CALL FOR TENDERS
MOVE/B1/2014-710

STUDIES ON THE TEN-T CORE NETWORK CORRIDORS AND SUPPORT OF THE EUROPEAN COORDINATORS

TENDER SPECIFICATIONS
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1. INFORMATION ON TENDERING

1.1. Participation

Participation in this tender procedure is open on equal terms to all natural and legal persons coming within the scope of the Treaties and to all natural and legal persons in a third country which has a special agreement with the Union in the field of public procurement on the conditions laid down in that agreement. Where the Multilateral Agreement on Government Procurement\(^1\) concluded within the WTO applies, the participation to the call for tender is also open to nationals of the countries that have ratified this Agreement, on the conditions it lays down.

1.2. Contractual conditions

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

1.3. Joint tenders

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

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

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

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

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

or

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

\(^1\) See http://www.wto.org/english/tratop_e/gproc_e/gp_gpa_e.htm
1.4. **Subcontracting**

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

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

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

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

1.5. **Content of the tender**

The tenders must be presented as follows:

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

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

- The tenderer identification form in **Annex 1** shall be filled in and signed by:
  - The tenderer (including any member of a consortium or grouping)
  - The subcontractor(s) whose share of the work represents 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.

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

2. **Evaluation and Award**

2.1. **Evaluation Steps**

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

1. Verification of non-exclusion of tenderers on the basis of the exclusion criteria
2. Selection of tenderers on the basis of selection criteria
3. Evaluation of tenders on the basis of the award criteria (technical and financial evaluation)

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

2.2. **Exclusion Criteria**

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

The declaration on honour is also required for identified subcontractors whose intended share of the contract is above 20%.

The successful tenderer shall provide the documents mentioned as supporting evidence in Annex 2 before signature of the contract and within a deadline given by the contracting authority. This requirement applies to all members of the consortium in case of joint tender. In case of doubt on this declaration on the honour, the contracting authority may also request the evidence for subcontractors whose intended share of the contract is above 20%.

2.3. **Selection Criteria**

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

The tenderer may rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. It must in that case prove to the Contracting Authority
that it will have at its disposal the resources necessary for performance of the contract, for example by producing an undertaking on the part of those entities to place those resources at its disposal.

2.3.1. Economic and financial capacity criteria and evidence

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

- The annual turnover of the last two financial years for which the accounts have been closed of minimum EUR 500,000. Should a tenderer bid for more than one lot this amount is increased by EUR 300,000 for each additional lot.

The following evidence should be provided:

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

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

2.3.2. Technical and professional capacity criteria and evidence

Tenderers for all lots must confirm and demonstrate that they have the skills and experience needed to carry out the work specified in relation to the lot for which they apply and that they meet the requirements listed below.

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 criteria specified below; However, for specific tasks combined commitments are possible when they are clearly explained and proved to be feasible to fulfil the tasks):

- The tenderer must prove experience in carrying out studies and research in the field of transport infrastructure as regards transport modes relevant to the respective core network corridor with at least 4 projects delivered (or completed in the case of longer projects) in the last three years with a minimum value for each project of EUR 50,000. The projects should at least cover 2 different transport modes, however geographically they do not need to be specific to the lot tendered for.

- The tenderer must prove experience of working in English with at least four projects delivered (or completed) in the last three years showing the necessary language coverage.

- The tenderer must prove capacity to draft reports in English.
- The tenderer must prove experience of working in all the Member States covered by the core network corridor relevant to the lot tendered for with at least 3 projects delivered (or completed) in the last three years, the combination of which must show the necessary coverage, i.e. the combination of projects covers all Member States within the specific corridor tendered for.

- The tenderer must prove experience, obtained in last three years, in survey techniques, data collection, statistical analyses and drafting reports and recommendations.

- The tenderer must prove experience in carrying out cross-border projects involving two or more Member States, however geographically they do not need to be specific to the lot tendered for.

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

The profiles below of the team delivering the service are estimated as the minimum required for one lot. Presence of all these profiles in the team is sufficient to comply with the selection criteria regardless of the number of lots tendered for.

If tendering for more than one lot, it is possible to combine the team, in which case the tenderer must very clearly explain and distinguish the allocation of resources for each lot, and prove that this allocation is sufficient. Non-compliance with this requirement, or insufficient allocation of resources, will result in a low score (possibly a score under a required threshold) under **award criterion 2, Organisation of the work.**

**Project Manager:** At least 10 years' experience in project management, including overseeing project delivery, quality control of delivered service, client orientation and conflict resolution experience in projects of a similar size (at least € 300.000) and in the geographical area of the respective corridor, with experience in managing a team of at least 5 people.

