who will provide the service for this tender (CVs) including the management staff. Each CV provided should indicate the intended function in the delivery of the service.

2.4. Award criteria

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

2.4.1. Quality of the proposed methodology (50 points – minimum threshold 60%)

This criterion assesses the suitability of the proposal to attain the Commission's objectives and meet the requirements set out in the terms of reference, its completeness, logical soundness and realism of the approach proposed.

This includes the degree to which the methodology proposed for various groups of tasks demonstrate the tenderer's capacity to carry out the work efficiently and effectively in order to provide the requested deliverables

2.4.2. Organisation of the work (30 points – minimum threshold 60%)
This criterion will assess how the roles and responsibilities of the proposed team and of the economic operators (in case of joint tenders, including subcontractors if applicable) are distributed for each task. It also assesses the global allocation of time and resources to the project and to each task or deliverable, and whether this allocation is adequate for the work. The tender should provide details on the allocation of time and resources and the rationale behind the choice of this allocation.

2.4.3. **Quality control measures** (20 points – minimum threshold 60%)

This criterion will assess the quality control system applied to the service foreseen in this tender specification concerning the quality of the deliverables, the language quality check, and continuity of the service in case of absence of a member of the team. The quality system should be detailed in the tender and specific to the tasks at hand; a generic quality system will result in a low score. It also takes into account the suitability of the approach the tenderer intended to adopt to ensure an effective contribution from the staff in terms of working processes and the mechanisms proposed to control the quality of work (including the work performed by subcontractors).

**Ranking and Award**

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.

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

\[
\text{Score for tender } x = \frac{\text{total quality score for award criteria for tender } x}{100} \times 60 + \frac{\text{cheapest price}}{\text{price of tender } x} \times 40
\]

2.5. **Technical offer**

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

2.6. **Financial offer**

The maximum price is fixed as € 2.500.000 excluding VAT (including fees, travel and all other costs). Any offers received that do not respect this limit will be automatically excluded from the evaluation procedure. Travel and subsistence expenses are not refundable separately.

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

The tasks should be completed within 36 months of the signature of the contract. The execution of the tasks may not start before the contract has been signed.

### 3. TECHNICAL SPECIFICATIONS

#### Introduction

The European Commission launches this invitation to tender with a view to concluding a contract with a contractor for organising and implementing a Europe-wide awareness-raising campaign on sustainable urban mobility to include and extend European Mobility Week (EMW), starting in 2015.

The Commission's Do the Right Mix campaign, which runs alongside European Mobility Week, ends in April 2015.

The objective of the contract is to ensure European level coordination and implementation for a merged campaign with the branding/identity of European Mobility Week, which is known and respected, whilst ensuring year-round public awareness-raising actions as with Do the Right Mix, with a view to meeting the overall goals of the campaign as completely and as effectively as possible.

The preparation and implementation of the campaign activities will last for a period of 36 months.

Geographically, the services to be delivered should as a minimum cover the EU Member States, the EU candidate countries that are part of the Stabilisation & Association Process (SAP), the EEA Member States and the EFTA countries. Some services may additionally be provided for other countries participating in European Mobility Week where relevant.

#### Supporting awareness raising activities at local and regional level

Transport plays a central role in the European economy and accounts for almost 20% of the total gross energy consumption in Europe, with a significant part consumed in urban areas. As transport is also the fastest growing sector in terms of energy use, it is essential to tap the potential for energy-efficiency gains in urban mobility.

The Commission's Communication on energy efficiency\(^2\) from 2008 highlights that measures at local and regional level have a crucial role to play in carrying out energy efficiency policies in all sectors.

The Commission's 2011 Transport White Paper seeks to achieve a competitive and resource efficient transport system through a number of measures that include halving the

\(^2\) Energy efficiency: delivering the 20% target. COM(2008) 772
use of 'conventionally-fuelled' cars in urban transport by 2030; phasing them out in cities by 2050; and achieving essentially CO₂-free city logistics in major urban centres by 2030.

It also refers to the need to promote awareness of the availability of alternatives to individual conventional transport (drive less, walk and cycle, car sharing, park & drive, intelligent ticketing etc). The necessary transition from a primarily car-based personal mobility in cities to a mobility based on walking and cycling, high quality public transport and less-used and cleaner passenger vehicles is the central strategic challenge for cities in the decades to come. Cities and urban areas play a crucial role in the transformation towards a low carbon society. They will have to adapt their infrastructure to reduce carbon emissions while continuing to ensure the well-being and economic performance of residents. These transformations are not only about transport, but are basically a transition to a new way of life in an urban environment.

In line with this, and also with the European Commission's 2013 urban mobility package\(^3\), the contract shall thus support the development of a new culture for urban mobility through the implementation of a public-awareness campaign.

The aim of this tender is to select a professional partnership which can provide EU-level coordination of the implementation of a coordinated, people-targeted awareness-raising campaign at local, regional and national level with an impact on low carbon, sustainable mobility. In order to have a maximum visibility and impact, the campaign shall include and extend European Mobility Week, which takes place each year from 16-22 September.

**European Mobility Week**

The 'In Town Without My Car' event was first established as a European initiative in the year 2000. It served as an opportunity for participating cities to voice their concerns on matters relating to mobility and the environment. For one day, local authorities showcased their urban centres in a different light and implemented key actions aiming to restrict motorised traffic in certain areas, to encourage the use of sustainable modes of transport and to raise awareness on the environmental impact of the mobility choices made by the public.

European Mobility Week (EMW) has been organised each year since 2002. It is a decentralised, voluntary event held annually between 16 and 22 September. Consistent messages, common visual identity and simultaneous participation of many cities across Europe give it a high political and media profile. In 2012 the total number of registered participants reached a record 2,155 cities and towns from 39 countries, making it the largest event promoting sustainable mobility globally.

