CALL FOR TENDERS
MOVE/C2/2013-1006

TENDER SPECIFICATIONS

"A Pilot action for an European Transport Innovation Bootcamp"
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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 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.

**Important information:**

The 'bootcamp' contractor will have to work closely together with an organisation which has been awarded a contract under the European Commission's DG MOVE 'framework service contract' for provision of services and assistance in organising events in the field of mobility and transport policies.

This 'event contract' will encompass the organisation of three award conferences and the organisation of a launch event (TBC by the Commission). Given the importance to secure specialised expertise for the organisation of large events, it was deemed more relevant to recruit it through a complementary tender.

This means that for a number of tasks (details described below) close cooperation and coordination are needed between the 'bootcamp contractor' (to whom the contract of this call for tender is targeted) and the 'event contractor' (the organisation that works for the European Commission's DG MOVE 'framework service contract').

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

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1 See [http://www.wto.org/english/tratop_e/gproc_e/gp_gpa_e.htm](http://www.wto.org/english/tratop_e/gproc_e/gp_gpa_e.htm)
or

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

1.4. Subcontracting

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

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

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

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

1.5. Content of the tender

The tenders must be presented as follows:

Part A: Identification of the tenderer (see section 1.6)
Part B: Evidence for exclusion criteria (see section 2.2)
Part C: Evidence for selection criteria (see section 2.3)
Part D: Technical offer (see section 2.5)
Part E: Financial offer (see section 2.6)
Part F: Power of attorney (for consortia only)

1.6. Identification of the tenderer: legal capacity and status

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

- In order to prove their legal capacity and their status, all tenderers (including any member of a consortium of grouping) must provide a signed Legal Entity Form with its supporting evidence. The form is available on: [http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.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.
2. EVALUATION AND AWARD

2.1. Evaluation steps
The evaluation is based on the information provided in the submitted tender. It takes place in three steps:
(1) Verification of non-exclusion of tenderers on the basis of the exclusion criteria
(2) Selection of tenderers on the basis of selection criteria
(3) Evaluation of tenders on the basis of the award criteria (technical and financial evaluation)
Only tenders meeting the requirements of one step will pass on to the next step.

2.2. Exclusion criteria
All tenderers shall provide a declaration on their honour (see Annex 2), duly signed and dated by an authorised representative, stating that they are not in one of the situations of exclusion listed in the Annex 2.
The declaration on honour is also required for identified subcontractors whose intended share of the contract is above 20%.
The successful tenderer shall provide the documents mentioned as supporting evidence in Annex 2 before signature of the contract and within a deadline given by the contracting authority. This requirement applies to all members of the consortium in case of joint tender. In case of doubt on this declaration on the honour, the contracting authority may also request the evidence for subcontractors whose intended share of the contract is above 20%.

2.3. Selection criteria
Tenderers must prove their economic, financial, technical and professional capacity to carry out the work subject to this call for tender.
The tenderer may rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. It must in that case prove to the Contracting Authority that it will have at its disposal the resources necessary for performance of the contract, for example by producing an undertaking on the part of those entities to place those resources at its disposal.

2.3.1. 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 criterion:
The annual turnover of the last two financial years is above € 1,000,000.

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

2.3.2. Technical and professional capacity criteria and evidence

a. Criteria relating to tenderers

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

- The tenderer must prove experience in the field of developing curricula for and running intensive, professional, "executive" entrepreneurship coaching programmes for a multi-lingual, multi-cultural, diverse group of people, at a minimum scale of 10 people, with both group work and one-to-one work and using a variety of training methodologies, with at least 3 courses delivered in this field in the last five years.

- The tenderer must prove expertise in innovation practices and in business know-how of mobility and transport in Europe with at least 3 projects of at least 50,000 EUR each delivered in this field in the last five years.

- The tenderer must prove experience in running selection processes for innovations or business ventures with at least 3 projects delivered in this field in the last five years that either had a minimum participation of 250 participants (individuals, organisations, teams etc.) or involved a process of selection steps with duration of 3 months or more.

- The tenderer must prove experience in developing and implementing communication activities in the areas of entrepreneurship or innovation, with a minimum duration of 12 months each and using multiple, interactive communication channels for an international and diverse target audience, as proven by at least 2 projects delivered in the last five years or to a value of at least 100,000 EUR.

- The tenderer must prove experience of working in 2 languages (English and 1 other EU official languages) with at least 2 projects delivered in the last three years showing the necessary language coverage and proving excellent capacity to draft reports and communication materials in English.

- The tenderer must prove experience in setting up data collection and monitoring systems for dealing with information (in a variety of formats; text, social media, video) supplied by at least 1000 different organisations/entities, with at least 2 projects delivered in the last five years.

b. Criteria relating to the team delivering the service:

The team delivering the service should include, as a minimum, the following profiles. If justification is provided, then some profiles could be combined.

Project Manager: At least 3 years of experience in project management, including overseeing project delivery, projects with multiple workflows and multiple locations, quality control of delivered service, client orientation and conflict resolution experience in a project of at least 500,000 EUR with experience in management of a team with at least 5 people (possibly in different locations or using IT co-working tools).

2 For overview, see European Commission's website: http://ec.europa.eu/transport/index_en.htm
Expert (or team thereof) in transport technology or transport innovation or transport entrepreneurship: Relevant higher education degree and / or 8 years' professional experience in the field of the transport sector.

Expert in developing and teaching curricula for intensive entrepreneurship professional programmes: Relevant higher education degree and / or 5 years' professional experience in the field of business studies (including finance, strategy and marketing).

Expert (or team thereof) in designing and in running large scale selection processes. With large scale, it is meant a minimum participation of 250 participants (individuals, organisations, teams etc.) who have been taken through a process of selection steps with a duration of 3 months or more: Relevant education and training and / or 3 years' professional experience in the field of developing and running selection processes, particularly for competitions for innovators or for entrepreneurs.

Expert in planning and running large scale communication processes using multiple communication channels for diverse, multilingual, multicultural applications: Relevant education and training and / or 5 years' professional experience in the field complex communication actions.

Expert for ICT solutions: these expert(s) should have proven experience of 3 years in building web-based tools, platforms for communication tools through social media and data collection techniques.

Social media expert: Social Media Marketing and Consulting, Network Marketing and Social Media Trainer for entrepreneurs: Relevant education and training and / or 3 years' professional experience in working with different types of social media.

Language quality check: All members of the team should have a very good command of English, as guaranteed by a certificate or past relevant experience. Some geographical variety in European language backgrounds amongst the team is necessary to deal with local contractors and with participants whose command of English is not perfect.

c. Evidence:

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

- List of relevant services (supported by evidence) 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 or other ways of client feedback that specify 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.

- The CVs should be presented, preferably, in accordance to the Commission Recommendation on a common European format for curricula vitae, published in OJ L79 of 22 March 2002, p 66.

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. (table 1)

<table>
<thead>
<tr>
<th>No</th>
<th>Qualitative award criteria</th>
<th>Weighting (maximum points)</th>
</tr>
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1. Quality of the proposed methodology for designing and organising the entire **bootcamp process**, including:
   - Organising the **selection processes** for candidates for the bootcamp and for the 3 prize-winning finalists.
   - **Potential impact** of the proposal on stimulating **transport innovation and transport entrepreneurship** amongst the potential target audiences as a whole and specifically for the selected bootcamp projects (and their representatives) and the 3 prize-winning finalists.

2. Quality of the proposed methodology for organising **communication activities and the promotional campaign**. This applies to:
   - The quality of methodology used to identify potential target groups and how these are encouraged to participate.
   - The quality of methodology for reaching organisations that could be interested in the outcomes of the bootcamp process (e.g. public and private investors) and for achieving "multiplier effects" for replication and extension of project outcomes and dissemination of information.