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

**All experts:** Relevant higher education degree and at least 3 years' professional experience in the field of transport and transport infrastructure. At least one senior expert who has at least 5 years' recent and continuous professional experience in the field of transport and transport infrastructure must be part of the team. Collective expertise of the team should be proven in the fields of railway infrastructure, road infrastructure, and multi-modal logistics. For lots involving inland waterways, knowledge has to be proven in that field as well.

**Data collection:** collectively the team should have knowledge of three official EU languages spoken in the countries of the respective corridor and proven experience of at least 2 years in data collection techniques.

**Organisation of meetings:** collectively the team should have knowledge of the preparation and organisation of high level international meetings with proven experience of at least 4 events in the last three years.

**Drafting skills:** collectively the team should have very good communication and drafting skills in English.
c. Evidence:

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

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

- Description of the team composition specifying the function of each team member. In the case of tendering for more than one lot, requirements as described in point 2.3.2 (b) must be fulfilled.

- Curricula Vitae (CVs) of the persons who will provide the service for this tender including the management staff. CVs shall show the educational and professional qualifications as well as the linguistic skills of each person. Each CV provided should indicate the intended function of the person in the delivery of the service.

Regarding the technical and professional capacity criteria, a template is available in Annex 6.

2.4. Award criteria

A separate contract will be awarded for each lot 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.)

1. Quality of the proposed methodology (70 points -- minimum threshold 60%)

Sub-criterion 1.1 (20 points – minimum threshold 50%): Comprehensiveness of the analysis – how the tenderer proposes to cover the analysis of all the elements necessary for the update of the work plan, in particular the detailed project list and the relation between the projects and their contribution to the completion of the entire corridor, also as regards the administrative and operational barriers along the corridors, the impact of the corridor implementation on the greenhouse gases emissions and potential for deployment of innovative solutions along the corridor.

Sub-criterion 1.2 (10 points – minimum threshold 50%): Data collection – how the tenderer will gather, organise and put into work all project related data, in particular in relation to the elaboration of the updated comprehensive project list.

Sub-criterion 1.3 (20 points – minimum threshold 50%): Update of the Corridor work plan – how the tenderer proposes to contribute to the updated work plan, notably how he intends to take into consideration the analysis and expert review of the corridor made under this study to develop a comprehensive updated work plan.

Sub-criterion 1.4 (20 points – minimum threshold 50%): Corridor approach – how the tenderer intends to take into consideration the corridor approach provided for in the TEN-T Regulation, including geographical challenges and the ways this instrument can contribute
to the development of the TEN-T transport infrastructure and address the objectives of the Union's transport policy.

2. **Organisation of the work and quality assurance** (30 points – minimum threshold 60%)

Sub-criterion 2.1: (25 points – minimum threshold 50%) Under this criterion it will be assessed how the roles and responsibilities of the proposed team and of the economic operators (in case of joint tenders, including subcontractors if applicable) are distributed for each task, including the geographical coverage of the analysis. It also will be assessed the global allocation of time and resources to the project and to each task or deliverable, and whether this allocation is adequate for the work. The tender should provide details on the allocation of time and resources and the rationale behind the choice of this allocation.

Sub-criterion 2.2: (5 points – minimum threshold 50%) This criterion concerns the control system applied to the services asked for in this tender specification concerning the quality of the deliverables, the language quality check, and continuity of the service in case of absence of any member of the team. The quality system should be detailed in the tender and specific to the tasks at hand; a generic quality system will result in a low score.

Tenders must score at least 60% for each criterion and 50% for each sub-criterion, and above 70% in total. Tenders that do not reach the minimum quality thresholds will be rejected and will not be ranked.

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

The contract will be awarded to the tender offering the best ratio quality/price according to the formula below (a weighting of 70:30 is given to quality and price):

\[
\text{Score for tender } x = \frac{\text{total quality score for award criteria for tender } x}{100} \times 0.7 + \frac{\text{price of lowest tender}}{\text{price of tender } x} \times 0.3
\]

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). Travel and subsistence expenses are not refundable separately.

The maximum value of the contract for each lot has been estimated at EUR 1,000,000. Offers exceeding this amount for one lot will be excluded from the further evaluation.

3. TECHNICAL SPECIFICATIONS

3.1. Introduction

The Trans-European transport network (TEN-T) policy is a vital part of the EU’s common transport policy. It is the policy framework for the development of transport infrastructure with a view to allowing the smooth functioning of the internal market and for ensuring economic, social and territorial cohesion and improved accessibility across the EU.