The campaign is organized in an increasing number of non-European countries, such as Brazil, Canada, China, Colombia, Ecuador, Japan, Russian Federation, South Korea, Taiwan, Turkey, USA and Vietnam. It receives an increasing level of media attention across the world.

EMW offers the opportunity to initiate a range of activities and represents a platform for local authorities as well as other relevant organisations and associations. This all as part of a Europe-wide initiative, with a goal and identity that is common with other towns and cities.

\(^3\) [http://ec.europa.eu/transport/themes/urban/ump_en.htm](http://ec.europa.eu/transport/themes/urban/ump_en.htm)
Its objectives are to raise awareness about issues related to sustainable urban mobility, promote a shift towards sustainable modes of transport and promote the implementation of relevant European policy instruments.

While general mobility issues remain a key focus of the event, every year a different specific aspect is emphasized (e.g. in 2011 the theme was 'Alternative Mobility', in 2012: 'Moving in the Right Direction', in 2013: 'Clean Air - It's Your Move!', in 2014 'Our Streets, Our Choice'). The week features a variety of general public and stakeholder events such as seminars, exhibitions, debates or testing of new permanent measures. The exact programme is defined by the local coordinator of European Mobility Week with input from different interest groups (e.g. politicians, residents, companies involved in transport activities, NGOs, private partners).

The 'European Mobility Week Award' was created to recognize the best achievements, to encourage participation from local authorities and to demonstrate political support for the initiative by the European Commission.

The management structure of the initiative consists of three layers:

**European Coordination** (currently consists of three networks of local authorities) Main tasks include management of the annual planning cycle, day-to-day management, acting as the European focal point, liaising with the European Commission.

**National Coordinators** (representatives of national ministries and agencies) Responsible for promoting the initiative at national level, registration of participants, other support to local coordinators.

**Local Coordinators** responsible for executing events at local level.

There are also a number of Associated Partners involved at European level (e.g. associations and organizations dealing with urban transport issues). The structure and processes in place ensure that the different players work together with the same purpose.

More information can be found on the EMW website ([www.mobilityweek.eu](http://www.mobilityweek.eu)). In particular it is recommended that tenderers review:


**Other relevant initiatives at EU level**

The European Commission supports Europe-wide awareness-raising activities in various domains, including energy, environment and climate change. These campaigns provide useful examples and experience. Links with other relevant European campaigns, awards,
associations, movements, etc. help to reinforce the multiplication effect. The Do the Right Mix\(^4\) campaign (which ends in April 2015) aims to raise public awareness on multimodality and promote behavioural change, for example through its focused national campaigns and through its registered actions facility.

The Sustainable Energy Europe Campaign\(^5\) is an initiative that aims to raise public awareness and promote sustainable energy production and use among individuals and organisations, private companies and public authorities, professional and energy agencies, industry associations and NGOs across Europe. The Commission's Campaigns on Biodiversity\(^6\) and Climate Change\(^7\) aim to inform and engage with the public, and to explain how they can influence things through their behaviour.

Other relevant initiatives include the European Week of Sport, the 'Now We Move' campaign, EU Sustainable Energy Week, Green Week and the Fête de l'Europe.

Over the past years, the European Commission has supported, through the Framework Programmes for Research and Development and the Intelligent Energy Europe programme (under STEER)\(^8\), specific projects and pilot actions in the field of information, communication and awareness raising. Information on many of these projects and actions is available on the ELTIS website\(^9\) and in the Intelligent Energy projects database\(^10\).

The ELTIS Plus project\(^11\) manages and maintains the ELTIS website and organizes training, promotion and awareness-raising activities on sustainable urban mobility plans.

The CIVITAS Initiative has also supported a range of local projects and pilot actions in this domain, as well as the CIVITAS Awards. More details on specific measures can be found through the CIVITAS measures search engine on the CIVITAS website\(^12\).

### Purpose of the contract

#### Rationale and aim

The overall aim of the tender is to organise and implement, using initiatives at national, regional and local level, a Europe-wide awareness-raising campaign on low carbon, sustainable urban mobility, to include and extend the annual European Mobility Week over a three-year period. This will be done for example through media campaigns and other awareness-raising actions, producing press material, mailings, together with networking

---

\(^4\) [http://www.dotherightmix.eu](http://www.dotherightmix.eu)  
\(^5\) [www.sustenergy.org](http://www.sustenergy.org)  
\(^7\) [http://ec.europa.eu/environment/climat/campaign/index_en.htm](http://ec.europa.eu/environment/climat/campaign/index_en.htm)  
\(^8\) Experience from this programme shows that personalised marketing initiatives and campaigns that include specific activities involving local stakeholders are most effective. Relevant projects include ECODRIVEN and AD PERSONAM.  
\(^9\) [www.eltis.org](http://www.eltis.org)  
\(^11\) [http://www.mobilityplans.eu](http://www.mobilityplans.eu)  
\(^12\) [http://www.civitas.eu/measure_fields.phtml?lan=en](http://www.civitas.eu/measure_fields.phtml?lan=en)
initiatives, the establishment of structures and partnerships, and the production of guidance material.

The main focus of the contract is to enable activities with a strong visibility, networking and multiplication effect at EU, national or local level. The campaign will be coordinated and managed by the contractor. EMW events, registered actions and national campaigns will be practically implemented by local, regional and national partners.

This tender is managed and funded by the Directorate-General for Mobility and Transport.

The EU support shall be acknowledged and publicized in all campaign outputs by indicating the EU flag and/or the visual identity of the European Commission as co-financer of the campaign.

The services to be delivered under this tender should take into account the latest developments of the European Commission’s general communications policy as well as specific requirements coming from the Directorate-General for Mobility and Transport.