3. Quality and efficiency of the proposed **project management**, including proposed working practices; quality control, risk management, reporting, quality and appropriateness of the allocation of resources; and working with the external contractor for event management.

4. **Overall** innovativeness and implementation of proposed approaches.

| Total number of points | 100 |

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

Score for tender \( x \) =

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

2.5. **Technical offer**

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

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

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

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

**Price:** the total maximum budget of the contract for its maximum duration shall not exceed 1,500,000 EUR (in words: one million and five hundred thousand Euros).

The contractor should include in the financial proposal the following items that are necessary for the execution of the contract:

- Travel expenses, subsistence and accommodation fees.
- Prize money.

More details about these two cost items are given below:

**Travel expenses, subsistence and accommodation fees:**

The amount of € 476,850 stated for travel expenses and subsistence is based on a total estimate of about 384 travels including 1 night accommodation, 249 daily allowances, and 198 daily fees to be covered under the bootcamp contract.

The proposal should describe how travel and accommodation will be organised, taking into account the large numbers of participants, events, locations and responsibility to track expenditure. The bootcamp contractor and the event contractor will work together to do this efficiently as many of the same people will be reimbursed by two different contracts.

It is based on the following assumptions:

- The amount of 750 EUR is used as a basis for the average cost for 1 round trip travel and 1 night accommodation (with breakfast) for all participants for 1-day meetings.
- The average amount of 250 EUR 'daily allowance' is used for 2-day meetings for one additional night of accommodation (so 2 nights in total), meals and additional daily subsistence costs. This allowance is on top of the estimated 750 EUR cost listed above.
- It is assumed that a daily fee of 450 EUR is paid by the project to coaches and jury members\(^3\), unless the contractor justifies otherwise. The coaches could also be employees of the proposer.
- Each bootcamp has space to assist and develop 30 projects. For each project, the travel and accommodation of 1 person will be reimbursed by the project. On top of that, up to 2 representatives for each project can come to bootcamp events at their own expenses, so in total there may be 3 persons that represent each bootcamp project at bootcamp events. This number of representatives can only be increased in exceptional circumstances. The costs (e.g. catering) of participating in bootcamp events by these additional 2 persons will be paid through the project.

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\(^3\) In line with the fees paid to Horizon2020 experts:
• A contingency budget of 37,500 EUR (= 50*750 EUR) has to be included in the total amount of travel expenses to pay for additional travel and accommodation costs of representatives of bootcamp projects to the bootcamp events, in cases justified by the contractor. For example, if a team has submitted a project idea, then it could be considered to pay for a second team member to participate in the 2-day intensive workshop.

• Travel for the bootcamp participants representing the 30 bootcamp projects in three rounds = 90 travels per bootcamp round + 60 daily allowances:
  - 2-day kick-off meeting for 30 bootcamp projects.
  - Participation in one out of three 2-day workshops ('clinics'), calculated as on average 8-12 bootcamp projects per workshop = 30 in total.
  - Participation in a 1-day post-award coaching session for 30 projects.

• Travel for the coaches (who could work for the contractor itself or be sub-contractors to bring in the best expertise) = 28 travels per bootcamp round + 23 daily allowances:
  - 2-day kick-off meeting: 8 coaches (average).
  - Participation in three 2-day workshops: 5 coaches (average), so 15 total per cycle.
  - Participation in a post-award coaching session: 5 coaches (average).

• Travels for the indicatively 5 jury members = 10 1-day travels per bootcamp round:
  - Jury meeting for selection of bootcamp participants.
  - Jury meeting for selection for 3 prize winners.

• Fees for coaches and for jury members, on the basis of 450 EUR daily fees:
  - Jury members: 5 daily fees for selection of bootcamp participants in each bootcamp round = 15 daily fees in total.
  - Jury members: 5 daily fees for selection of 3 finalists in each bootcamp round = 15 daily fees in total.
  - Coaches: 16 daily fees for coaching at kick-off meetings in each bootcamp round = 48 in total.
  - Coaches: 15 daily fees for coaching at face-to-face workshops in each bootcamp round = 45 in total.
  - Coaches: 20 daily fees for webinar sessions (small group or bilateral) in each bootcamp round = 60 in total.
  - Coaches: 5 daily fees for coaching in the period after the award ceremony in each bootcamp round = 15 in total.

These indicative figures are solely given for information purpose.

a) Prize money:

Prize money of 240,000 EUR (two hundred forty thousand Euros) shall be used only for awarding monetary prizes to the winners of the bootcamp process. The financial transfer of prize money will be operated within the contract, after approval of the names of the recipients by the European Commission.
The prize money shall be administered as follows:
- Each year, the top three bootcamp finalists will each receive a cash prize of 20,000 EUR.
- There is a possibility that bootcamp participants can bid (after further coaching) for an additional 20,000 EUR in a "Progression prize contest" after 6 months. If the Commission does not decide to use this money for this purpose, it will be reallocated to other tasks in the project in agreement with the contractor.

**The event contractor's contract (see page 1 of the ToR) will pay for the following services:**
- Travel and accommodation costs for the participation of the Jury members in the award conferences.
- Travel and accommodation costs for the participation of representatives of the 30 projects of the bootcamp process in the annual conferences.

### 3. TECHNICAL SPECIFICATIONS

The duration of the execution of the tasks shall not exceed 48 months with automatic renewal of up to two times, each time for a period of execution of tasks of 6 months. Execution of the tasks begins after the date on which the Contract enters into force.

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

#### 3.1 Specific objectives:

**Definitions:**

**Bootcamp process or round** = the entire process from launching the selection process for bootcamp participants until after their final coaching session which will be about 6 weeks after the award conference. The process is supported by various communications and networking tools.

**Bootcamp participant or project**: an individual or team that has been selected and has committed themselves to participate in the bootcamp process, and complete it.

**Bootcamp** = the actual 4 (about) month intensive series of events and coaching sessions that results in the preparation of a business plan for each bootcamp participant.

**Bootcamp contractor** = the contractor who provides services and assistance under the contract awarded by this call for tenders.

**Event contractor** = the contractor who provides services and assistance in organising events three award conferences and the organisation of a launch event (TBC by the Commission).

#### a. Objectives and background:

To deliver sustainable impact and economic growth, we need to get – literally - more mileage out of the transport solutions we invent. This means that we need to try out new ways of developing and applying novel or frugal applications in transport and mobility.

Efficient, clean and safe transportation and mobility transforms people's lives in urban areas – from large cities to small communities. It provides jobs and gives us better access to workplaces, leisure, education, health care, and other ladders of opportunity.
Education, healthcare, telecommunications, environmental services, media, financial services, energy and many other sectors will be able to offer new products and services in the transport sector. Co-creation with end-users can be used to address specific needs. Novel interactions between different sectors and communities could create huge opportunities for new types of services and products in any sector. This goes far beyond any potential improvements in environmental performance and resource efficiency in the transport sector itself.

The bootstrap will help people and teams to bring their project to life (to turn transport innovations into marketable products and services within a very short period - typically 12 months) enabling them to face risks and challenges along the way. The bootcamp process offers a cash prize for the best 3 bootcamp participants and support for implementation of the business plans of all bootcamp participants.

- Since the number of people that will become interested would far exceed the number of actual bootcamp participants, the process should develop tools to engage these people in urban mobility. A new community will thereby develop nearly organically.

It is expected that the launch of the bootcamp process will inspire many individuals and teams from across Europe and from different cultural, social and professional backgrounds to work on mobility, with an emphasis on mobility in urban areas.

- How the bootcamp process can contribute to achieving EU policy objectives:

The 2011 White Paper on Transport presents concrete actions necessary to create a competitive transport system that will increase mobility, remove major barriers and fuel growth and employment. It includes goals to dramatically reduce Europe's dependence on imported oil and cut carbon emissions in transport by 60% by 2050. For urban mobility, the targets are to halve the use of 'conventionally-fuelled' cars in urban transport by 2030; phase them out in cities by 2050; achieve essentially CO2-free city logistics in major urban centres by 2030.