Guidelines defining the TEN-T policy and the infrastructure planning were first adopted in 1996 and then revised in 2004, taking into account EU enlargement and the expected changes in traffic flows. Furthermore, the list of 14 priority projects was extended. In 2010, a recast of the TEN-T Guidelines was adopted (Decision No 661/2010/EU2). A complete review was adopted in December 2013, establishing a dual layer core and comprehensive network with strict standards and deadlines as well as European Coordinators and Core Network Corridors that shall help implementing the core network.

In 2014 independent consultants working on behalf of the European Commission accomplished nine core network corridor studies. These studies analysed very thoroughly the infrastructure elements of the corridors and explored the transport markets along the corridors. This analysis led to the preparation of the first corridor work plans which were presented by the European Coordinators to the Member States in December 2014.

However, due to time constraints several aspects of the analysis were not yet entirely developed in this first stage of analysis. This concerned especially the most complex elements of the corridor activity such as measuring the economic impact of proposed projects and the synchronised implementation thereof, implication of the corridor implementation on the emissions of greenhouse gases, promotion of sustainability, etc.

Moreover, some market players highlighted that also indicators other than mentioned in the TEN-T are relevant for their economic decisions and are pre-requisite for the ultimate success of multimodal corridors. They are also relevant for a continuity of a network of high standards. These indicators may include e.g. bridge clearance for inland navigation or loading gauge for railways.

3.2. General and specific objectives

The Regulation stipulates that work plans are drawn up for each corridor. Therefore, the Commission launched in 2014 nine studies on the nine core network corridors, which were completed in December 2014.

This call for tenders is issued for further development of the nine corridor studies and for gaining the technical support necessary for the refinement of the corridor work plans which were presented in December 2014 by the European Coordinators. In particular, the expertise gained from the current exercise should enable the European Coordinators to quantify from the corridor perspective the potential benefits lost if a given project is not implemented.

Each study will relate to a single core network corridor. The studies, which are available on the European Commission's website, will provide the basis of updating and refinement of the work plan. On the basis of these studies, the European Coordinator will finalise the update of the work plan together with the Member States concerned and in consultation with the Corridor Forum. The Corridor Forum will be a consultative body for the corridor, chaired by the European Coordinator, involving Member States, regions, infrastructure managers, ports, airports, rail-road terminals, users and other stakeholders depending on the specific corridor.

3.3. Division into lots

This call for tenders is divided into lots. Each study corresponds to one lot and concerns one core network corridor. Each lot is subject of a separate contract. Tenderers may bid for any number of lots, but not for parts of lots.

Lot 1: Baltic-Adriatic corridor
Lot 2: North Sea-Baltic corridor
Lot 3: Mediterranean corridor
Lot 4: Orient/East-Med corridor
Lot 5: Scandinavian-Mediterranean corridor
Lot 6: Rhine-Alpine corridor
Lot 7: Atlantic corridor
Lot 8: North Sea-Mediterranean Corridor
Lot 9: Rhine-Danube Corridor

These tender specifications concern all nine lots likewise.

3.4. Tasks

NB: all tasks should cover all modes of the respective corridors.

1. Taking stock of existing results of studies accomplished in 2014;

2. Further development of the project lists for all modes;

3. Preparation for the update of work plans, including project lists, current state of infrastructure and in particular further analysis of the corridor in terms of all the elements included in the article 47 of the TEN-T Regulation;

4. Expert review containing the conclusions drawn from the work carried out under Tasks 2 and 3 and providing input to the updated corridor work plan;

5. Preparation, support and follow up of the meetings of the Corridor Forum and its working groups.

6. Unforeseen tasks related to the above mentioned activities (max. 20% of the workload).

With regard to **Task 1**, the study shall include:

- an identification of potential improvements of the study of 2014, in particular definition of elements that can be further developed in agreement with the Commission services;
- an assessment of the information already gathered with presentation of recommendations based on the current experience;
- propose the approach to fine-tuning of the analysis of aspects not fully covered in the 2014 study;
- propose the key performance indicators (KPI) to assess the corridor evolution, its results, as well as individual projects. The proposed KPIs should be based on existing EU strategic framework, quantifiable, available from existing public statistic sources and possible to be aggregated at corridor level and relevant for the assessment of the corridor's performance. For every KPI the Contractor should provide a baseline and targets, different scenarios may be foreseen. The KPI structure proposed for each of the CNC will be merged into a common one through the process of the Corridor Forum meetings, taking into consideration specificities of individual corridors, e.g. importance of particular modes. However, the structure of the KPI has to be harmonised across the CNC to form a single common methodology. If the Contract is awarded to several Contractors for different lots and the Contracting Authority finds it necessary, it may convene a specific meeting in Brussels to discuss the KPI structure. The KPI should take into consideration the economic impact of the projects proposed for implementation. This economic analysis should be based on data and methodologies comparable across projects, corridors and Member States involved.