The objectives of European Mobility Week are to:

- Raise awareness about issues related to sustainable urban mobility;
- Encourage a shift towards more sustainable means of transport via increasing availability and convenience of alternatives (e.g. new cycle lanes, new or more frequent bus lines, cleaner, alternatively-fuelled cars, etc).
- Create a dialogue platform between residents and local authorities to discuss issues related to sustainable mobility.

Through these means, EMW contributes to the fulfilment of a broader aim, i.e. promotion of European policy in the area of climate change and sustainable urban development and the engagement of local stakeholders. This includes achieving air quality limit values, reducing greenhouse gas emissions, using less and cleaner energy, achieving a better quality of life for people in Europe and providing a clean and healthy urban environment while moving towards a competitive low carbon economy.

Initiatives undertaken during Mobility Week typically focus around:

- increasing the use of public transport, walking and cycling;
- promoting lower levels of traffic and reducing the need to travel;
- reducing transport noise and pollution;
- changing the behaviour of local residents;
- lowering servicing and delivery costs for businesses through reduced congestion;
- promoting the health benefits of walking and cycling;
- promoting collaboration and partnerships between public administrations and other stakeholders.

Important, by encouraging the implementation of permanent changes in favour of sustainable modes of transport (such as reallocation of road space in favour of cycling or...
public transport, car sharing systems) EMW contributes to the improvement of the quality of life in the participating cities, leaving a legacy lasting way beyond the actual length of the week.

As a minimum, the campaign shall in future maintain the participation levels in the EU-28 in comparison with 2013, with an improved geographical balance and improved quality of local programmes.

In terms of desired image, the aim is to clearly communicate that EMW is:

- part of a campaign with a legacy lasting beyond the actual length of the week;
- an official EU programme, part of the Community effort to improve sustainable urban mobility, air quality, road safety, wellbeing and environmental protection.

The purpose of this call for tender is for the European Commission to ensure and expand the European coordination of European Mobility Week with a view to reaching the above mentioned goals as completely and as effectively as possible.
Description of the Tasks

General tasks and issues

Languages: the tenderer should develop a multilingual strategy as more than half of the EU citizens don't have the specific language skills to fully understand information provided in English. The language requirements are specified in the specific tasks below.

Confidentiality and/or intellectual property rights: the tenderer must ensure that there are no restrictions based on confidentiality and/or intellectual property rights that could be claimed by any third party due to the publication of any data and documents. Should the tenderer intend to use data for the deliverables or services under this contract which cannot be published, this must be explicitly mentioned in the offer.

Bias towards specific behaviour: it should be avoided that any reference related to EU funding of the campaign gives the impression that the Commission is in favour of specific behaviour or modal choice.

Quality control: all information, publications and reports provided by the contractor must be subject to an internal quality control procedure.

Coordination with other initiatives: it is important to ensure from the outset that EU initiatives complement each other, avoid overlaps and exploit synergies. The offer should explain how the tenderer will interlink and build synergies with relevant EU initiatives, as well as relevant national, regional and local initiatives.

Financial management: the tenderer must provide sufficient financial guarantees so that possible imbalances in cash flow between his expenditures and the advance payment/reimbursement by the Commission can be covered. The tenderer should also pay particular attention to possible VAT related issues.

Specific Tasks

The role of the EMW European Coordination is to promote participation and facilitate execution of the campaign by the local authorities across the EU, through:

- **Managing the annual project cycle** - development of website, communication tools and promotional strategy, coordination with relevant stakeholders, handling registration procedures (including ensuring that ethical rules are respected) and summarizing the outcome and management of the award procedure.

- **Assuring coordination of the programme at European level** among national coordinators, pledge signatories, the European Commission, EC programmes and projects relevant to sustainable urban mobility; and other relevant campaigns and events including the European Commission's 'Do the Right Mix' campaign ([www.dotherightmix.eu](http://www.dotherightmix.eu)) ending in April 2015 which complements European Mobility Week, the European Week of Sport, the 'Now We Move' campaign, EU Sustainable Energy Week, Green Week, the Fête de l'Europe, etc.

- **Maintaining and supporting an active network of national coordinators** including maintaining working relationships with relevant national and local authorities; the organization of regular coordination meetings; the organization of the annual capacity building and best practice exchange workshop in March 2015, 2016 and 2017.
Preliminary arrangements (rental of venue, etc.) shall also be made for the workshop in 2018 if necessary to ensure continuity following the end of the contract.

- Comprehensive organisation of the annual award ceremony in September 2015, 2016 and 2017, including the preparation of short video clips on the finalists and/or winning entries.

- Conceptual planning and implementation of national campaigns in selected target countries.

- Management and follow-up of the registered actions facility.

To this aim, the successful tenderer will be responsible for carrying out the following tasks:

**Specific Task 1 – Promotion of EMW**

Actively and innovatively promote EMW vis-à-vis participating cities, media and other stakeholders via a coherent communication strategy. The bid should specify what kind of promotional activities are envisaged and how these will be undertaken. At minimum the offer must foresee:

- Bi-monthly e-newsletter;
- Maintenance of the existing mailing database;
- Development and dissemination to all National Coordinators, and publication on the website, of a press pack ahead of the September events;
- Performing the role of a central info-desk for enquiries, including drafting and providing replies to questions within two working days;
- Help with the on-line registration process (in particular for cities from countries where there is no National Coordinator);
- Representation of EMW at events relevant to sustainable urban mobility at which the contractor may be present. At least three events must be identified during the contractual period;
- Preparation and broad dissemination of regular press releases/media alerts; press monitoring and feedback to EC on overall media outreach figures.

**Specific Task 2 – Support to National Coordinators**

Maintaining and actively supporting and enhancing the existing network of national coordinators. The contractor will maintain an active working relationship with relevant national authorities represented by national coordinators. The bid should specify what kinds of activities are envisaged, at minimum it must foresee:

- Maintaining an on-line community forum to share information, exchange ideas, best practice, etc.
• Maintenance of the restricted 'associated partners' sections of the EMW website.