The Communication Research and Innovation for Europe's Future Mobility identifies ten priority areas on which research and innovation should focus to achieve the biggest policy benefit (e.g. clean logistics, rail, traffic management). Research and innovation is fully integrated in EU transport policy initiatives, for example in urban mobility and in alternative fuels.

The Innovation Union Flagship (2010) aims to broaden the concept of innovation, focusing on major societal challenges, engaging with more stakeholders (cities, consumers) and using all available instruments (funding, public procurement, standards, prize competitions etc) to create better framework conditions for scaling up innovation investments in Europe. The Flagship announced the possibility of a "European Innovation Partnership on Smart Cities and Communities", which was set up in May 2013 to deploy innovation at the intersection of transport-ICT-energy in urban areas. The Horizon 2020 (2014-2020) EU Framework Programme for Research and Innovation: an investment package of EUR 6.3 billion (out of a total of EUR 77 billion) for research and innovation in transport. As part of its funding priorities, the CIVITAS programme will support local partnerships in developing and testing innovative urban mobility solutions.

b. Features of the Pilot project: the European Transport Innovation Bootcamp:

- This pilot project should develop and implement a bootcamp process that should find, foster and fund solutions or solutions with great potential from individuals and

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4 This would also substantially reduce other harmful emissions.
6 http://ec.europa.eu/transport/themes/urban/ump_en.htm
7 http://ec.europa.eu/transport/themes/urban/cpt/index_en.htm
8 http://ec.europa.eu/programmes/horizon2020/en(area)transport
teams to improve urban life (job creation, environmental and social benefits) through better mobility.

- The bootcamp process hopes to inspire and bring together individuals and teams from across Europe and from different cultural, social and professional backgrounds. It should appeal to innovators outside the transport sector itself.
- Its activities facilitate networking opportunities between bootcamp project applicants, bootcamp participants, and match expertise, potential users and funding with them so that many types of organisations benefit.
- The bootcamp pilot project is expected to last a maximum of 48 months (with a possibility for renewal) in which 3 full rounds will be run. There will be additional time to set up the process, to wrap it up properly with transfer of know-how to future activities and to evaluate its impact.
- The bootcamp process will have 3 parts: a campaign to call for ideas, running the bootcamp (business plan development, 4-5 months) and support for implementation of the business plan for which a wide range of funders, networks, and experts could be mobilized.
- The great bulk of the work will be in designing and running the bootcamp and managing the selection of the bootcamp's participants (3 full rounds foreseen, estimated 40% of the project budget), and in driving forward the promotional campaign (estimated 20% of the project budget). The combination of the bootcamp, a competition process, an extensive, dynamic public relations campaign around the bootcamp process and the prize money will give the necessary visibility to bootcamp participants and winners to attract new resources (financial, expertise) and to access new networks.
- The selection process (including the posting of entries) is meant to be "public" and "open" (i.e. limiting the use of protected areas or requiring passwords) so as to meet its main aim which is to foster transport innovation and entrepreneurship in Europe and accelerate mutual learning across countries and networking between individuals, networks and organisations.
- The bootcamp is open to any type of organisation based in the EU (and EU Framework Programme 7 Associated States) although we would expect that most applications will come from individuals, teams of individuals/companies, as well as small companies (including non-profit and social enterprises).
- The bootcamp's participants (selected after an initial screening) will be offered a 4-5 month interactive training programme where they gain professional skills in management, marketing, finance and legal issues that are needed to transform ideas into new (business) ventures. This represents an investment of at least 20,000 EUR per bootcamp participant. In reality, this is likely to be more because of 'in natura' additional work by organisations that could support participants by offering services, supplies of materials and facilities, and access to networks.
- The bootcamp process should provide support for implementation of the business plan, for which the contractor should mobilise the interest and expertise from a wide range of funders, networks, potential collaborators and potential customers.
- Each year, the top three bootcamp finalists will each receive a cash prize of 20,000 EUR.

However, the primary aims of the bootcamp process are not to provide financial support in cash prizes, nor to organise just a series of events. The prize money is relatively small for an inducement prize (EUR 20,000 per prize and a maximum of EUR 240,000 for all inducement prizes if 3 rounds are run).

The transfer to the awarded entity of the prize money will be made after the ceremony without requirements as regards the use of the funds by the entity. The financial transfer will be operated within the contract, after approval by the European Commission.

There is a possibility that participants can bid (after further coaching) for an additional 20,000 EUR in a "Progression prize contest" after 6 months. Prize money should be reserved for this purpose. If the Commission does not decide to use this money for this purpose, it will be reallocated to other tasks in the project in agreement with the contractor.

The Commission would like to keep open the possibility to present a "recognition" award for a well-established activity. Unless otherwise agreed at a later stage, this recognition award will not have any prize money attached to it. The recognition award could be presented at the prize-giving ceremony.

c. The European scale of the bootcamp process:

It mobilises European entrepreneurship and brainpower for the development and deployment of great transport solutions in urban areas for job creation, environmental (phasing out 'conventionally fuelled' cars by 2050 and achieve essentially CO2-free city logistics in major urban centres by 2030) or for social benefits.

d. Overview and examples of how bootcamps, 'accelerators', competitions, awards have been used to stimulate innovation and entrepreneurship:

- **Entrepreneurship masterclasses and competitions:** many exist, some run by universities, some supported by large businesses and others by public organisations (EU, national, regional or local business development organisations)\(^{11,12,13}\)

- **Competitions** can serve a number of objectives: to reward and celebrate innovators inside and outside the organisation for their pioneering work\(^{14}\), to identify solutions to existing problems (sometimes called 'Challenge prizes')\(^{15,16,17}\), to engage with new groups of innovators (often end-users)\(^{18}\) and to test innovations on a small scale.

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10 Economist Innocentive Entrepreneurship Challenge, see https://www.innocentive.com/ar/challenge/9932804
11 Startupbootcamp: http://www.startupbootcamp.org/how-it-works.html
12 http://ec.europa.eu/enterprise/policies/innovation/policy/social-innovation/competition/index_en.htm Winners of the first edition of the European Social Innovation prize competition emphasized that the Competition has given them the chance to develop a great idea, to bring legitimacy to their work, and to make their solution accessible to more people.
13 http://www.climate-kic.org/
14 Examples are many industry federation awards, the European Mobility Week Award (by the EC DG's MOVE and ENV), the Sustainable Urban Mobility Plan Award 2013 (EC DG MOVE), the RegioStars prize: CAT. 4 - CITYSTAR: Investments projects in sustainable urban public transport – 4 finalists in 2014 by EC DG REGIO.
15 Longitude Prizes in 1567 and 1714: http://en.wikipedia.org/wiki/Longitude_prize
16 Such as the 2012 EC's "Smart Mobility Challenge" concerning European Multimodal Journey Planners, the Staatspreis Mobilität (AT, BMVIT) and the 2009 German Bundeswettbewerb „Energieeffiziente Stadtbeleuchtung“ which sourced for new, low-energy street lightning solutions http://www.bundeswettbewerb-stadtbeleuchtung.de.
17 http://www.dotherightmix.eu/
18 Big Green Challenge in the UK, which was NESTA’s £1 million challenge prize designed to stimulate and support community-led responses to climate change. http://www.nesta.org.uk/areas_of_work/public_services_lab/big_green_challenge/bgc_home.
• Some prizes are in the form of awards\(^{19}\), where the recognition and visibility already provide a huge stimulus for the recipient\(^{20}\). Some prizes have a great monetary value, for example in competitions run by the XPrize Foundation\(^{21}\).