With regard to **Task 2**, the study shall include:

- (Task 2a) further development of the project list included in the corridor study developed in 2014;
  - review of the projects included in the list to make possible the identification of their added value for the corridor and their coherence between them based on an objective methodology developed by the Contractor and synchronised upon the first Corridor Forum meeting between the 9 CNC,
o provision of a detailed description of projects in terms of their geographical, technical and physical scope;

o an analysis of the projects in terms of their feasibility and maturity for implementation, in particular taking into considerations the technical, physical, political and financial constraints of the project promoters and other relevant stakeholders involved;

- (Task 2b) development of an updated list of projects per corridor which:
  o shall include projects proposed for inclusion in the list by the relevant stakeholders;
  o shall include projects which are not submitted by relevant stakeholders but are necessary to deploy the corridor as such, i.e. it requires identification of sections currently not compliant with the TEN-T requirements but not covered by any infrastructure investment planning, a particular view should be borne to inland waterways and nodes (urban, ports, RRT and airports);
  o shall take into account the analysis of scope of the proposed projects to assess their importance for the corridor implementation;
  o shall group the projects by corridor sections (sectioning should be aligned to TENtec) to avoid multiplication (splitting actions on a section into a high number of individual projects, 'salami slicing') of projects;
  o shall provide information on the contribution to the commonly defined KPI's by each of individual projects;
  o shall include comments on projects' feasibility and maturity – every project has to have a foreseen start and end date (year) or clearly be marked as lacking such maturity;
  o shall identify projects particularly suitable for innovative financial instruments;
  o shall include information on the cost of all projects, indicating the source of the information (stakeholder, Member States, strategic document), for project submitted by a stakeholder, Member State or if the cost is not available the project should not be analysed and considered as mature enough to be included in the list. Only for projects referred to in the second bullet of this subparagraph, it is possible not to have information on cost. In this case, the Contractor may indicate a cost based on their estimates;
  o shall take into consideration the review the current applicable national transport plans (based on art. 49.2 of the TEN-T Regulation)
  o shall analyse the coordination and synchronisation of projects in regards to development of infrastructure, in particular in cross-border sections and bottlenecks.

With regard to Task 3, the study shall include:

- (Task 3a): proposed measures for the implementation of the corridor:
o a plan for removal of physical and technical barriers (including deployment of interoperable transport systems) and thus providing grounds for an update of the work plan. This should be based in particular on the compliance check of the existing infrastructure with the TEN-T Regulation (incl. the analysis already made in the corridor study of 2014) and the analysis of the project list. This should cover in particular grounds for a coordinated and synchronised approach with regard to investment in infrastructure on the corridor, so as to manage capacities in the most efficient way;

o an identification of potential administrative and operational barriers along the corridor and proposed measures to cope with them, this should include in particular cross-border issues;

o an analysis of nodes on the corridors, as referred to in art. 30 and 41 of the TEN-T Regulation with the same perspective of identifying physical, technical, and administrative barriers to the full development and functioning of the CNC;

o proposed methodology to conduct the elements of Task 3b. This methodology proposed for each of the CNC will be merged into a common one through the process of the Corridor Forum meetings, taking into consideration specificities of individual corridors, e.g. importance of particular modes. However, this methodology has to be harmonised across the CNC to form a single common methodology. If the Contract is awarded to several Contractors for different lots and the Contracting Authority finds it necessary, it may convene a specific meeting in Brussels to discuss the methodology.

- (Task 3b): wider elements of the work plan for the CNC, as stipulated in the TEN-T Regulation:
  
  o an analysis of the corridor's potential of innovation deployment and its impact on the corridor's overall performance.
  
  o an identification of possible impact of climate change on the existing infrastructure and possible measures to enhance the resilience to climate change;
  
  o an identification of possible impact of the corridor deployment on the greenhouse gases emissions and noise and possibly other negative impacts on the environment proposed measures to mitigate them;

As part of Task 3, a summary of the actions already accomplished in the corridor activity since the adoption of the TEN-T Regulation should be prepared.