• Organising two briefing meetings every year. In the past these have been in June, to review preparations for the September events and to discuss any issues relevant to the national coordinators (normally held in the city that won the award in the previous year), and a second meeting around November held in Brussels, with the main objectives of gathering feedback on the implementation of the September events which inspires and motivates new and existing national coordinators, and of launching preparations for the following year's event. The tenderer is not obliged to keep the same timing.

To note:
• The contractor will be responsible for the logistics of approximately 80 participants, but not for travel and accommodation expenses for meetings (other than his own).

Although the networking element of these meetings is of particular relevance to the national coordinators, the tenderer may choose to make additional proposals, e.g. for webinars/virtual meetings.

In some cases, the contractor will need to work on renewing the commitment of national authorities to the programme. For the purpose of preparing an offer, tenderers may assume that this would be needed in the case of Denmark and Germany.

Specific Task 3 – Support to EMW Activities

Active contribution to the improvement of the quality and coherence of the EMW activities in the participating cities. This should include at minimum:

• Gathering information necessary to assess the Week, and analysis of the data gathered in order to make recommendations for the improvement of the quality and coherence of the EMW.

• Development and dissemination of relevant publications:
  – EMW Participation Report (to be ready in time for the November meeting of national coordinators)
  – EMW Promotional brochure (to be ready in time for the September award ceremony)
  – Annual Thematic guidelines
  – Annual Best Practice Guide

Examples: [http://www.mobilityweek.eu/resources](http://www.mobilityweek.eu/resources). These publications are generally for the website only.

• Update of online communication toolkit for National Coordinators. This includes an annual update of the EMW visual identity based on the existing visual identity charter and provision of 'ready to adapt' tools: EMW Charter, EMW e-News, templates for posters, leaflets, online toolkit for National Coordinators, PowerPoint presentations, and press pack.
• Initiating and carrying out preparations for the annual European Mobility Week events including:
  – suggestions for the theme
  – suggestions for the slogan
• Development of a detailed timetable.

Specific Task 4 – Website Management

Managing the on-line registration system and maintaining and improving the EMW website in English (www.mobilityweek.eu).

The website is currently on an independent server and the contractor must organise the transfer of this website to the European Commission Europa server and then manage the website on Europa. The contractor will maintain the URL address; the domain is owned by the current secretariat and will be made available free of charge to the successful tenderer.

The main functions of the website are:
• Central on-line registration tool (has to allow for collection of main data for each participating city) to be integrated into the Europa website but hosted by the contractor;
• Facilitating quality participation from local authorities by providing downloadable information on relevant topics and publications, such as for example ‘Best Practice Guide’ or communication tools.
• Promoting the EMW vis-à-vis the media, e.g. by providing lists of events per region/country, press releases, etc.
• Raising awareness of the general public on issues related to sustainable urban mobility and air quality and educating them on EU actions in that area.
• Layout of the website to be updated at least once during the duration of the contract in order to keep it attractive. It can include restructuring (if it improves attractiveness), but the main sections of the website and their subsections must be kept. Draft proposal (with justifications) should be included in the tender.

It is strongly emphasized that all texts appearing on the website, in the social media and in publications shall be written in clear, good quality English. Texts shall be concise, focusing on main messages and avoiding long sentences, redundant text, and repetition. Publications shall use effective lay-out and style to enable the easy absorption of information.
Technical considerations:

The contractor will manage and develop the web content on its local server and deliver the new/updated files to the Commission for uploading onto the Europa server. The contractor is free to use a web content management system locally but the web pages are to be delivered to the Commission in static HTML format. The website needs to be fully compliant with the rules set in the Europa Information Providers’ Guide13.

The tenderer shall take into account the need for compatibility with the Corporate Web Content Management System.

Current technical specifications:

The current EMW website is managed with a Content Management System (CMS) called Typo3 (http://typo3.org/) and a Database Management System (DBMS) called MySQL (www.mysql.com). The used version of the CMS is Typo3 4.5.25. The used version of the DBMS is MySQL 5.1.39.

The EMW website is compliant with the Web Standards of the World Wide Web Consortium (W3C): XHTML 1.0 Transitional, CSS 3, and WAI-AA.

The Partners section, enabling the registration data management for the Mobility Week has been developed using PHP 5.2.11 and MySQL 5.1.39. All information is stored with UTF-8 Unicode encoded characters.

For the handover, the current contractor will provide the European Commission with a comprehensive handover file including all data from the website and the database on a DVD on the last day of the contract. The domain name (mobilityweek.eu) will have to be redirected to the new hosting server (Europa) and the domain name management will have to be transferred to the organisation in charge of the website and partners section.

Specific Task 5 – Social Media

Maintaining EMW social media tools: a balanced social media plan shall be developed and implemented by the Secretariat. The activities indicated in this plan shall include a review of the success of existing EMW social media channels, and an analysis of the potential of using general EC social media channels and/or EMW social media, in line with the latest EC guidelines on social media. If the existing EMW social media pages continue to be used, the contractor shall capitalize on the established base of 'fans' and 'followers', but also reach out to new audiences.

The existing EMW social media pages include:

Facebook: https://www.facebook.com/pages/European-Mobility-Week/284925043974

Twitter: https://twitter.com/mobilityweek

YouTube: http://www.youtube.com/user/europeanmobilityweek

_______________________________________________________

13 http://ec.europa.eu/ipg/index_en.htm
Potentially valuable content that is prepared to be disseminated via communication tools such as EMW website, promotional material, press relations, etc. should, in addition, be well incorporated in and spread via social media tools of the EMW. Within this frame, creative ways should be foreseen to engage a target audience. Draft suggestions for posts on Facebook (at least 4 topics per year to be chosen by the tenderer). The tenderer can expand the above list of activities with regard to social media, in accordance with the proposal it wishes to make.