• **Few prizes incorporate a full coaching and development process and a cash reward**\(^{22}\). Some experiences with combinations of cash prizes and coaching seem to be equally or more successful than just handing out prize money. This may be caused by 2 factors: the prize money attracts great attention from potential participants. But, the coaching offers an intensive, sustainable process of learning, obtaining visibility and networking. This will help potential prize winners to plan their ventures better, creating a greater, long-term impact of the prize money (for the winners) and for the participants who did not receive prize money.

• **Transport**: some technology-based solution challenges were formulated on open data\(^{23}\), railways\(^{24}\), quiet trucks (USA vehicle manufacturer) and mobility (Deutscher Logistik Preis). Most transport competitions only offer awards (and a ceremony), but no other activities.

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\(^{21}\) See the webpage of the XPrize Foundation: [www.xprize.org](http://www.xprize.org).


\(^{23}\) For example the United States Department of Transportation Data Innovation Challenge [http://www.transportation.gov/datachallenge](http://www.transportation.gov/datachallenge).

\(^{24}\) [http://www.futurerailway.org/eit/Pages/Challenges.aspx](http://www.futurerailway.org/eit/Pages/Challenges.aspx).
3.2 Overview of the work requested:

**Work package 1: Develop overall Bootcamp process concept**

The concept development includes the following tasks:

a) Designing the overall process: inviting in ideas for projects from participants (developing the exact 'challenge' that appeals potential participants to get involved), running the bootcamp (business plan development, 4-5 months) and support for implementation of the business plan for which a wide range of funders, networks, and experts could be mobilized.

b) How to encourage engagement from public and private initiatives in the bootcamp process; i.e. local or regional administrations, transport companies, other types of companies, research organisations, NGO's, national, regional and local economic development and transport development programmes, who could act as a future investor (in the broadest sense of the word 'investment'), end-user or potential customer (which could also be a local city administration).

c) Developing some cases of what ideas could look like: applications, potential user uptake, types of cooperation needed to create impact, where and how impact is needed (and keeping it open and fun). Defining quantitative and qualitative objectives: new jobs, new ideas for products and services in transport or combinations with other sectors.

d) How to make the bootcamp process transparent and participatory: results of judging and tools where members of the general public can comment on bootcamp project (ideas) and how to get involved in bootcamp events.

e) How to deal with the procedure for awarding prize money by the contractor after the EC has approved the list of recipients.

f) How to organise travel and accommodation of people involved in the bootcamp process, taking into account the large numbers of participants, events, locations and responsibility to track expenditure.

g) How to deal with intellectual property rights, data protection; redress procedures (notably for selection and prize winning); obtaining participants’ commitments to completing the process; and other potential legal issues.

h) Contractor should demonstrate how experiences in each bootcamp cycle will be used as input to improve the next cycle.

i) How the bootcamp contractor will work with the event contractor who will carry out all tasks for the 3 large ‘Award events’ and the launch event (which will be held subject to confirmation by the EC).

These points together will be submitted to the EC in the form of an inception report (see schedule for reporting further below).

**Work package 2: Develop and run the selection stage to identify the 30 participants of the bootcamp**

a) Propose *tools and a timeline* to create awareness about the bootcamp process and to create a community of interested people and organisations (since the number of people that will become interested would far exceed the number of actual bootcamp participants). Innovative approaches are encouraged.

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25 In line with stipulations in the Service contract and general principles of the *Seventh Framework Programme (FP7) of the European Community for research, technological development and demonstration activities* (2007-2013).
As a minimum, the proposal should include activities for:

- Develop innovative formats for a webinar that should take place at least 3 times (in different languages if justified) before the deadline of the selection for each bootcamp.

The objectives of the webinars are to:
- Create interest in participating in the selection process.
- "Groom" potential applicants into preparing good proposals.
- Network potential applicants: learning and inspiring.

The 3 webinars could for example involve jury members and participants of the first bootcamp to present their experiences at information sessions in the second and third bootcamps. Videos of the webinars should be available for later viewing on the bootcamp's website.

- Develop tools for potential participants to inform each other about their interest in participating, prepare presentations of a few 'testimonials' by videos or case-stories on the bootcamp website, prepare a set of 'Frequently Asked Questions', and prepare 1 page leaflet (innovative format, not a boring A4 sheet).

- After the launch of the bootcamp's call for projects, it is expected that the contractors will at least do 2 awareness creation activities per week. For example, inspirational stories from coaches and ideas could be promoted using a Twitter interface.

b) Developing tools for the selection of the 30 bootcamp participants, and the proposal should include information on an effective, transparent and credible selection process:

1. Timetable.
2. Developing a tool for:
   i. dealing efficiently with possibly high (approximately 500-1500) numbers of project entries, which should include an efficient selection methodology (possibly a quick web-based screening followed by showing the best 50-60 to the jury);
   ii. giving quickly (possibly within 2-3 weeks) feedback (proposal should indicate a draft format) to successful applicants (who will participate in the bootcamp) and unsuccessful applicants (who cannot participate in the bootcamp, but whose interest in transport innovation should be maintained);
   iii. a plan to deal with questions from potential contestants effectively and professionally.
3. Prepare, test and implement forms used in the competition; entry forms (include a description on which types of information can be submitted: web-based form etc - e.g. questionnaire with 4–5 questions and/or a possibility to present other formats such as short videos), progress forms, evaluation forms, jury materials (scoring etc.) that can deal with large numbers of proposals of variable quality and scope.
4. Build in considerations about (future) implementation of bootcamp participants' business plans: develop approaches of how to connect with future customers and future collaborators, such as public administrations (e.g. cities, public transport providers), universities, companies, local partnerships of public-private-civic organisations, and networks thereof. Processes for outreach to a wider community; end-users or peer involvement on ideas create opportunities for peer-to-peer cooperation, open and quick communication to non-selected proposers.
(5) Build tool(s) to monitor participation (gender, geographical distribution, sectors, public/private/ individual) and to collect data from participants.

**Work package 3: Design the bootcamp methodology**

The aim of the bootcamp is to help bootcamp participants to grow their ideas and projects into business plans and investment opportunities for (near future) implementation.

As a minimum, it should be foreseen (unless justified otherwise) that the following activities should be part of the bootcamp process:

a) Developing curriculum topics (see section 'e' - coaches for indicative topics) that help grow ideas into business plans and investment opportunities.

b) Developing tools and formats: innovative ideas are welcomed for any type of format, such as on-line tools and tools for face-to-face meetings, summer-schools, teleconferencing etc, social media platform(s) for exchange.

c) Developing tools for selecting the top 3 cash prize winners on the basis of business plans (innovative ideas for presentation formats are welcomed) that will be prepared by the bootcamp participants.

d) The proposal should as a minimum provide the following information:

- Draft format of the events listed below.
- Suggested curriculum of the events listed below.
- Identification of types of participants of the events listed below.
- Showing an integrated approach by presenting overall pathway and timelines.

And do this, the proposal should clearly present for the all of the following activities (tied in as part of the overall process):

- **A 2-day bootcamp "kick-off meeting"** (other suggestions for names can also be made). It is estimated that about 120 people in total will attend this meeting. This includes representatives of the 30 bootcamp projects (represented by max. 3 persons, unless specific exceptions), coaches, other speakers, media/ press, contractors and Commission representatives. Involvement of local, regional and national public authorities, public and private investors, intermediary/ multiplying organisations from the transport and from other sectors could be proposed by the contractor with justification.

- At least 3 **on-line group sessions** (webinars etc).

- **Three 2-day face-to-face workshops** (other suggestions for names can also be made) in different cities with coaches. Approximately 30 people in total are expected to participate in each workshop. Each bootcamp project (represented by max. 3 persons, unless specific exceptions) needs to participate in 1 workshop only. Involvement of local, regional and national public authorities, public and private investors, intermediary/multiplying organisations from the transport and from other sectors could be proposed by the contractor with justification.