With regard to Task 4, the study shall include:

- an executive summary of the analysis undertaken under previous Tasks;
- conclusions and results drawn out of the analysis undertaken under previous Tasks;
- conclusions and key aspects identified in Tasks 2 and 3 providing for the further development of the core network corridor, including the update of the corridor work plan;
based on the analysis of the potential market uptake for the modes which possess the highest unused transport capacities and which are most environmentally friendly, in particular inland waterways, identification and analysis of the required measures (infrastructural and other) to fulfil this potential;

an analysis of further development of cooperation with the Rail Freight Corridors\(^4\) based on the relevant legislation and its implications for the core network corridors;

key objective criteria to prioritise investments on the corridor based on the characteristics of the corridors and taking into consideration all the aspects developed in Task 3;

a proposal for a prioritisation of projects or their groups/categories in the refined list developed under Task 2;

as for the second progress report (see deliverables) a summary of the actions already accomplished in the corridor activity since the adoption of the TEN-T Regulation, in particular information on the actions accomplished so far under this contract. This summary must be publishable.

With regard to Task 5, the study shall include:

organisation of up to 7 corridor forum meetings, including invitation of relevant stakeholders and drafting minutes; the meetings will take place in Brussels in the EC premises. The list of the stakeholders contained in the corridor studies of 2014 should be constantly monitored and updated if necessary;

organisation of up to 8 working groups meeting, including invitation of relevant stakeholders and drafting minutes, the meetings may take place outside the EC premises and be hosted by other entities.

The location for these meetings and the costs related to it shall not be included in the bid

With regard to Task 6, the Contracting Authority may request:

collecting additional data in relation to the previous tasks, based on the publically available sources;

preparing additional documents, summaries etc. based on the previous tasks

providing the European Coordinator prior and/or during missions to Member States with information on latest developments in the country concerned;

accompanying the Commission officials and the European Coordinator in the meeting with local stakeholders or decision makers;

cover additional activities that will be commonly decided by the European Coordinators in consultation with the Member States concerned and at the Corridor Forum meetings;

\(^4\) Established on the basis of the Regulation 913/2010.
– provide regular information on the CNC for the communication activities.

3.5. Input by the Contracting Authority

The Commission will put at the contractors' disposal the nine core network corridor studies prepared in 2014, available at the Commission's website.

The Commission will put at the contractors' disposal access to the TENtec Information System in order to consult the database on the infrastructure, in particular the GIS data of the relevant TEN-T infrastructure. Access to the TENtec Information System will be possible through the internet. Contractors shall use this system for data collection and as data base. There is thus no need for contractors to set up a separate database or to create a new tool; consequently, no such activity needs to be priced into the offer.

3.6. Intermediate outputs and deliverables

Throughout the duration of the contract, and unless otherwise indicated by the Commission, the contractor will send, by the end of each month, a brief (maximum 2 pages) report about the progress of work and the questions to be solved, by e-mail to the Commission's contact person.

An inception report shall be submitted to the Commission at the latest 1 month after the date of signature of the contract. The progress report shall in particular provide the overview of the methodology to accomplish Task 1 and first proposal as to the elements referred to in the last bullet point of the description of Task 1 (KPI structure). This report shall be the basis for the meeting of the Corridor Forum which is to be held end of September 2015 (28/09-02/10). The Contractor shall present at the meeting a PowerPoint presentation regarding the inception report and provide a document for distribution to the participants.

A first progress report showing progress of the work shall be submitted to the Commission at the latest 3 months after the date of signature of the contract. The progress report shall in particular provide the results of the Task 1. This report shall be the basis for the meeting of the Corridor Forum which is to be held in December 2015, i.e. about 3 months after signature of the contract at the latest. The contractor shall present at the meeting a PowerPoint presentation with the results of the study and provide a document for distribution to the participants.

An intermediate report on the Project List shall be submitted to the Commission at the latest 6 months after the date of signature of the contract. It shall contain all the elements provided for in the description of the Task 2a and shall be the basis for the meeting of the Corridor Forum which shall take place in March 2016. The contractor shall present at the meeting a PowerPoint presentation with the results of the study and provide a document for distribution to the participants. The contractor shall draft the minutes of the meeting and take account of the contributions in the Forum when drafting the final report.

A final report on the Project List is due at the latest 9 months after the signature of the contract. It shall contain all the elements provided for in the description of the Task 2 and

5 http://ec.europa.eu/transport/themes/infrastructure/ten-t-guidelines/corridors/corridor-studies_en.htm
take due account of the contributions made in the meetings of the Corridor Forum. It shall also contain a summary of the activities, being part of this report, has to be submitted before the hearing in the European Parliament which should take place in 2016. The Annex to the Report, i.e. the table containing all the projects, should be submitted in MS Excel format with active formulae (if used) and suitable for further processing, i.e. one record per project.

The projects on the list shall be divided into the following categories:

- **rail**: encompassing infrastructure elements as referred to in art. 11 of the TEN-T Regulation, with exception to ERTMS;

- **rail ERTMS**: projects whose aim is the deployment of ERTMS and its components (such as GSM-R, etc.), as referred to in art. 3(l) of the TEN-T Regulation. Projects of this type should be identified, however they should not be analysed, as their added value will be examined within the framework of the TEN-T horizontal priority ERTMS;

- **inland waterway**: encompassing infrastructure elements as referred to in art. 14 of the TEN-T Regulation;

- **road**: encompassing infrastructure elements as referred to in art. 17 of the TEN-T Regulation;

- **maritime**: encompassing infrastructure elements as referred to in art. 20 of the TEN-T Regulation;

- **Motorways of the Sea**: projects whose aim is the actions referred to in art. 21 of the TEN-T Regulation. Projects of this type should be identified, however they should not be analysed, as their added value will be examined within the framework of the TEN-T horizontal priority MoS;

- **airport**: encompassing infrastructure elements as referred to in art. 24 of the TEN-T Regulation;

- **multimodal**: encompassing infrastructure elements as referred to in art. 27 of the TEN-T Regulation;

- **innovation**: encompassing elements as referred to in art. 31, 32 and 33 of the TEN-T Regulation, with exception to ERTMS;

- **other**: any other projects if relevant for the corridor.

There should be a reference for all records on the list whether the individual project included:

- has been submitted by a stakeholder,

- is a result of analysis of a relevant national strategic document;

- is a result of the analysis of the sections currently not compliant with the TEN-T requirements but not covered by any infrastructure investment planning until 2030.

Each project may belong to only one category and has to be presented as short, medium or long term. The Contractor may further classify projects belonging to one the above mentioned categories, using subcategories as presented below.
Cross-border projects (as referred to in art. 2(m) of the TEN-T Regulation) should be identified.

When appropriate, the projects shall be identified as "port/last mile", "urban node" and/or "critical issue"/"bottleneck", as an auxiliary subcategory in addition to the categories referred to above.

Subcategories may not lead to multiplication of categories of projects.

The quantitative information about the projects contained in the lists should be possible to be aggregated using the categories referred to above.

A preliminary report on the elements of Work Plan shall be submitted to the Commission at the latest 9 months after the date of signature of the contract. It shall contain all the elements provided for in the description of the Task 3a and take due account of the contributions made in the meetings of the Corridor Forum. It shall contain a summary of the actions already accomplished in the corridor activity since the adoption of the TEN-T Regulation.

The approval by the Commission of the final report on the Project List and of the preliminary report on the elements of the Work Plan is the pre-condition for the Contractor being entitled to the first interim payment in accordance with article I.4.1 of the service contract.

The two above mentioned documents shall be the basis for the meeting of the Corridor Forum which shall take place in June 2016. The contractor shall present at the meeting a PowerPoint presentations with the results of both reports and provide a document for distribution to the participants. The contractor shall draft the minutes of the meeting and take account of the contributions in the Forum when drafting further deliverable.

The first report for the update of the Work Plan shall be submitted to the Commission at the latest 14 months after the date of signature of the contract, shall contain all the elements provided for in the description of the Task 4 and shall include at least the following sections/chapters:

- an executive summary of the analysis undertaken under Tasks 1, 2 and 3a;
- a description of the technical parameters of the corridor's infrastructure for each transport mode;
- a description of the key physical, technical, administrative and operational barriers for the implementation of the corridor;
- conclusions for the objectives of the corridor based on the accomplishment of Task 2;
- conclusions for the objectives of the corridor based on the accomplishment of Task 3a;
- proposed objectives of the corridor, including KPIs to measure the advancement of the corridor objectives' implementation;
- conclusions of Task 2 and 3a providing basis for prioritisation on investments included in the project list;
annex with proposal for prioritisation of project using the conclusions of the previous bullet-point.

The two above mentioned documents shall be the basis for the meeting of the Corridor Forum which shall take place in October 2016. The contractor shall present at the meeting a PowerPoint presentation with the results of both reports and provide a document for distribution to the participants. The contractor shall draft the minutes of the meeting and take account of the contributions in the Forum when drafting further deliverable.

A second progress report shall be submitted to the Commission at the latest 21 months after the date of signature of the contract and shall be the basis for the meeting of the Corridor Forum which shall take place in June 2017. It shall include the information on the actions accomplished since the submission of the report for the update of the Work Plan (including the follow-up of tasks 2 and 3a) and a summary of the actions already accomplished in the corridor activity since the adoption of the TEN-T Regulation, in particular information on the actions accomplished so far under this contract. As far as Task 3 is concerned, this report shall include all the elements contained in the descriptions of this Task (3a and 3b), therefore it shall contain the final report on the elements of Work Plan. It shall also include the updated final report on the Project List and the updated elements of the Task 4 (report for the update of the Work Plan).

The approval of the Commission of the first report for the update of the work plan and of the second progress report is the pre-condition for the Contractor being entitled to the second interim payment in accordance with the article I.4.2 of the service contract.

A final report shall be submitted to the Commission at the latest 26 months after the date of signature of the contract (not later than November 2017) and shall contain all the elements included in the Task 4. The contractor shall present at the meeting of the Corridor Forum in November 2017 a PowerPoint presentations with the results of the final report and provide a document for distribution to the participants. The contractor shall draft the minutes of the meeting. After the meeting of the Corridor Forum in November 2017, the Contractor shall take account of the contributions in the Forum and written comments (if any) and submit the final report to the European Commission.

For each deliverable, the Contractor must address all the Commission's comments in no later than 20 calendar days after receiving the comments, by submitting additional information and/or a new version of the report.

Final output and deliverable will consist of the final report (in Microsoft Word and PDF format), PowerPoint presentations made, project lists in MS Excel format and any contribution from stakeholders received by the contractor. The deliverables shall be in English. The contractor will submit the final report, in the format already previously approved by the Commission, to the Commission at the latest 28 months after the signature of the contract. In addition to the electronic version 10 paper copies of the study shall be provided.

The Commission may publish the results of the studies. For this purpose, the tenderers must ensure that the study is not subject to any restrictions deriving from intellectual property rights of third parties. Should a tenderer intend to use date in the study, which cannot be published, this must be explicitly mentioned in the offer. The tenderers are invited to read article I.8 of the draft service contract, as published.
The following timetable is envisaged – the timetable can be changed in mutual agreement, on the condition that all tasks are finalised within 28 months after the entry into force of the contract:

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<th>Task 1</th>
<th>Task 2a</th>
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The duration of the tasks shall not exceed 28 months. This period is calculated in calendar days.

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

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

3.7. Meetings

A kick-off meeting will take place in Brussels, at the latest 20 days following the signature of the contract, in order to settle all the details of the study, reports and meetings to be undertaken.

Additional meetings shall take place in Brussels after the completion of:

- Task 1 – if necessary for the identification of the common set of KPI,
- Task 2a,
- Tasks 2 and 3a,
- Task 4. The Contracting Authority may convene additional meetings in Brussels in the course of the execution of this Task, especially after the submission of deliverables. The Contractor shall take part in these meetings.

The Contractor shall draft the minutes of these meetings – to be approved by the Commission.

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

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

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

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6 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
PDF versions of studies destined for online publication should respect W3C guidelines for accessible PDF documents. See: http://www.w3.org/WAI/GL/WCAG20-TECHS/pdf.html

4.1.    Content

4.1.1.    Final report

The final study report shall include:

- an abstract of no more than 200 words and an executive summary of maximum 6 pages, both in English and the other languages relevant for the respective corridor;

- the following standard disclaimer:

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

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

4.1.2.    Publishable executive summary

The publishable executive summary shall be provided in both in English and the other languages relevant for the corridor and shall include:

- the following standard disclaimer:

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

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

4.2.    Structure

The final report shall contain in a separate section the parts which are requested for the work plan of the corridor according to Art 53 of the proposed Regulation.
4.3. Graphic requirements

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

5. APPENDICES

5.1. Appendix 1 – Description of the Core Network Corridors

The Appendix 1 contains a detailed description of the core network corridors including a detailed listing of studies carried out in respect of each corridor. The appendix is published as a separate document.

5.2. Appendix 2 – TENtec Glossary

The Appendix 2 contains the list of TENtec technical and financial parameters and their definitions. The appendix is published as a separate document.
6. **ANNEXES**

1. Tenderer’s Identification Form
2. Declaration related to the exclusion criteria and absence of conflict of interest
3. Power of Attorney (mandate in case of joint tender)
4. Standard Word template for studies (separate document)
5. Draft Contract (separate document)
6. Template for selection criteria
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/B1/2012-573

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<td>Legal status of the tenderer</td>
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<td>Description of statutory social security cover (at the level of the Member State of origin) and non-statutory cover (supplementary professional indemnity insurance)(^7)</td>
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<td>Where appropriate, administrative address of tenderer for the purposes of this invitation to tender</td>
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<td>First name:</td>
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<td>Position (e.g. manager):</td>
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\(^7\) For natural persons
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**Legal Representatives**

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

**Declaration by an authorised representative of the organisation**

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

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<th>Signature:</th>
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8 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:

declare[s] 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\(^9\) 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\(^10\) 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.

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\(^9\) This covers the company directors, members of the management or supervisory bodies, and cases where one natural person holds a majority of shares.

\(^10\) As provided for in Article 109 of the Financial Regulation (EU, Euratom) 966/2012 and Article 145 of the Rules of Application of the Financial Regulation
ANNEX 3

POWER OF ATTORNEY

mandating one of the partners in a joint tender as lead partner and lead contractor

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

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

HEREBY AGREES TO THE FOLLOWING:

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

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

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

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

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

Signed in ………………………. on [dd/mm/yyyy]

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

11 To be filled in and signed by each of the partners in a joint tender, except the lead partner;
ANNEX 4
Standard Word template for studies
See separate document.

ANNEX 5
DRAFT CONTRACT
See separate document.

*****
ANNEX 6\textsuperscript{12}

TEMPLATE FOR SELECTION CRITERIA

Criteria relating to the tenderer

Experience in carrying out studies and research in the field of transport infrastructure as regards transport modes relevant to the respective core network corridor with at least 4 projects delivered in this field in the last three years with a minimum value for each project of EUR 50,000

<table>
<thead>
<tr>
<th>Project</th>
<th>Field and short description of the project</th>
<th>Amount (at least EUR 50,000.00)</th>
<th>Year (from the last 3 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of project 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name of project 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name of project 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name of project X</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Experience of working in English

Project 1

Project 2

Project 3

Project 4

Capacity to draft reports in English

Examples of projects

Experience of working in all the Member States covered by the respective core network corridor

<table>
<thead>
<tr>
<th>Project</th>
<th>Short description of the project</th>
<th>Geographical coverage</th>
<th>Year (last 3 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of project 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name of project 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name of project X</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\textsuperscript{12} In the case of tendering for more than one lot, the sheet must be filled in separately for each lot.
### Experience in survey techniques, data collection, statistical analyses and drafting reports and recommendations

<table>
<thead>
<tr>
<th>Survey techniques</th>
<th>Examples of projects where this task has been carried out</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Data collection</th>
<th>Examples of projects where this task has been carried out</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Statistical analyses</th>
<th>Examples of projects where this task has been carried out</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Reports</th>
<th>Examples of projects where this task has been carried out</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Examples of projects where this task has been carried out</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

experience in carrying out cross-border projects involving two or more Member States

- Project 1
- Project X

### Criteria related to the team delivering the service

<table>
<thead>
<tr>
<th>Project manager</th>
<th>Name of the team member</th>
<th>Years of experience in project management (at least 10 years)</th>
<th>Projects already worked on as a project manager (at least EUR 300,000.00) – also include the geographical coverage</th>
<th>Experience of managing a team of at least 5 people</th>
<th>Languages (minimum English + another EU language) – also include the level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Person A</td>
<td>(please include for each column the relevant elements from the CV)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Team for the analysis of data (experts)</th>
<th>Name of the team member</th>
<th>Higher education degree</th>
<th>Relevant years of professional experience (minimum 3; 5 years for a senior expert)</th>
<th>Field (i.e. railway infrastructure, road infrastructure, and multi-modal logistics. For lots involving inland waterways, this field as well).</th>
<th>Languages – also include the level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Person B</td>
<td>(please include for each column the relevant elements from the CV)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Person …</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Team

32
<table>
<thead>
<tr>
<th>Name of the team member</th>
<th>Years of relevant experience (minimum 2 years)</th>
<th>Proven professional experience in data collection techniques and/or organisation of meetings and/or drafting skills</th>
<th>Languages – also include the level Collectively the team should cover 3 EU languages spoken in the countries of the respective corridor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person C</td>
<td>(please include for each column the relevant elements from the CV)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Person D</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Person E</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Person …</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>