Specific Task 6 – Management of the European Mobility Week Award Procedure

Management of the award procedure will include promotion of the competition and general management of the competition, including at least:

• Proposing a shortlist of minimum 4 (four) independent technical experts with credible, relevant experience who would be willing to participate in the jury (on a voluntary basis). The final selection of the jury members will be made by the European Commission and communicated to the contractor, who will liaise with the experts. To note, the jury is chaired by a representative of the European Commission.

• If necessary, proposing a shortlist of members of a paid pre-selection committee with credible, relevant experience.

• Screening of the received applications for technical validity;

• Organising and facilitating the jury proceedings, preparing dossiers, including the final evaluation meeting. The contractor will be responsible for the logistics of the jury members plus representatives from the European Commission and the Secretariat for this meeting and, if necessary, for travel and accommodation arrangements for the jury members. In this case, the contractor will be responsible for the provision of pre-paid travel tickets as well as booking and paying for accommodation. Daily subsistence allowances should not be foreseen. NB: the European Commission will need to give prior approval regarding the details of the jury proceedings.

• The contractor shall expand upon past award ceremonies by introducing several award categories (to include, for example, an award for small-/medium-sized towns).

The selection of winners must be completed in time for the award ceremony (in September each year).

NB The selection procedure for finalists/winners relating to the September 2015 EMW and SUMP awards will be complete by the end of the current EMW/Do the Right Mix contracts.
Specific Task 7 – Organization of Annual Workshop

An annual European Mobility Week capacity building and best practice exchange workshop is foreseen for key stakeholders, principally EMW national coordinators and guests. This serves as a continuation of the successful workshops that have been held in past years. The contractor will be responsible for travel and subsistence costs of participants, logistics (venue rental, catering, etc.), and for covering the training needs of participants:

- Proposing an attractive and effective workshop format.
- Developing the programme,
- Identifying and recruiting potential speakers,
- Identifying a training need and initiating contacts with potential training providers.

The workshop has generally been held in March in the past, but tenderers are not obliged to keep this timing throughout the full implementation period.

Provision of technical equipment:

a) Plenary room: a screen and DVD player for PPT presentations and screening of film clips.

b) In each of the smaller session rooms: equipment for PPT presentations, connection to high speed internet with speakers and microphones, DVD player, two flipcharts and access to a printer (it is not necessary to have a printer in each room but there should be access to one nearby).

c) A screen and DVD player will be needed in the catering area to show films from the previous year's winning cities during the welcome lunch.

Online registration system for participants to the workshop.

Design and printing of the programme, the content to be agreed with DG MOVE.

Organisation of travel and accommodation arrangements to and from the workshop for approximately 100 participants.

Provision of catering for lunch on both days (finger buffet and drinks), to be served at appropriate times to fit with the workshop agenda. Coffee, tea and water to be provided both days during the breaks (see programme for timing, one break per day).

General tasks

Coordination directly with relevant staff at the venue on all technical and practical issues.

On-site assistance, including assistance to speakers/VIPs with their presentations, preparation of name badges.

Provision of flower and/or plant decorations for the stage.

The services of a photographer are required to record the opening and the closing sessions of the workshop, as well as some of the other workshop sessions.
The above list is not exhaustive and the tenderer should include all relevant aspects to successfully execute the event.

**Estimated expertise requirement**

Coordination; registration and web; on-site support; provision of flowers/plants; organisation of catering; design and production of exhibition materials and programme; set-up of furniture and equipment on-stage, an experienced photographer, preparation of a video clip; preparation of promotional items; plus travel and hotel organisation.

**Specific Task 8 – Organization of Annual Award Ceremony**

The contractor is expected to handle all aspects of preparing and executing an annual award ceremony for approximately 120 participants in September during or around Mobility Week (in order to serve as a focal point), including drafting press releases, inviting the VIPs and participants, the speakers and media representatives, and preparing the format and content of the award ceremony (in coordination with DG MOVE).

Additional award categories shall be introduced for the award ceremony in September 2016 compared with previous years to cover, for example, small and medium-sized towns and applications received through the registered actions facility (which have a different target audience). In recent years the award ceremony was specifically for the EMW award and the SUMP award from the Do the Right Mix campaign.

The format of the award ceremony may be expanded to include, for example, an introductory session to showcase the finalists and encourage networking ahead of the formal part of the award ceremony.

An appropriate prestigious venue shall be reserved for the annual award ceremony in Brussels in September. Past venues have included, for example, the Albert Hall, the Musical Instrument Museum, the Théâtre du Vaudeville, the Atomium and the Musée du Cinquantenaire.

Technical equipment shall be provided in the room where the award ceremony will take place (beamer, screen, DVD player, microphones, etc), and should include furniture for the stage (for the VIP speakers and the hostess), a lectern and a screen in front of the VIP speakers.

Catering: a cocktail reception to be served after the award ceremony.

Acquisition of appropriate prestigious award trophies approved by the European Commission, to be presented to the winning cities at the award ceremony. The trophies shall bear the name of the winner, the year of the award, and the campaign logo together with the EU flag or the EC graphic identity.

Preparation of framed certificates to be presented to the winners and the finalists plus folder for transportation.

Engagement of a moderator/hostess for the award ceremony.

Preparation of a video clip to highlight the finalist cities.

Production and delivery of one or more three-minute video clips as prizes for the winners.
NB The cost of the video clips will be covered by the European Commission for the September 2015 award ceremony.

The tenderer may propose alternative suggestions for the format and video clip requirements for the award ceremony in 2016 and 2017.

**General tasks**

Coordination directly with relevant staff at the venues on all technical and practical issues.

On-site assistance, including assistance to speakers/VIPs with their presentations, preparation of name badges..

Provision of flower and/or plant decorations for the stage.

Local transport shall be proposed from the proposed accommodation to the award ceremony venue if necessary.

The services of a photographer are required to record the award ceremony.

The above list is not exhaustive and the tenderer should include all relevant aspects to successfully execute the event.

**Estimated expertise requirement**

Coordination; registration and web; on-site support; provision of flowers/plants; organisation of catering; design and production of exhibition materials and programme; set-up of furniture and equipment on-stage, an experienced photographer, preparation of a video clip; preparation of promotional items; plus travel and hotel organisation.

**Specific Task 9 - Awareness Campaign Design and Management**

The Europe-wide awareness campaign will be implemented through initiatives at national, regional and local level. To implement this specific task, an experienced multilingual team will be needed. The contractor will be required to obtain prior approval from the Commission on the content and style of all events and publications, and on the content, style, image and profile of the campaign and corporate identity.

**Subtasks**

A detailed campaign plan and campaign material in all official EU languages should be developed with the approval of the European Commission. The European Mobility Week logo shall be used by all local, regional and national participants and shall always appear together with the EU flag and/or the EC graphic identity in order to reinforce the European element of the campaign, as the general public is not always aware that their national/local events form part of a broader EU initiative.

In order to join the campaign local, regional or national level organisers should commit to agreed minimum campaign standards. The contractor should develop these minimum
standards and agree them with the Commission. The minimum standards should include the obligation that the annual European theme of the European Mobility Week is promoted and that the European Mobility Week logo is applied in combination with the EU flag and/or EC graphic identity. The contractor shall ensure that this is duly reflected in the updated versions of all EMW campaign materials including Thematic Guidelines, the Best Practice Guide, the toolbox, etc:

http://www.mobilityweek.eu/resources/design-resources/

http://www.mobilityweek.eu/resources/

These campaign publications shall remain flexible in order to incorporate later amendments.

Each year a new campaign theme related to low carbon, sustainable urban mobility shall be proposed and selected together with the Commission. The annual campaign theme shall be in line with EU policy priorities in the transport, climate change, energy and environment sectors. The tenderer shall provide due justification in case of a proposal to instead adopt one permanent theme, as with the Do the Right Mix campaign, which ends in April 2015.

Attention shall be taken to ensure widespread publication of Commission corporate messages where requested, such as the hashtag #EU4LifeQuality.

- Proposals to prevent ‘campaign fatigue’ should be included in the Inception Report.
- Besides general campaign material aiming at a wide public audience, also material for target groups could be developed, for example young people. Ideas can be included in the tender.
- In coordination with the European Commission, the contractor shall establish media contacts, negotiate media partnerships and take initiatives to ensure free media attention.
- The contractor shall prepare a guidance note on campaign-partnerships, which shall be agreed with the Commission. The establishment of campaign-partnerships at European level with public, commercial or semi-public organisations is not foreseen. However, such partnerships could be established at national, regional and local level with carefully selected partners.
- Support the set-up of national coordination structures in countries where these do not exist but without directly financing these structures.
- Preparation of promotional items for distribution at the award ceremony and the workshop and at events throughout the year. Further details to be agreed with DG MOVE.

Further suggestions and ideas

In addition to the tenderer's response to the requirements included in these specifications and within the given volume of the contract, the tenderer may include further optional suggestions and ideas for the design and management of the European campaign and/or the possible

---

14 It is expected that the minimum standards will be developed immediately after the signature of the contract.
campaign partnerships and synergies. Optional suggestions for the implementation of the specific tasks may be included. Optional suggestions for the organization of the awards and the award ceremony could also be made. These optional suggestions and ideas should be clearly and explicitly indicated in the tender. Tenderers are reminded that their optional suggestions and ideas will be taken into account in the evaluation process.

**Specific Task 10: National Campaigns**

The Commission's Do the Right Mix campaign (ending in April 2015) has included support to focused national campaigns in Bulgaria\(^{15}\), Greece\(^{16}\), Italy\(^{17}\), Latvia\(^{18}\), Romania\(^{19}\) and the UK\(^{20}\) in order to boost awareness of urban mobility issues.

National campaigns in maximum six countries in the relevant national language shall be organised by the contractor together with a partnership of relevant national, regional and local parties, such as city networks. The contractor shall make maximum use of synergies with existing campaign activities.

National campaigns shall be organized in countries where (1) the awareness of urban mobility issues is low and the potential for improvement through the campaign is high or (2) the awareness of urban mobility issues is high but the potential for improvement through the campaign is significant.

The ambition of the campaigns will be high, i.e. organised in cooperation with professional marketing companies and including the broad distribution of targeted campaign materials via different media. Examples of partnerships to be put in place for the national campaigns should be proposed as part of the tender.

**Subtasks**

- Overall coordination of the national campaigns will be implemented by the maximum six national partnerships. Only national campaigns should be included that have clear and realistic targets, are run by well-structured and coherent partnerships, and take place in countries where a high impact is expected.

- Support to national partnerships in intensifying their relationships with relevant stakeholders (including existing European Mobility Week partners), negotiation of media partnerships and free media attention.

---

\(^{15}\) [www.dothemix.bg](http://www.dothemix.bg)

\(^{16}\) [http://www.dotherightmix.gr/](http://www.dotherightmix.gr/)

\(^{17}\) [https://www.facebook.com/TrovaIlGiustoMix](https://www.facebook.com/TrovaIlGiustoMix)

\(^{18}\) [www.facebook.com/GudraisPilsetnieks](http://www.facebook.com/GudraisPilsetnieks)

\(^{19}\) [www.facebook.com/DoTheRightMixRomania](http://www.facebook.com/DoTheRightMixRomania)

\(^{20}\) [http://www.supermodals.co.uk/](http://www.supermodals.co.uk/)
Specific Task 11: Registered Actions

The Do the Right Mix campaign (ending in April 2015) includes a registered actions facility\(^{21}\) where campaigners can register their own sustainable urban mobility actions and gain recognition as being part of a broader initiative.

The tenderer shall foresee such a facility for sustainable urban mobility campaigners to register their awareness-raising actions at the local, regional or national level on the campaign website.

Campaigners shall be encouraged to interact, exchange good practice and seek synergies with existing campaign activities, such as adapting and using materials developed under specific task 2.

The tenderer may develop incentives to promote maximum registration of high-quality actions, such as showcasing and promotion and/or an invitation to apply for one or more award categories within the framework of the annual award ceremony. Such an award would, therefore, have a different target group from the existing EMW award, which is specifically for cities/local administrations.

Campaigners eligible to register may include local and regional authorities, public bodies, NGOs, schools, universities and research institutes.

There will be no equivalent of the Do the Right Mix campaign funded actions\(^{22}\) under the current contract.

Subtasks

- Coordination of the registered actions.
- Screening of applications.
- Incentives to register and to maintain contact with the campaign community.

Specific Task 12: Overall Coordination and Contract Management

The aim of this task is an efficient and effective implementation of the contract by the contractor. It is anticipated that the contractor will implement the contract through an effective consortium with the necessary experience to execute all tasks, while at the same time ensuring minimal overhead costs.

Subtasks

- The contractor shall follow an integrated approach to the overall management of the work programme necessary to implement Tasks 1 – 3. In order to be able to adapt to

\(^{21}\) http://www.dotherightmix.eu/action/about

\(^{22}\) http://www.dotherightmix.eu/action/winners
the evolving EU policy context and priorities, the tenderer shall set up a flexible, reactive and dedicated management structure.

- The management task includes the handling of enquiries related to the campaign, responding to complaints, etc.

- The contractor shall maintain close contact with the Commission's project officer. The contractor shall respond to requests from the project officer within 3 working days and may be requested to attend regular meetings in Brussels or via telephone with the aim to exchange information and to coordinate and evaluate the activities which have been carried out or are planned.

- The contractor shall ensure regular reporting and provide regular overviews of progress, including financial elements. Two months after the start of the contract an Inception Report shall be submitted. In the framework of this report, a set of performance indicators will be agreed with the Commission. The implementation of the contract will be monitored through progress and interim reports, which provide an overview of the progress in implementation, resource use, main achievements, outputs and impacts.

- The performance indicators from the Inception Report will be used to assess the success of the initiative. In each progress and interim report the contractor shall undertake an evaluation both in terms of outputs and wider impacts of the work undertaken.

- A proactive coordination with relevant EU programmes and initiatives shall be guaranteed.

- The contractor must provide the Commission, at any time during the contract execution, and in accordance with the development stage of the applications and products, full product description, requirement specifications, charts, source codes and any other supporting documentation and application manuals, within ten working days from the date of a written request, in order to allow the Commission to fully use and further develop the applications and products that have been used and developed during the project in accordance with the Draft Service Contract, General Conditions, Article II.8.

- The tenderer may include in the proposal other complementary services **within the framework of the above mentioned tasks** deemed necessary to reach the objectives set out in Point 2 (Objectives).

- The contractor will work in close cooperation with the European Commission. Contact information will be provided upon contract signature.

- The duration of the tasks shall not exceed 40 (forty) months. This period is calculated in calendar days.

- Execution of the tasks begins after the date on which the Contract enters into force.

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

Using these Tender Specifications as a starting point, tenderers shall include in their tender a detailed work plan addressing all specific tasks, using a Gantt chart and clear explanations to detail their proposed approach and concrete steps to implement it. The work plan should explain the various tools and outputs foreseen within each task and include details of the target groups to be addressed, eventual agreements that will be needed with relevant stakeholders and multipliers of information, milestones, deliverables, reports, co-ordination meetings with the Commission, reporting, allocation of responsibility to team members, etc. The tender should include an overview of the planned efforts per three month period. Potential subcontracts shall be explicitly identified and listed in the tender.

The tender should demonstrate a good understanding of the challenges linked to awareness raising campaigns. The tender should include proof of the relevant human and organisational capacities and contacts, as well as financial capabilities and guarantees. The tender should include a proposal for an experienced project manager, who will enable the project team to deliver its work on time and to a commonly agreed level of quality and completeness, following the agreed methodology. The project manager will maintain regular contact with the project officer at the Commission ensuring that he/she is kept up to date with the progress of the work, including financial elements.

A kick-off meeting will take place in Brussels, at the latest 15 working days after the signature of the contract, in order to settle all the details of the tasks to be undertaken. Formal co-ordination meetings with the Commission shall be held in Brussels, if necessary every three months, in order to enable the contracting parties to discuss the work accomplished and achievements. The contractor shall prepare minutes of each meeting, to be approved by the Commission, and shall take full account of any suggestions made. Ad-hoc co-ordination meetings may be organised if required. It is important that the tender explains the intended ways of keeping day-to-day contact with the Commission and how attendance will be ensured at meetings in Brussels which are called at short notice.

**Stability of service**

For the duration of the contract the contractor will ensure that a stable service is maintained as required for the proper, quality implementation of the contract.

For tasks that are difficult to be substituted such as project coordination the contractor shall ensure that staff are not changed except in circumstances beyond its control. In case the coordinator for providing services to the European Commission has to be changed, the European Commission has to pre-approve the new candidate (based on CV) prior to his/her appointment. In no circumstances may the contractor invoke a change of staff as a reason for failing to meet one of his obligations, in particular as regards deadlines and quality.

**Place of performance**

The tasks shall be performed on the contractor's premises or at rented premises. However, meetings between the contractor and the Commission may be held on the Commission's premises in Brussels.
Deliverables

• At the latest 14 days after the signature of the contract, the contractor will attend a kick-off meeting in Brussels with the Commission to confirm the details of the work programme and receive all relevant updates about the project.

• The Minutes of the kick off meeting will be submitted by the contractor no later than 1 month after the date of the meeting. They will be accompanied by a detailed inception report based on these tender specifications and the contractor's offer, as well as taking into account any adjustments that might have been agreed during the kick off meeting. This report will serve as a reference document for the European Commission and for the contractor for the lifetime of the project.

• At the latest 10 months after the signature of the contract, the contractor will submit an interim progress report to the European Commission. The report will briefly describe the work carried out during the project implementation period and highlight any possible problems that the contractor may have encountered in performance of the contract and propose corrective measures.

• At the latest 19 months after the signature of the contract, the contractor will submit an interim progress report with interim financial statement to the European Commission. The report will briefly describe the work carried out during the project implementation period and highlight any possible problems that the contractor may have encountered in performance of the contract and propose corrective measures.

• At the latest 28 months after the signature of the contract, the contractor will submit an interim progress report to the European Commission. The report will briefly describe the work carried out during the project implementation period and highlight any possible problems that the contractor may have encountered in performance of the contract and propose corrective measures.

• At the latest 34 months after the signature of the contract the contractor will submit a draft final report to the European Commission covering progress achieved in executing the tasks outlined in these specifications, and including a financial statement covering the full project implementation period. The report will describe all the work carried out, the results obtained in performance of the contract, and the resources used for each task. In particular, it will:
  – outline the coordination and networking undertaken by the contractor;
  – describe the campaign events that took place, including date and location, responsible person and/or organisation, number of people that participated, results/deliverables and media coverage;

• At the latest 36 months after the signature of the contract, and following comments from the European Commission on the draft final report, the contractor will submit a final report to the European Commission covering progress achieved in executing the tasks outlined in these specifications, and including a financial statement covering the full project implementation period.

There should be one paper copy and an electronic version of the full report.
It is strongly emphasized that all reports have to be written in clear, quality English. Reports should be concise, focusing on main messages and avoiding long sentences, redundant text, and repetition. Reports should use effective lay-out and style to enable the easy absorption of information.

- Two weeks before the end date of tasks, if necessary, the contractor will submit a comprehensive handover file including all data from the website and the database on a DVD.

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

The contractor is obliged to inform the Commission about the progress of the activities in accordance with the conditions of the draft service contract. The reports should detail the performance in relation to the work programme, including occurred difficulties and corrective measures proposed/undertaken. They should also outline in detail the work planned for the reference period, the work carried out, the human resources used for each activity, and the list of work planned for the following reporting period.

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

All studies produced for the European Commission and Executive Agencies shall conform to the corporate visual identity of the European Commission by applying the graphic rules set out in the European Commission's Visual Identity Guidelines, including its logo 23.

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

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. Draft Contract

23 The Visual Identity Guidelines of the European Commission are available via the link: http://ec.europa.eu/dgs/communication/services/visual_identity/index_en.htm
ANNEX 1

IDENTIFICATION OF THE TENDERER
(Each tenderer, 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.C.1/ 2014/672

<table>
<thead>
<tr>
<th>Identity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of the tenderer</td>
</tr>
<tr>
<td>Legal status of the tenderer</td>
</tr>
<tr>
<td>Date of registration</td>
</tr>
<tr>
<td>Country of registration</td>
</tr>
<tr>
<td>Registration number</td>
</tr>
<tr>
<td>VAT number</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)</td>
</tr>
</tbody>
</table>

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

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

24 For natural persons
Fax number:  
E-mail address:  

<table>
<thead>
<tr>
<th>Legal Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Names and function of legal representatives and of other representatives of the tenderer who are authorised to sign contracts with third parties</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Declaration by an authorised representative of the organisation&lt;sup&gt;25&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>I, the undersigned, certify that the information given in this tender is correct and that the tender is valid.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Surname:</th>
<th>First name:</th>
<th>Signature:</th>
</tr>
</thead>
</table>

<sup>25</sup> This person must be included in the list of legal representatives; otherwise the signature on the tender will be invalidated.
ANNEX 2

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

(Complete or delete the parts in grey italics in 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)

or

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

full official name:

official legal form:

full official address:

VAT registration number:

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

a) is bankrupt or being wound up, is having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of proceedings concerning those matters, or is in any analogous situation arising from a similar procedure provided for in national legislation or regulations;

b) has been convicted of an offence concerning professional conduct by a judgment of a competent authority of a Member State which has the force of res judicata;

c) has been guilty of grave professional misconduct proven by any means which the contracting authorities can justify including by decisions of the European Investment Bank and international organisations;

d) is not in compliance with all its obligations relating to the payment of social security contributions and the payment of taxes in accordance with the legal provisions of the country in which it is established, with those of the country of the contracting authority and those of the country where the contract is to be performed;

e) has been the subject of a judgement which has the force of res judicata for fraud, corruption, involvement in a criminal organisation, money laundering or any other illegal activity, where such activity is detrimental to the Union's financial interests;

f) is a subject of an administrative penalty for being guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in a procurement procedure or failing to supply this information, or having been declared to be in serious breach of its obligations under contracts covered by the Union's budget.
(Only for legal persons other than Member States and local authorities, otherwise delete) declares that the natural persons with power of representation, decision-making or control\textsuperscript{26} over the above-mentioned legal entity are not in the situations referred to in b) and e) above;

denies that the above-mentioned legal person\textsuperscript{[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\textsuperscript{[he][she]} may be subject to administrative and financial penalties\textsuperscript{27} 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{26} This covers the company directors, members of the management or supervisory bodies, and cases where one natural person holds a majority of shares.

\textsuperscript{27} 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

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:

---

28 To be filled in and signed by each of the partners in a joint tender, except the lead partner;
ANNEX 4

DRAFT CONTRACT

<Relevant draft contract (i.e. direct/framework service/supply contract or purchase order [see Manuel partie III section 5.2.2.16 for more info] should be inserted hereunder in the invitation to tender – Templates can be found in the Library or the Models section>