- **Bilateral or small group sessions with coaches along the bootcamp process.** The proposal's budget and planning should include the possibility that – on average - each bootcamp project has 0.6 days of 'coaching-credit' to request this type of help.

- **One day targeted workshop** will be organised for the 30 bootcamp projects (represented by max 3 persons, unless specific exceptions) within 6 weeks after the annual award ceremony.
Required:

- The events should be run at different, easily reachable locations (locations to be approved by the Commission beforehand) in Europe to ensure good access for participants and to bring in know-how of national/ regional/ local context: e.g. exposure to city decision makers, public authorities, experts, companies, networks and potential investors.

- The timing and location of some of the events could coincide or link with local/ regional/ national/ international context and with Commission-organised events, for example doing it back-to-back with a major industry event or in a location that gives exposure or other types of added value to the bootcamp participants.

- The events have to have innovative formats, for example an 'unconference' where participants themselves shape/ fill part of the event and combinations of group learning and one-to-one coaching. Events should encourage participants to network and to learn from each other.

- Proposal should contain details on how to "groom" bootcamp participants to submit their final business plans and to develop the pitches used for the award conference and other purposes.

- The organisers should identify the best possible coaches and combinations thereof to represent the skills needed for that particular stage by the bootcamp participants.

- For the webinars: fun, interactive formats on practical issues and key topics.

- Within 6 weeks after the award event (which will be organised by the event contractor), it is expected that one targeted workshop will be organised for representatives of bootcamp projects to put their ideas into practice quickly and effectively by providing them with (access to) skills, networks and resources.

e) Identifying a 'pool' of coaches, ensuring that expertise is on offer in at least (unless justified differently):

- Running businesses in general; private and publicly managed organisations.

- Running businesses in mobility and transport solutions.

- Strategic planning.

- Financial planning and operations.

- Fundraising (debt, equity, public subsidies).

- Human resources, including recruiting and teambuilding.

- Marketing (online and off-line) strategies, sales, procurement processes, networking.

- Legal; contracts, intellectual property, possibly consumer protection, data.

- Industrial know-how and technology expertise (prototyping etc).

The tenderers are encouraged to present in their offer a draft list of organisations or possible experts that could be suitable for this work. The coach(-es) may work for the tenderers’ organisations already, if tenderers can justify that their employees have the right qualifications and skills to coach. Different coaches can be used for different functions (e.g. for webinars, kick-off meeting, workshops, one-to-one coaching and post-award coaching sessions). The pool of coaches should bring in a complementary skills-set, knowledge and sector coverage, as well as reflecting cultural, language and gender diversity.

f) Developing a system to monitor and assess progress made by participants of all bootcamp rounds. The three finalists of each bootcamp round could be awarded a 'progression' prize 6 months later to scale up their venture.
g) Organise jury members and activities:
The final number of jury members will be determined when deciding on detailed organisation modalities but it is expected that it will not consist of more than 5 members.

In more detail, jury members will:

- Make a recommendation (ranking list) to the EC (who makes the final decision) for the selection of first the bootcamp projects and eventually the 3 prize winners.
- Participate and possibly present at the award ceremony.
- Possibly: act as coaches of the prize winners (and to the extent possible of other bootcamp participants).
- Act as "ambassadors" of this bootcamp; they can be encouraged for example to post Twitter messages and videos.

(1) Tasks in support of the jury's operations:
The contractors will serve as jury secretariat and have to perform the following tasks:

- Prepare practical competition guidelines and selection tools for bootcamp project applications and for jury members:
  - For selection to participate in the bootcamp process.
  - For the selection of the 3 cash prizes.
  - For the selection of the 'progression' prize.
  - For the selection of the 'recognition' prize.
- Convene face-to-face jury meetings for each of the 3 bootcamp rounds for:
  - Selection of 30 bootcamp projects.
  - Selection of the 3 cash prize winners.
- Additional jury discussions should rely on tools such as tele-conferencing and IT facilities.
- Prepare all necessary materials (electronic or hard-copy) for jury members.
- Collect jury assessments and present them in the form of a ranking list of projects to be nominated as prize winners to the Commission for final approval.
- Ensure that candidates receive the jury's feedback in a timely and professional manner.
- Ensure that the second and third bootcamp selection rounds take into account feedback from earlier bootcamp processes.

(2) Prepare a list of potential jury members, with short CVs for approval by the Commission.
The Commission alone will decide on the final composition and size of the jury. Tenderers may propose other jury requirements, with justification, at the stage of inception. Tenderers could also propose innovative ways of identifying jury members (maybe through an 'expression of interest'-type call).
The jury members should meet some of the following requirements:

- Own, manage or being employed by any type organisation that is involved in transport innovation or in organisations that rely on transport for their operations, for example in health
care delivery, in ICT, telecoms, in manufacturing, in agriculture/food production and in energy.

- Own, manage or being employed run any other type of organisation from any type of sector which supports transport innovation in any form; e.g. in finance, venturing, incubators, legal matters, human resources, operational management.

- Run a public sector organisation that could take on the role of rolling out transport innovations.

- Provide academic or other types of expertise (e.g. management, economic, impact assessment) that is relevant for transport innovators and entrepreneurs.

- Run a network of any of the above.

The elements below should also be taken into account when selecting jury members:

- Jury members are appointed in their personal capacity, not on behalf of their employer.

- Final composition of the jury should reflect diversity in sector background, gender, age and geographical origin.

- It is assumed that the project pays a daily fee of 450 EUR per jury member to attend the meetings (jury meetings and award events), unless justified otherwise. Jury members will be paid a total of 10 days of daily fees of 450 EUR for each bootcamp round, which will contribute to their expenses made for their work for the selection of the bootcamp projects, the selection of the top 3 prize winners, the participation in the award ceremony and other bootcamp events. If this is agreed by the Commission, the selection of the 'recognition' and the 'progression prize' winners will also be part of the jury's tasks. The project will also reimburse the jury members' travel and accommodation costs. The project will pay for catering costs of jury members when they participate in the project's events.

**Work package 4: Run 3 cycles of bootcamps:**

The tenderer needs to provide for the costs for the organisation of the bootcamp sessions outlined below.

On the basis of the work proposed in work packages 1, 2 and 3, the proposal should present a clear outline of how the bootcamps will be run: timelines, who is involved, and their roles, proposed locations, and how activities contribute to achieving the overall objectives of the bootcamp process.

Specific details need to be given on:

a) Awareness raising activities:
   - Timing, preparatory activities and after-care of the 3 information webinars.
   - Possibly other types of activities.

b) Bootcamp events (face-to-face and 'virtual', see description in Work package 3):
   - A 2-day bootcamp "kick-off meeting".
   - At least 3 on-line group sessions (webinars etc).
   - Three 2-day face-to-face workshops.
• Bilateral or small group sessions with coaches along the bootcamp process ('coaching-credit').
• One day targeted workshop will be organised for the 30 bootcamp participants within 6 weeks after the annual award ceremony.

c) Award conferences:
The 'event contractor' will be responsible for the preparation, organisation and management of 3 award conferences (one at the end of each bootcamp round) in the location finally retained. These events would consist of an innovative award ceremony with potentially a number of thematic sessions on issues which are relevant to transport innovation and entrepreneurship in Europe.

Please see the table 3 below with an overview of the distribution of tasks between the bootcamp contractor and the event contractor.

The aims of the event: are to showcase the bootcamp projects (with a special spotlight on the prize winners) and to encourage mutual learning about doing transport innovation in practice, with an emphasis on the urban context. Participatory-style event formats, which encourage interaction and networking, are strongly encouraged.

Target audience: Attendance is estimated at about 200 non-paying representatives (after a pre-selection based on criteria agreed with the EC). Target audience includes the 30 bootcamp projects (including the 3 cash prize winners), invited speakers and the jury members, prominent transport and mobility innovations leaders and entrepreneurs from Europe and worldwide, representatives from EU institutions, from national or regional authorities, potential end-users, financing organisations, Commission's officials from interested departments and the Contractor's staff.

Proposers are requested to deliver services to the event contractor about the following:

a. As part of the preparation process, contribute to a draft format (prepared by the event contractor) with suggestions for the visual identity of the event, locations and with a shortlist of 10 potential high level speakers for each event. This draft format should be circulated and discussed with the Commission for their approval at least 6 months before of the award conferences.

b. As part of the preparation process, contribute to the detailed planning of operations 3 months (prepared by the event contractor) ahead of the award conferences.

c. To help finalists prepare their presentation at the award event.

d. Costs:
• The event contract will cover the expenses for the rental of the venue, for catering and for supplementary services of the 3 award conferences.
• The event contract will also cover the expenses for the travel and accommodation costs of the following persons:

26 The exact location in Europe of the award ceremony will be determined in the course of contract implementation (but sufficiently ahead obviously). For the sake of budgeting and comparability of financial proposals, the location to consider in the tender is Brussels.
27 For the award conference, only jury members, 1 representative for each bootcamp project, and guest speakers will be reimbursed for travel and accommodation.
o Travel and accommodation costs of the Jury members to participate in the award conferences.

o Travel and accommodation costs for the participation of representatives of the 30 projects of the bootcamp process to participate in the award conferences.

e. The bootcamp contractor should ensure participation of staff (possibly 1-2 people) during the conference to help out with logistics, press enquiries, communication activities and organisation, and possibly presentation or chairing sessions.

f. Provision of communication activities before, during and after the event:
   - Inputs for the participants' kit (programme, conference background information, short introduction on the conference registration website).
   - Social media activities: Twitter updates and updates on other forms of social media.
   - Uploading and use of communication materials, that were generated by the event contract during the award conference (who will provide files in such a format that they can be uploaded on relevant websites immediately), for bootcamp communication activities:
     - 10 key selected photos of the award ceremony and award winners will be made available by the event contractor for uploading to the internet by the morning following the ceremony and for other uses by the Commission and the bootcamp contractor.
     - A "best of" the ceremony (4 minutes maximum) will be provided by the event contractor for uploading to the internet by the morning following the ceremony and for other uses by the Commission and the bootcamp contractor.

g. The event contract will foresee the organisation of a launch event for 100 people with the duration of one half day. The objectives of this launch event are: presentation of the bootcamp, exchange of good practices on prizes and entrepreneurship/innovation, opportunities for innovation in the transport and mobility sector, and presentation of some interesting businesses or ideas in line with the bootcamp's objectives. The Commission will confirm late 2014 if the launch will be done at a separate event or if it be done in cooperation with another planned event.

The bootcamp contractor will be asked to provide the following services:
   - As part of the preparation process, contribute to a draft format (prepared by the event contractor) with suggestions for themes and for 3 potential high level speakers.
   - Participate with his staff in the event to possibly present the bootcamp concept and to help out with logistics and organisation.
   - Carry out social media and other communication activities before, during and after the launch event as part of the overall communication strategy.

Work package 5: Communication activities
Promotional activities are to be performed by the bootcamp Contractor all along the contract to **make the bootcamp known** and establish it as a reference. It will include: production of communication supports\(^{28}\); writing and placement of articles and content (particularly on the dedicated web pages on Europa's website); production of brief and "low-budget" video clips; media partnerships; extensive use of social/ new media; messages to various stakeholders such as European Union bodies, national and regional authorities, business and public organisations, European and international networks; if needed, purchase of publicity spaces.

In more detail, the proposal needs to provide details on the following actions:

a) Communication activities will be proposed in the **communication strategy** to be devised and presented in the inception report. The use of new media and of creative ways to engage with potential innovators and entrepreneurs (whatever their background and geographical location) should be at the core of that strategy.

b) Among its first tasks, the Contractor will propose **names** for the bootcamp and for the cash prizes, for the 'recognition prize' and for the 'progression prize'. Preliminary proposals could be made by tenderers in their technical bid.

c) **Media monitoring:**

The Contractor will ensure media monitoring, particularly during the two months before and after the award ceremonies but also around the launch and award events\(^{29}\). The **event contractor** will submit its media monitoring data on use of the award conference's registration website.

Periodic reports (at least every month and in the days following the launch events and award ceremonies) will be sent to Commission's services by email. Overall media monitoring over each bootcamp should be included respectively in the interim and final reports expected from the Contractor.

d) As part of the communication campaign, the Contractor will put together, manage, update and expand a **database of contacts** for promotional purposes (in consultation with the Commission). The **event contractor** will make available the data of the award conference participants to the bootcamp contractor without delay.

e) After the completion of the first bootcamp round, the Contractor will evaluate the communication actions performed in its first evaluation report, so as to draw lessons for the second prize competition. The event contractor will provide timely inputs on the tasks they have carried out.

f) Communication tools offered by the contractor:

(1) Website:

\(^{28}\) Communication support and material should not be limited to leaflets and tenderers are invited to propose creative, and innovative ways to promote the bootcamp.

\(^{29}\) This media monitoring and the related analysis should also cover websites for which the Contractor may have access to statistics such as the Commission's website. Popularity on social media should also be monitored to the extent possible.
A webpage will be created by Commission's services and hosted on Commission's Europa server. The contractors will make proposals to the Commission as regards the entry form to be put on line, the lay-out of the pages and will provide content in various formats (articles, videos, others) to the Commission for publication on the page. All proposals and content should be in line with the visual identity of the European Commission, be in English and be compatible European Commission's Corporate WCM system based on Documentum. Additionally, the contractor can propose activities (services, additional content) that link into the main Commission website.

This should as a minimum have the following functionalities, and please check the workpackages for more details:

- Information and news about the bootcamp process and how to enter (what are the benefits).
- Information and examples (e.g. short case studies, interviews, videos) about the potential of solutions that improve urban life (job creation, environmental and social benefits) through better mobility.
- To maintain in contact with contestants and the bootcamp participants: invitations for coaching sessions, webinars, annual award conferences and other events.
- To host webinars from, and a place where videos of webinars can be downloaded from.
- To invite ways of involving general public and/or ‘peers’ in providing their views on entries for the bootcamp and bootcamp participants.
- To present short profiles of jury members and to stay in contact with jury members; evaluation by web-tools and setting up life jury meetings.
- To present short profiles of coaches and manage them. Optional: to identify coaches.
- A user platform for mentoring activities.
- Communicating results of selection and bootcamp stages to a wider audience and information for potential follow-up investors. The website will be a promotional tool of the winning bootcamp projects by providing a rich, interactive user experience. For example, the geographical origin of bootcamp participants and projects can be visualised on a searchable map of Europe.
- Needs to have an underlying database to store data gathered from contestants, events and during the process.
- Fully functional links with the conference registration website that will be created and maintained by the event contractor.
- The bootcamp contractor’s website will have to provide relevant information for participants of the award conference that will not be provided on the conference registration website. The event contractor’s website will have the following features: creation of a website dedicated to the event including a registration form for participants. The event contractor’s registration website will have 2 pages website in one language, including design, hosting on tenderer’s server (maximum duration = duration of the bootcamp contract), regular updates of information before, during and after the event, including all technical and coordination work. The website will contain information on: event objectives, content, meeting logistics, FAQ about registration for the event.

(2) Social media activities: Facebook, Twitter and LinkedIn accounts or alternatives if this can be justified.

The proposal should include a plan on:
• Branding: suggestions for names of social media accounts and email accounts (linked to website).
• Monitoring activities with a plan on how often these will be reported to the EC.
• Providing content: news updates, stories of contestants and jury members, information about the bootcamp process etc. It is expected that the contractors will at least do 2 awareness creation activities per week. For example, some example ideas could be promoted using a Twitter interface.

(3) The Contractor will produce videos and visual supports for the promotional campaign and the award ceremonies.

Indicatively 9 "low-budget" videos (4 minutes maximum) are foreseen over the whole contract (two per bootcamp rounds; one for the promotional campaign, and testimony of each prize competition and winners). Tenderers are invited to submit initial ideas, preliminary scripts or refer to existing examples in their technical bid. The event contractor will provide the video for the 'best off' of each award conference.

g) Building a coherent package with other MOVE communication actions:

The proposal should include a plan on how the bootcamp process activities can work (timelines, communication activities) with other EC main activities in the field of transport and in urban areas, for example the European Mobility Week and European Mobility Week Award30, the Sustainable Urban Mobility campaign (Do the right mix) and EU Sustainable Urban Mobility Plan award31, CIVITAS32 and in regional and urban policy33.

Work package 6: Project management

The proposal should contain a plan for project management with information on:

a) Proposed working practices:

The proposal should describe:

• A description should be given about task allocation, how internal quality control of outputs is assured and how the timelines for outputs are going to be kept.
• A concise analysis of potential risks, causes for delays and possible approaches foreseen by the proposers to mitigate problems and pre-empt problems.
• An approach on how working relations can be organised effectively between the bootcamp contractor, the event contractor and the Commission. For example, short (1-2 pages) monthly progress reports by email on deliverables can be made.

30 European Mobility Week, http://www.mobilityweek.eu/, is an annual campaign on sustainable urban mobility, organised with the support of the DG ENV and MOVE. European Mobility Week Award for local authority that is deemed to have done most in raising public awareness of sustainable mobility issues and implementing measures to achieve a shift towards sustainable urban transport.
31 SUMP Award, http://www.dotherightmix.eu/: This year’s award will focus on the ‘integration of economic, social, and environmental policy criteria.’ The winning authority will benefit from increased visibility of their plan on a European level and a prize of EUR 10 000.
32 http://www.civitas.eu/content/civitas-forum-conference-2014
33 http://ec.europa.eu/regional_policy/index_en.cfm
The Commission in general will attempt to provide the Contractor with its comments for all reports for this contract within 15 working days.

b) For project management, the following meetings are envisaged:

<table>
<thead>
<tr>
<th>Type of meeting</th>
<th>Role of bootcamp contractor</th>
<th>Role of event contractor</th>
</tr>
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<tbody>
<tr>
<td>Kick-off meeting (Commission premises in Brussels; contractors' staff and Commission's team) to be organised as soon as the contract is signed, but at the latest 28 days following the signature of the contract, in order to settle all the details of the work to be undertaken. Discussions will be structured around the content of the draft inception report.</td>
<td>Attendance required for all aspects of the contract and for a discussion on planning of the award conferences.</td>
<td>Attendance required for general strategic discussion, planning of communication activities and planning of award conferences.</td>
</tr>
<tr>
<td>If needed, a decision meeting (Commission premises in Brussels; contractors' staff and Commission) can be held 14-28 days after the kick-off meeting. This can also be done by phone or video-conferencing.</td>
<td>Attendance required for all aspects of the contract and for a discussion on planning of the award conferences.</td>
<td>Attendance required for general strategic discussion, planning of communication activities and planning of award conferences.</td>
</tr>
<tr>
<td>Evaluation meeting after the completion of each bootcamp round at the Commission premises in Brussels with the contractors' staff and Commission.</td>
<td>Attendance required for all aspects of the contract and for a discussion on planning of the award conferences.</td>
<td>Attendance required for general strategic discussion, planning of communication activities and planning of award conferences.</td>
</tr>
<tr>
<td>Following the submission of the draft final report, a meeting will be organised in Brussels to discuss the Commission’s observations. The exact date will be agreed upon with the Contractor.</td>
<td>Attendance required for all aspects of the contract and for a discussion on planning of the award conferences.</td>
<td>Attendance required for general strategic discussion, planning of communication activities and planning of award conferences.</td>
</tr>
</tbody>
</table>

The costs of attending the meetings will be borne by the bootcamp contract or by the event contract on the basis of their correspondingly assigned tasks.
3.3 Timetable for the main deliverables for the Contractor (Table 4) (Upon agreement with Commission, some adaptations can be made)
<table>
<thead>
<tr>
<th>Timing</th>
<th>Activity</th>
<th>Deliverables by the bootcamp contractor:</th>
<th>Deliverables by the event contractor:</th>
</tr>
</thead>
</table>
| 1 month after contract signature (likely in January 2015) | Draft inception report, followed by kick-off meeting. | The draft inception report (to which the event contractor will contribute for their tasks) will contain the following elements:  
- Broad features of the bootcamp process.  
- A name for the bootcamp and names for the cash prizes and for the 'progress prize' and for the 'recognition prize'.  
- Adapted work plan and timeline.  
- Eligibility and selection criteria for the bootcamp, and for the 3 cash prizes. Additionally, the contractor should provide eligibility and selection criteria for the 'recognition prize'.  
- Entry forms for the bootcamp process and a proposal for the registration process.  
- Criteria to select jury members, if possible a list of indicative names, and a process for running the jury meetings.  
- Communication strategy to reach out and attract contestants: content (main messages) and planning of use of social media tools and website.  

The draft inception report will be the input document for a kick-off meeting, which will be held 2 weeks after delivery of the draft inception report. | Contribution to the inception report on the award conferences and the launch event, such as time-lines, description of distribution of tasks between the bootcamp contractor and the event contractor.  
- Participation in the discussions with the bootcamp contractor and the Commission team during the kick-off meeting.  
- Following the kick-off meeting, regular exchanges are ensured with the event contractor. |

34 The Commission will have the final say on the names.
35 It would be particularly important to take into account any delay having arisen from the tendering or contracting process and to propose adaptations in the indicative timeline presented in these tender specifications.
| February 2015 | Decision meeting between bootcamp contractors, event contractors and the Commission's team. | Revision of the inception report according to the comments received from the Commission and comprehensive proposal for the first round of competition, including names for jury members. | - Contribution to the revision of the inception report.  
- Participation in the discussions with the bootcamp contractor and the Commission team during the decision meeting. |
| 2 months after contract signature | Final inception report submitted by bootcamp contractor | - Contribution to the revision of the inception report.  
- Participation in the discussions with the bootcamp contractor and the Commission team during the decision meeting. |
- Possibly: provide speaker (consortium representative) at an event. |
| May 2015 | Planning the selection stage (particularly for the 1st time of the process) | **Document for approval** by the Commission with detailed, practical information on:  
- (1) tools and a timeline to create awareness about the bootcamp process and to create a community of interested people and organisations  
- (2) tools for selection of the 30 bootcamp participants, selection of the 3 prize winners, selection of the 'recognition' and of the 'progress' prizes (Latter 2 prize categories will only apply after final approval of the Commission). |
| May 2015 | Planning the bootcamp stage (particularly for the 1st time of the process) | **Document for approval** by the Commission with detailed, practical information on the contractors' plans for developing tools, curriculum topics and formats, names of jury members and coaches, locations to be used. |
| May 2015 | Communication tools ready for approval | **Document for approval** by the Commission with detailed, practical information on the contractors' plans covering tasks outlined in section 5.6 and communication activities outlined in the other workpackages. | Event contractor ensures effective planning of communication tasks around the launch event and the award events. |
| June 2015 | Pilot website ready for testing | Fully functional website, for approval by the Commission, in pilot environment on the Commission server, see requirements set out in workpackage 5:  
- application process (forms)  
- information webpages  
- testing connections to databases, social media and other tools that are linked to the main website on the Commission server. | Ensure that website of the bootcamp and the registration website for the launch event and for the award events are compatible and ready for the uses outlined in the bootcamp contract and in event organisation contract. |
| June 2015 | Launch activities | - **Document for approval** by the Commission with a detailed planning of the activities planned in support of the launch of the process.  
- Contribution to the launch event (see tasks). | Document for approval by the Commission with a detailed planning of the launch event (Commission will decide if a separate launch event is needed or not). |
| September 2015 | Launch event | Help with organisation of the launch event (see tasks) | Organise the launch event. |
| About 3 weeks after the launch conference (indicatively late September or October 2015) | First evaluation meeting with the Commission. | **First progress report**  
Report with a description of the process and outcome of the design of the bootcamp process, contribution to the preparations of the launch event (organised by the event contractor) and fully functioning communication tools (e.g. bootcamp website). | Contribution to the first interim progress report regarding tasks executed by the event contractor. |
<table>
<thead>
<tr>
<th>January 2016</th>
<th>Preparation of selection of 30 best bootcamp ideas submitted.</th>
<th><strong>Report</strong> for approval by the Commission with detailed information on: timelines for screening (jury selection); organisation of the first jury meeting and analysis provided so as to facilitate jury's debates.</th>
</tr>
</thead>
</table>
| Up till February 2016 | Communication information campaign | - 3 webinars.  
- At least 3 activities using social media such as Twitter, LinkedIn and Facebook.  
- Presentations at various events. |
| February-March 2016 | Deadline for submitting short applications. | **Report with detailed information on:**  
- Screening of all entries; content, numbers, main characteristics: gender, country, age, individual/team, company/research/public/non-profit, main themes.  
- Timelines for screening (jury selection); organisation of the first jury meeting and analysis provided so as to facilitate jury's debates.  
- Report with jury's proposal for a ranking list with justification for approval by the Commission. |
| March 2016 | Selection of 30 bootcamp projects by the jury (one-day meeting) | Acts as the secretariat of the jury, and makes a pre-selection of submitted entries for discussion by the jury. |
- 2 day kick-off meeting  
- At least 3 group sessions on-line (webinars etc)  
- Three 2-day face-to-face workshops ('clinics') in different cities (local involvement) with coaches.  
- Opportunity to use 0.6 day (average per project idea) 'coaching credit' for private/ small group sessions of 2 (on-line or face-to-face) with coaches. |
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Late August 2016</td>
<td>Deadline of receipt of detailed business plan entries for the cash prize competition from bootcamp participants.</td>
<td><strong>Short overview</strong> is to be send to the Commission with the state-of-play.</td>
</tr>
<tr>
<td>Early September 2016</td>
<td>Jury meeting to develop a ranking list of the 3 finalists who will receive the 3 cash prizes.</td>
<td><strong>Report for approval</strong> by the Commission with jury's proposal for a ranking list with justification.</td>
</tr>
<tr>
<td>September 2016</td>
<td>Award conference.</td>
<td>Help with organisation of the award conference (see tasks). Report for approval by the Commission with jury's proposal for a ranking list with justification.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Report for approval by the Commission with the planning and description of the organisation of the award ceremony in all its dimensions should be delivered 3 months ahead of the conference.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Event contractor makes available conference materials (video clips, photos) to the bootcamp contractor for future use as communication tools.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Event contractor does media monitoring of the event's registration website and provides data to the bootcamp contractor.</td>
</tr>
</tbody>
</table>
| About 2-3 weeks after the award conference (indicatively late September or October 2016) | Second evaluation meeting with the Commission. | **Second progress report**  
After the completion of the first bootcamp round, the bootcamp contractor (with a contribution of the event contractor for their respective tasks) submits the **second Progress report** that summarizes activities carried out during the first round of the bootcamp and makes any practical recommendations for the second round of the bootcamp. This also includes a work plan for the second round of the competition. Contribution to the second interim progress report regarding tasks executed by the event contractor. |
| October – February 2017 | Communication campaign. | For:  
(1) Attracting candidates for a new round.  
(2) Marketing and coaching activities for prize winners and other bootcamp participants.  
Implementation: see detailed workplans. |
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>February 2017</td>
<td>Deadline for submitting short applications for the second bootcamp process.</td>
<td>See above</td>
</tr>
<tr>
<td>March 2017 - late 2018</td>
<td>Second and third bootcamp rounds.</td>
<td>Same deliverables as above.</td>
</tr>
</tbody>
</table>
| About 2-3 weeks after the award conference (indicatively late September or October 2017) | **Third progress report**  
After the completion of the second bootcamp round, the bootcamp contractor (with a contribution of the event contractor for their respective tasks) submits the **third Progress report** that summarizes activities carried out during the second round of the bootcamp and makes any practical recommendations for the third round of the bootcamp. This also includes a work plan for the third round of the competition. | See above |

<p>|</p>
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<tr>
<th>Date</th>
<th>Event</th>
<th>Details</th>
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</table>
| Late 2018 (at latest 2 months before end of contract period) | Draft final report followed by an evaluation meeting between the bootcamp contractors, the event contractors and Commission's team | **Draft final report**  
The draft final report (with contributions from the event contractor for their respective tasks) will be presented 2 months before the end of the contract period. It will take stock of activities carried in all 3 annual bootcamp processes (with special emphasis on the final, third bootcamp round), and it will make recommendations for the future of the pilot transport bootcamp, drawing lessons from the whole pilot project. The draft final report will also present an evaluation of all communications activities.  
As part of the final report, the contractor will prepare a technical report that can be used to for further work by the EC or its future contractors on bootcamp or related activities. This technical report should as a minimum outline:  
- Description of databases, websites and other IT tools (e.g. social media) created for the project, lists of suppliers (with contact persons) used to implement the contract.  
- All files (e.g. photos, logos, files for posters and other 'visuals') in such a format and quality that these could be easily used again.  
The final report will be finalised with inputs from discussions at a final meeting with the Commission, bootcamp contractors, the event contractors to take stock of the experience and discuss possible actions for the bootcamp or alternative strategies in the future.  
Contribution regarding the tasks executed by the event contractor and participation in a meeting with the Commission. |

35
<table>
<thead>
<tr>
<th>Final report:</th>
<th>Final report:</th>
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<tbody>
<tr>
<td>at the latest 4</td>
<td>The report is finalised after the meeting with the</td>
</tr>
<tr>
<td>weeks before the</td>
<td>Commission.</td>
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<tr>
<td>end of the contract</td>
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</tbody>
</table>
4. CONTENT, STRUCTURE AND GRAPHIC REQUIREMENTS OF THE FINAL DELIVERABLES

All materials 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\(^{36}\).

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

\(^{36}\) The Visual Identity Manual of the European Commission is available upon request. Requests should be made to the following e-mail address: comm-visual-identity@ec.europa.eu
ANNEX 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 C2/2013-1006

<table>
<thead>
<tr>
<th>Identity</th>
<th></th>
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</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>
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<tr>
<td>Country of registration</td>
<td></td>
</tr>
<tr>
<td>Registration number</td>
<td></td>
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<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)</td>
<td>37</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Address</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>Contact Person</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>
<tr>
<td>Telephone number:</td>
<td></td>
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<tr>
<td>Fax number:</td>
<td></td>
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<tr>
<td>E-mail address:</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Legal Representatives</th>
<th></th>
</tr>
</thead>
</table>

37 For natural persons
<table>
<thead>
<tr>
<th>Names and function of legal representatives and of other representatives of the tenderer who are authorised to sign contracts with third parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declaration by an authorised representative of the organisation[^38]</td>
</tr>
<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>

[^38]: 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\(^39\) 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\(^{40}\) 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.

<table>
<thead>
<tr>
<th>Full name</th>
<th>Date</th>
<th>Signature</th>
</tr>
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</table>

\(^39\) This covers the company directors, members of the management or supervisory bodies, and cases where one natural person holds a majority of shares.

\(^{40}\) 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
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

41 To be filled in and signed by each of the partners in a joint tender, except the lead partner;
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: