



Specifications attached to the Invitation to Tender

15.ESI.OP.029

**“SUPPORT TO THE IMPLEMENTATION OF THE
SUPPLY CHAIN ACTION PLAN”**

CONTENTS

INTRODUCTION TO EDA	3
1 OVERVIEW OF THIS TENDER	4
1.1 DESCRIPTION OF THE CONTRACT	4
1.2 TIMETABLE.....	4
1.3 PARTICIPATION IN THE TENDER PROCEDURE	4
1.4 PARTICIPATION OF CONSORTIA	5
1.5 SUB-CONTRACTING	5
1.6 PRESENTATION OF THE TENDERS.....	5
1.7 PERIOD DURING WHICH THE TENDERS ARE BINDING	7
1.8 CONTACTS BETWEEN EDA AND TENDERERS	7
1.9 VISITS TO EDA PREMISES	8
1.10 DIVISION INTO LOTS	8
1.11 VARIANTS	8
1.12 NEW SERVICES	8
1.13 SECURITY STANDARDS.....	8
1.14 CONTRACT PROVISIONS.....	8
2 TERMS OF REFERENCE	9
2.1 INTRODUCTION: BACKGROUND OF THE INVITATION TO TENDER.....	9
2.2 SCOPE OF THE CONTRACT.....	10
2.3 OUTLINE OF THE SERVICES REQUIRED	11
2.4 MANAGEMENT AND CONTRACTUAL DELIVERABLES.....	20
2.5 SPECIFIC SECURITY ISSUES.....	22
2.6 VOLUME OF THE CONTRACT	22
2.7 DURATION OF THE CONTRACT	22
2.8 PLACE OF DELIVERY/EXECUTION	22
2.9 TERMS OF PAYMENT	23
2.10 VARIANT SOLUTIONS	23
3 EXCLUSION AND SELECTION CRITERIA	24
3.1 EXCLUSION CRITERIA	24
3.2 SELECTION CRITERIA	25
4 AWARD OF THE CONTRACT.....	27
4.1 TECHNICAL EVALUATION.....	27
4.2 TECHNICAL PROPOSAL.....	28
4.3 TECHNICAL QUALITY THRESHOLD	29
4.4 FINANCIAL EVALUATION	29
4.5 FINANCIAL PROPOSAL	29
4.6 CHOICE OF THE SELECTED TENDER	30
ANNEX I - DRAFT CONTRACT.....	31
ANNEX II - MODEL FINANCIAL OFFER.....	32
ANNEX III - CURRICULUM VITAE.....	33
ANNEX IV - DECLARATION ON EXCLUSION CRITERIA.....	34
ANNEX V - LEGAL ENTITY FORM.....	35
ANNEX VI - FINANCIAL IDENTIFICATION FORM	36
ANNEX VII - TENDER SUBMISSION FORM	37
ANNEX VIII – ECONOMIC AND FINANCIAL CAPACITY	40

Introduction to EDA

Pursuant to Council Decision 2011/411/CFSP of 12 July 2011 defining the statute, seat and operational rules of the European Defence Agency and repealing Joint Action 2004/551/CFSP, the mission of the European Defence Agency (hereinafter “EDA” or “the Agency”) is "to support the Council and the Member States in their effort to improve the EU's defence capabilities in the field of crisis management and to sustain the CSDP as it stands now and develops in the future."

Functions and tasks

The European Defence Agency, within the overall mission set out in the Agency's constituent act, is ascribed four functions, covering:

- developing defence capabilities;
- promoting Defence Research and Technology (R&T);
- promoting armaments co-operation;
- creating a competitive European Defence Equipment Market and strengthening the European Defence, Technological and Industrial Base.

All these functions relate to improving Europe's defence performance, by promoting coherence. A more integrated approach to capability development will contribute to better-defined future requirements on which collaborations - in armaments or R&T or the operational domain - can be built. More collaboration will, in turn, provide opportunities for industrial restructuring and progress towards the continental-scale demand and market, which industry needs.

Further information can be found on the Agency's web site at <http://www.eda.europa.eu>

1 Overview of this tender

1.1 Description of the contract

The services required by EDA are described in the terms of reference in part 2 of the present tender specifications.

1.2 Timetable

Summary timetable	Date	Comments
Launch date	03/05/2015	
Deadline for request of clarifications from EDA	10/06/2015	
Site visit or clarification meeting (if any)	Not applicable	
Last date on which clarifications are issued by EDA	15/06/2015	
Deadline for submission of tenders	22/06/2015	Tenders delivered by hand shall be submitted not later than 17:00h Local Time
Opening session	23/06/2015	At 11:00h Brussels local time
Interviews	Not applicable	
Completion date for evaluation of tenders	June 2015	Estimate
Signature of contract(s)	July 2015	Estimate

1.3 Participation in the tender procedure

This procurement procedure is open to any natural or legal person wishing to tender for the assignment and established in any of the European Union Member States, countries under the Stabilization and Association Agreements (SAA) or countries under the EEA Agreement.

Tenderers must not be in any of the exclusion criteria indicated in section 3.1 of these tender specifications and must have the legal capacity to allow them to participate in this tender procedure (see section 3.2.1).

Please note that any attempt by a tenderer to obtain confidential information, enter into unlawful agreements with competitors or influence the evaluation committee or EDA during

the process of examining, clarifying, evaluating and comparing tenders will lead to the rejection of his tender and may result in administrative penalties.

1.4 Participation of consortia

Consortia, may submit a tender on condition that it complies with the rules of competition.

A consortium may be a permanent, legally-established grouping or a grouping which has been constituted informally for a specific tender procedure.

Such grouping (or consortia) must specify the company or person heading the project (the leader) and must also submit a copy of the document authorising this company or person to submit a tender. All members of a consortium (i.e., the leader and all other members) are jointly and severally liable to the Contracting Authority.

In addition, each member of the consortium must provide the required evidence for the exclusion and selection criteria (see **Section 3** of these tender specifications).

The participation of an ineligible person will result in the automatic exclusion of that person. In particular, if that ineligible person belongs to a consortium, the whole consortium will be excluded.

1.5 Sub-contracting

The tenderer must indicate clearly, which parts of the work will be sub-contracted.

Sub-contractors must satisfy the eligibility criteria applicable to the award of the contract. If the identity of the intended sub-contractor(s) is already known at the time of submitting the tender, all sub-contractors must provide the required evidence for the exclusion and selection criteria as detailed in **Section 3** of these tender specifications.

If the identity of the sub-contractor is not known at the time of submitting the tender, the tenderer who is awarded the contract will have to seek EDA's prior written authorisation before entering into a sub-contract.

Where no sub-contractor is given, the work will be assumed to be carried out directly by the tenderer.

1.6 Presentation of the tenders

The tenders must comply with the following conditions:

1.6.1 Tenders must be submitted in accordance with the double envelope system:

The **outer envelope** or parcel should be sealed with adhesive tape and signed across the seal and carry the following information:

- the reference number of the invitation to tender **15.ESI.OP.029**
 - the project title “**SUPPORT TO THE IMPLEMENTATION OF THE SUPPLY CHAIN ACTION PLAN**”
- the name of the Tenderer
- the indication “***Tender - Not to be opened by the internal mail service***”
- the address for submission of tenders (*as indicated in the letter of invitation to tender*)
- the date of posting (*if applicable*) should be legible on the outer envelope.

The outer envelope must contain **three inner envelopes**, namely, **Envelope A, B and C**.

The content of each of these three envelopes must be as follows:

Envelope A – Administrative documents

- the **Tender Submission Form** found in **Annex VII**
- the duly filled in, signed and dated **Exclusion Criteria Declaration(s)** as requested in section 3.1 and using the standard template in **Annex IV**
- the duly filled in, signed and dated **Legal Entity Form(s)** as requested in section 3.2 and using the standard template in **Annex V**
- the duly filled in, signed and dated **Financial Identification Form**¹ using the template in **Annex VI**
- The **Economic & Financial Capacity** criteria documents as requested in section 3.2
- The **Technical & Professional Capacity** criteria documents as requested in section 3.2 - **One signed original and 3 (three) photocopies.**
- **Duly authorised signature**, i.e. an official document (e.g. statutes, power of attorney, notary statement, etc.) proving that the person who signs on behalf of the tenderer is duly authorised to do so.
- In case of **consortia**, the consortium agreement or a duly signed and dated consortium statement by each of the consortium members specifying the company or person heading the project and authorised to submit a tender on behalf of the consortium.

Envelope B – Technical proposal

One signed original and 3 (three) photocopies of the technical proposal providing all information requested in point 4.2.

¹ in case of consortia, only **one** Financial Identification Form for the whole consortium shall be submitted, nominating the bank account into which payments are to be made under the contract in the event that the respective tender is successful

Envelope C – Financial proposal

One signed original of the financial proposal based on the format found in **Annex II**

1.6.2 The original tender must be marked “**ORIGINAL**”, and the copies signed in the same way as the original and marked “**COPY**”.

1.6.3 Tenders should be drafted in one of the official languages of the European Union, **preferably** English. Requested documents not available in English should be accompanied by an English courtesy translation. The contract shall be entered into in English.

It is extremely important that tenders be presented in the correct format and include all documents necessary to enable the evaluation committee to assess them. Failure to respect these requirements will constitute a formal error and may result in the rejection of the tender.

1.7 Period during which the tenders are binding

Period of validity of the tenders, during which tenderers may not modify the terms of their tenders in any respect is 6 months from deadline for the submission of tenders EDA.

1.8 Contacts between EDA and tenderers

Contacts between EDA and tenderers are prohibited throughout the procedure save in exceptional circumstances and under the following conditions only:

A. Before the final date for submission of tenders:

- At the request of the tenderer, EDA may provide additional information solely for the purpose of clarifying the nature of the contract. Any request for additional information must be made in writing by **e-mail** at procurement@eda.europa.eu and shall indicate the reference number and the title of the tender.
- Requests for additional information received after the deadline for request of clarifications from EDA as specified in point 1.2 – *Timetable* will not be processed.
- EDA may, on its own initiative, inform interested parties of any error, inaccuracy, omission or any other clerical error in the text of the call for tender.
- Any additional information including that referred to above will be published on EDA's website. Please ensure that you visit regularly the site for updates.

B. After the opening of tenders:

- If, after the tenders have been opened, some clarification is required in connection with a tender, or if obvious clerical errors in the submitted tender must be corrected, EDA

may contact the tenderer, although such contact may not lead to any alternation of the terms of the submitted tender.

1.9 Visits to EDA premises

No site visit/information meeting at EDA's premises is deemed necessary for this procedure.

1.10 Division into lots

This tender is not divided into lots. The tenderer must be in a position to be able to provide all the services requested.

1.11 Variants

In the absence of any such indication in the terms of reference your tender should not deviate from the services requested.

1.12 New services

In accordance with Article 31 of the Council decision 2007/643/CFSP of 18 September 2007 on the financial rules of the European defence Agency and on the procurement rules and rules on financial contributions from the operational budget of the European defence Agency, EDA may have recourse to the negotiated procedure without prior publication of a contract notice for additional contracts involving services similar to those assigned to the party that was awarded this contract.

1.13 Security standards

In the general implementation of its activities and for the processing of tendering procedures in particular, EDA observes the Council Decision 2013/488/EU of 23 September 2013 on the security rules for protecting EU classified information.

1.14 Contract provisions

In drawing up your tender, you should bear in mind the provisions of the draft contract (see **Annex I** to the present tendering specifications). In particular, the draft contract indicates the method and the conditions for payments to the contractor.

2 Terms of Reference

The present Terms of Reference will become part of the contract that may be awarded as a result of the tender.

2.1 Introduction: background of the invitation to tender

The European Council of December 2013 highlighted the need for a more integrated, sustainable, innovative and competitive defence technological and industrial base to develop and sustain defence capabilities. The Council also underlined that the European Defence Technological & Industrial Base (EDTIB) should be strengthened to ensure operational effectiveness and security of supply, while remaining globally competitive, efforts towards this goal should be inclusive with opportunities for defence industry in the EU, balanced and in full compliance with the EU law. Consequently, the Council conclusions recognise that the strength and health of EDTIB does not depend only on original equipment manufacturers or prime contractors supplying systems-of-systems but also on a range of intermediate companies and Small and Medium sized Enterprises (SMEs).

The EDA Steering Board in May 2014 noted the tools developed and actions proposed by the Agency to foster compatibility and harmonisation of defence procurement procedures and to improve market access across the wider supply chain. These tools, the EDA Supply Chain Action Plan and the EDA ToolBox, and the subsequent actions aim to support both key actors in the European Defence Equipment Market (EDEM), namely the Industry and Ministries of Defence (MoDs).

Through a set of detailed actions, the EDA Supply Chain Action Plan (SCAP) aims to establish a common understanding of the European Defence Supply Chain's key elements as well as improving information-sharing among relevant supply chain actors. It will further support the depth and diversity of the European Defence Supply Chain and enhance its effectiveness. The Action Plan includes proposals in relation to new tools to improve transparency and competition in the supply chain. It complements EDA SME Action Plan and overall EDA work on the topic of SMEs.

Based on the SCAP, EDA developed in cooperation with participating Member States (pMS) experts and Industry representatives a comprehensive implementation plan and defined a set of five priority actions. Those priorities are:

- Action 2.3 "Explore other means to improve access to information and business opportunities (e.g. Prime contractors using dedicated portals to present the subcontract opportunities, B2B events (primes and suppliers) encouraging a regional approach with cross-border participation"

- Action 3.3 “Explore means to improve cross-border cooperation on innovative research and technologies (e.g. by improving the R&T planning process, enhancing the role of Industry’s representatives in the EDA CapTechs and working groups)”;
- Action 3.6 “Contribute to the creation and development of the networks between security and defence -related clusters”;
- Action 4.2 “Identify Member States’ practices in registration/certification of economic operators at the national level and explore possibilities for mutual recognition at European level”;
- Action 4.3 “Support the efficient use of the subcontracting provisions of Directive 2009/81/EC (at Member State and Industry levels) by sharing lessons learnt and best practices and by developing concrete models for applying them”.

2.2 Scope of the contract

The implementation of those priority actions of SCAP requires resources complementary to those of EDA. To obtain those complementary resources, a study is launched and its main objectives will be to support EDA:

- To provide elements for establishing common understanding of the European Defence Supply Chain and its key elements based, among others, on existing study results (projects summary being available on the EDA website) such as in the area of Key Industrial Capabilities (air, naval and land systems).
- To explore other means to improve access to information and business opportunities by developing concepts (e.g. definition of specific objectives, definition of stakeholders, beneficiaries, geographical organisation, theoretical proposal, terms of reference, and assessment of the concept), for matchmaking / clustering workshops to be organised at regional and/or sectorial level and for developing an European Defence Industry Symposium (EDIS) based on a “review/assessment” (e.g. logistic and finance processes, location) of the NATO ‘s various support to supply chain tools (e.g. by NAHEMA, NSPA, NCIA);
- By providing concept and methodology for Defence Supply Chain Networks (DSCN) which would include National Defence Industry Associations (NDIAs), the AeroSpace and Defence Industries Association of Europe (ASD), SMEs associations, and defence-related clusters and other relevant actors, to improve the information sharing and exchange of best practices within the industrial community, as well as access to business opportunities;

- To identify and analyse potential incentives and/or measures for suppliers to open the defence supply chain and to provide models for such measures, including efficient subcontracting;
- To identify practices on specific funding mechanisms along the supply chain; and
- To provide recommendations both to EDA and pMS on how to improve supplier's cross-border market access.

2.3 Outline of the services required

The study contains **five** work packages (WPs), which are described below.

WP1 Propose and support EDA actions on understanding of the SCAP key elements

The objective of this WP1 is to provide to EDA a clear understanding of the elements/bodies constituting the European Defence Supply Chain and reliable and relevant data that could be used for different purposes such as briefings, speeches and communication tools.

Work description:

- Contractor to define a typology of European defence supply chain based on:
 - The type of organisations (e.g. size, public/private, technological readiness levels - TRLs, types of staff, profile of budget/turnover);
 - The type of equipment / service providers in the supply chain (SC) scale (research/sub-equipment/equipment/integrator and service providers);
- Contractor to define the typical elements and structure of the Defence Supply Chain in Europe and how it differs from other industrial supply chains such as Information & Communication Technologies (ICT), Textile and Automotive;
- Contractor to develop a SWOT analysis on the European Defence Supply Chain by comparing with other relevant defence supply chains (e.g. United States, BRIC countries - Brazil, Russia, India, China) and supply chains from different sectors (ICT, Textile and Automotive);
- Contractor to define interaction between the tiers of the SC emphasizing the link(s) between components, interaction with related national authorities (including national specificities, if any), key (critical) aspects of Defence SC;
- Contractor to provide a cartography of the defence SC in Europe including key

aggregated figures such as number of suppliers in European Union, part of SMEs, number of employees, turnover. NDIA's data, among others, can be used for this purpose. EDA will provide the list of NDIA's."

Deliverables under WP1:

- To provide the typology of European defence supply chain.
- To provide the SWOT analysis.
- To provide a cartography of the defence SC in Europe.
- To provide a catalogue of EU NDIA's members and to print it in 500 copies

Timing:

- T0 + 3 months for deliverables 1 to 3
- T0 + 6 months for deliverable 4

Estimate workload for WP1:

- About 25%

WP2 Explore means to improve access to information and business opportunities (e.g. B2B events - primes and suppliers encouraging a regional approach with cross-border participation)

The objectives of the WP2 is to support EDA in opening access to information and business opportunities to European defence suppliers through existing tools or to be developed concepts, networks, and any other means possible.

WP2.1 Defence Procurement Gateway

Work description:

- Contractor to assess the efficiency and completeness of the Defence Procurement Gateway and recommend ways to improve it from an end-users point of view.

Deliverables under WP2.1:

- To define a set of Key Efficiency Indicators
- To propose recommendations on possible concrete solutions to improve the tool.

Timing:

- T0 + 3 months

WP2.2 B2B event

Work description:

- Contractor to explore and benchmark existing initiatives in the Defence, ICT, Textile and Automotive sectors.
- Contractor to explore and propose other concepts for such events, e.g. programme related event organised by pMS (bi or multilateral level).
- Contractor to develop the concept of matchmaking / clustering at regional and/or sectorial level taking into account the following requirements:
 - Definition of specific objectives of the matchmaking / clustering event;
 - Definition of participating stakeholders;
 - Definition of beneficiaries;
 - Geographical organisation and logistics;
 - Definition of the event's content;

- Key Efficiency Indicators.
- o Contractor to organise two regional workshops based on the concept above.
- o Contractor to assess and improve the matchmaking / clustering concept based on:
 - Lessons learned after the organisation of the two regional workshops;
 - The defined Key Efficiency Indicators;
- o Contractor to propose tools/means to promote the assessed concept towards governmental and industrial bodies (NDIAs, clusters).
 - Development of a methodology;
 - Proposed communication strategy to advertise such tool towards relevant stakeholders.

Deliverables under WP2.2:

- o To provide an assessed Terms of Reference for the matchmaking / clustering event;
- o To organise 2 workshops; in view of the organisation of the 2 workshops, the following requirements are to be taken into account:
 - Each WS will be hosted in one of the EU Capital (in the regions of 2015 EU presidencies, unless external obligation to change the location 2 months before the WS dates) and will gather +/- 150 participants.

The requirements for each workshop are the following:

 - Contractor will propose a 1-day WS agenda, a list of attendees and speakers, send invitation, keep registry, organise lunch and coffee break, prepare the event in terms of logistic and communication (with the support of EDA), and provide an analysis of the outcome of the WS.
- o To deliver a methodology for promotional campaign of such events.

Timing:

- o First draft ToRs : T0 + 2 months;
- o Workshop 1 : October 2015 (one region of the 2015 EU Presidency unless external obligation to change the location 2 months before the WS dates);
- o Workshop 2 : November 2015 (one region of the 2015 EU Presidency unless external obligation to change the location 2 months before the WS dates);
- o Assessed ToRs : December 2015.

WP 2.3. European Defence Industry Symposium (EDIS)

Work description:

- o Contractor to develop different concepts for EDIS that will support European defence companies (SMEs and large) to find valued information on future armaments plans and R&T priorities or in relation to specific projects in order to facilitate industry's understanding of priorities and to help the industry to anticipate the required technological innovations, taking into account the following requirements:
 - Definition of specific objectives of the Symposium;
 - Definition of participating stakeholders;
 - Definition of beneficiaries;
 - Organisation and logistics;
 - Definition of content of the event;
 - Key Efficiency Indicators.

Deliverables under WP2.3:

- o To provide an Terms of Reference on the European Defence Industry Symposium.

Timing:

- o T0 + 6 months.

WP2.4 Defence Supply Chain Network (DSCN)

Work description:

- o Contractor to develop the concept and methodology for Defence Supply Chain Network (DSCN) which would include NDIAs, ASD, SMEs associations, defence-related clusters and other relevant actors, taking into account the following requirements:
 - Identification of network needed;
 - Definition of specific objectives of the Network;
 - Definition of participating stakeholders;
 - Definition of beneficiaries;
 - Organisation and logistics;
 - Definition of the event's content;
 - Key Efficiency Indicators.
- o Contractor to assess the concept through the organisation of the meeting and to

improve the concept based on lessons learned.

Deliverables under WP2.4:

- o To provide an assessed Terms of Reference on the Defence Supply Chain Network.
- o To organise and chair 1 meeting which will be organised at EDA premises and will gather +/- 50 participants.

The requirements for the meeting are the following:

- Contractor will propose a 1-day meeting agenda, a list of attendees and speakers, organise lunch and coffee break, prepare the event in terms of logistic and communication (with the support of EDA), provide an analysis of the outcome of the meeting.
- Invitation (based on the agreed list of attendees) and registration will be done by EDA.

Timing:

- o First draft ToRs : T0 + 3 months.
- o Meeting : October 2015.
- o Assessed ToRs : November 2015.

Estimate workload for the WP2:

- o About 35% which covers the costs associated to the B2B workshops and the DSCN meeting

WP3 Improve market access to the suppliers, identifying and promoting the practices on other specific funding mechanisms along the supply chain, and providing models for efficient subcontracting

The objectives of the WP3 is to analyse the current funding mechanisms along the SC and propose new concepts / tools that can improve the market access of the suppliers.

WP3.1. Cross-border market access

Work description:

- Contractor could provide a benchmarking of EU industry best practices to select and manage their subcontractors, including procedures, methodologies used to find new subcontractors and organise competitive tendering processes. Of course, the benchmarking should not only be done with original equipment manufacturer (OEM) but also with 2nd or 3rd tier contractors.
- Contractor to propose recommendations on how to improve cross-border market access in Defence Supply Chain.
- To identify and analyse potential incentives and/or measures for suppliers to open the defence supply chain and to provide models for such measures, including efficient subcontracting under the Defence & Security Procurement Directive (2009/81/EC).
- To identify and analyse other means to inject competition in the Defence Supply Chain.

Deliverables under WP3.1:

- To propose recommendations to improve supplier's cross-border market access.
- To propose potential incentives/measures to open the Defence Supply Chain.

Timing:

- T0 + 8.

WP3.2 Funding mechanisms

Work description:

- To identify and analyse efficiency of existing specific funding mechanisms in pMS and Industry (potentially in other industrial sectors) to support innovation and programmes

generation along the Defence SC (at different TRL).

- To recommend mechanisms to be proposed by EDA or to pMS.

Deliverables under WP3.2:

- To propose recommendations on specific funding mechanisms.

Timing:

- T0 + 8.

Estimate workload for the WP3:

- About 20%

WP4 Develop the baseline for an European registration/accreditation registry of the defence economic operators

The objectives of the WP4 is to analyse the opportunities and feasibility to create a registration/accreditation system of defence economic operator at European level based on the requirement stated by the Defence & Security Procurement Directive (2009/81/EC).

Work description:

- Taking into account the information gathered by EDA through the benchmarking process and contractor's analysis and that EDA will provide on due time, to develop Terms of Reference of the main features of an European registration/accreditation system of defence economic operators.
- To develop the following features of the future registration/accreditation system:
 - Common criteria of registration and accreditation.
 - Registration/accreditation system structure.
 - Registration & validation processes to put in place.
 - Processes to keep the system up to date.

Deliverables under WP4:

- To provide Terms of Reference for an European registration/accreditation system of defence economic operators.

Timing:

- T0 + 8.

Estimate workload for the WP4:

- About 15%

WP5 Provide further recommendations and guidance to EDA for the implementation of the SCAP in order to open more the cross-border defence supply chain

The objective of WP5 is to prepare recommendations on the implementing activities related to the priorities actions of the EDA SCAP.

Timing:

- T0 + 8.

Estimate workload for the WP5:

- Less than 5%

2.4 Management and Contractual Deliverables

2.4.1 Management

The contractor shall be responsible for the overall management of the project performance and for an appropriate coordination with EDA including, but not limited to:

- Coordination with EDA and its representatives for the contract;
- Management of external sources of information;
- Preparation of the meetings, workshops and deliverables.

2.4.2 Meetings-Workshops

1. Kick-off meeting (T0): The meeting will take place at EDA premises after contract signature. The Contractor shall present the contract draft management and consultation plan.
2. **PM1** (Progress Meeting 1) (T0+3) – This meeting shall include a PowerPoint (PPT) presentation of the Progress Report of WP1 and WP2 and the presentation of the status & outlook of the project. One week before this meeting the contractor shall provide EDA with the draft material to be presented/discussed during the PM1.
3. **PM2** (T0+6) - This meeting shall include a PPT presentation of the Progress Report of WP2, WP3 and WP4 and the presentation of the status & outlook of the project. One week before this meeting the contractor should provide to EDA the draft material to be

presented/discussed during the PM2. EDA shall have 20 days to provide the contractor with comments and the contractor shall have 10 days to provide a revised deliverable which will take into account the comments expressed by EDA.

4. In view of the Final Results presentation meeting (T0+9), the contractor shall submit two weeks before the meeting - A PPT presentation of the Draft Final Report including outcomes of all WPs will be presented at the meeting. .directly after the workshop, the contractor shall submit to EDA a Final Report which will have to duly reflect comments and opinions expressed during the meeting. EDA shall have 20 days to provide the contractor with comments and the contractor shall have 10 days to provide a revised deliverable which will take into account the comments expressed by EDA.
5. Workshops: The contractor shall prepare and conduct at least two workshops and one meeting in consultation with EDA, throughout the performance of the contract. Two of the workshops' aim will be to assess the B2B event concepts before finalizing it to be presented in the final results presentation.

Concerning the dates of the meetings and presentations, please note that some adjustments can be made to the dates indicated above, but it has to be agreed by both parties (EDA and Contractor).

All meetings, presentations and workshops shall be held at EDA premises, in Brussels, unless otherwise agreed between EDA and the Contractor.

2.4.2. Deliverables

Deliverables	Scheduled delivery	Requested format	Submission mode
Management plan	Draft: with the tender	Draft: as described in the tender specifications	Draft: with the tender
	Final: two weeks after kick-off meeting	Final: electronic copy	Final: to be sent to EDA project officer by e-mail
Consultation Plan	Draft: with the initial Management Plan in the tender	Draft: as described in the tender specifications	Draft: with the tender
	Final: two weeks after kick off meeting with the final Management Plan	Final: electronic copy	Final: to be sent to EDA project officer by e-mail
Progress Report	One week before	Electronic copy	To be sent to EDA

PR1	T0+3 / PM1		project officer by e-mail
Progress Report PR2	One week before T0+6/ PM2	Electronic copy	To be sent to EDA project officer by e-mail
Final Report, Executive Summary	Two weeks before Final Results Presentation	Electronic copy	To be sent to EDA project officer by e-mail
Final Results presentation	Two weeks before the T0+9	PPT presentation of the Final Report	To be sent to EDA project officer by e-mail
2 Workshops + 1 meeting	To be defined in the tender and assessed by the evaluation committee	PPT presentations of relevance to the workshop objectives to be provided to EDA one week in advance of the workshop	To be sent to EDA project officer by e-mail

All deliverables are to be delivered / submitted according to the above table to EDA's Project Manager. For every deliverable listed above, EDA shall have 1 week to provide contractor with comments and the contractor shall have one week to provide a revised deliverable which will take into account the comments expressed by EDA.

Language: All deliverables shall be provided in English.

2.5 Specific Security Issues

None

2.6 Volume of the contract

The maximum budget for the above contract is 150,000.00 EUR (VAT excluded), any tender exceeding 150,000.00 EUR (VAT excluded) shall not be considered for the award of the contract..

2.7 Duration of the contract

Estimated contract implementation period: 9 months.

2.8 Place of delivery/execution

The Contractor shall execute the contract at its premises. Deliverables shall be delivered at EDA premises in Brussels, Belgium. All meetings, workshops and presentations shall normally be held

at EDA premises, unless otherwise indicated in this document or agreed between EDA and the Contractor.

2.9 Terms of Payment

Pre-financing

No pre-financing payment will be made for the implementation of the ensuing service contract.

Interim Payment

An interim payment of 30% of the total contract value shall be made after the Progress Meeting 2 (T0+6) following the delivery and acceptance of the Progress Reports 1 and 2.

Payment of the Balance

Under the conditions set out in the draft contract annexed hereto, payment of the balance equal to 70% of the total amount shall be made following delivery and acceptance of:

- a) Final Presentation;
- b) Final Report;
- c) Executive Summary.

2.10 Variant solutions

Not applicable.

3 Exclusion and selection criteria

3.1 Exclusion criteria

Participation to this tender is only open to tenderers who are not in one of the situations listed below:

- a) bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) have been convicted of an offence concerning their professional conduct by a judgement which has the force of res judicata;
- c) have been guilty of grave professional misconduct proven by any means which the contracting authority can justify;
- d) have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed;
- e) have been the subject of a judgement which has the force of res judicata for fraud, corruption, involvement in a criminal organization or any other illegal activity detrimental to the Communities' financial interests;
- f) following another procurement procedure or grant award procedure financed by the Community budget, they have been declared to be in a serious breach of contract for failure to comply with their contractual obligations.

In addition to the above, contracts may not be awarded to tenderers who, during the procurement procedure:

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

Means of proof required

Tenderers, **including all consortium members and all sub-contractors where applicable**, shall provide a declaration on their honour (see model in **Annex IV**), duly signed and dated, stating that they are not in one of the situations referred to above.

Nota bene:

The tenderer to whom the contract is to be awarded shall provide, within 15 days following notification of award and preceding the signature of the contract, the following documentary proofs to confirm the declaration referred to above:

- For points a), b) and e) a recent extract from the judicial record or, failing that, an equivalent document recently issued by a judicial or administrative authority in the country of origin or provenance showing that those requirements are satisfied.
- For point d) a recent certificate issued by the competent authority of the State concerned.

Where the document or certificate referred to 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.

3.2 Selection criteria

The tenderers must submit evidence of their legal, economic, financial, technical and professional capacity to perform the contract.

3.2.1 Legal capacity

Requirement

The tenderers, **including all consortium members and all sub-contractors where applicable**, are asked to prove that they are authorised to perform the contract under their national law as evidenced by inclusion in a trade or professional register, or a sworn declaration or certificate, membership of a specific organisation, express authorisation or entry in the VAT register.

Evidence required

Each tenderer, **including every consortium member and every sub-contractor where applicable**, shall provide a duly filled in and signed **Legal Entity Form** (see **Annex V**) accompanied by the documents requested therein.

3.2.2 Economic & Financial capacity

Requirement

The tenderer, including every consortium member and every sub-contractor (where applicable), must be in a stable financial position and have the economic and financial capacity to perform the contract.

Evidence required

The tenderer which according to the law of the country in which it is established is required to publish the balance sheet shall complete and include in the tender a financial statement

form as in Annex VIII to these Tender Specifications. Please observe the following aspects in completing this financial statement:

1. It should be certified by means of a signature of the chief accounting officer of the tenderer.
2. EDA has the right during the tendering process and before awarding the contract to request further evidence on the tenderer's compliance with the economic and financial capacity requirement, in which case balance sheets and profit and loss accounts for the past financial years may be requested.
3. In the case of a consortium submitting an tender, or in case of sub-contracting, the financial statement as is Annex VIII should be included in the tender for all consortium partners and sub-contractors.
4. In the case of a physical person, the financial statement as in Annex VIII should be included in the tender for where only the lines 16 and 17 need to be filled in and the financial statement can be signed by the physical person only.

If, for some exceptional reason which EDA considers justified, the tenderer is unable to provide the information requested by the contracting authority, he may prove his economic and financial capacity by any other means which EDA considers appropriate.

3.2.3 Technical and professional capacity

Requirement(s)

To successfully conduct the study the tenderer shall have:

1. Knowledge and proven experience of the EDTIB including defence supply chain;
2. At least 5 years of experience in analysing and assessing the EDTIB including defence supply chain issues;
3. Evidence of knowledge and experience in organising workshops, meetings at European level (at least 5 events organised within the past 5 years);
4. Evidence of knowledge and experience on EU policies and supporting instruments relevant to supply chain as well as specific knowledge on associated funding schemes (including EU instruments) through the publication of at least 5 reports / analysis and any other supporting means;
5. Evidence of a well-established and resilient network with EDA pMS (MoDs), Defence industry (including associations), and European Union's stakeholders of relevance such as the European Commission.

Evidence required

The following documents or information must be presented as evidence of compliance with the technical and professional criteria:

- A list of the principal services (contracts, studies) corresponding in terms of scope and complexity to the services of the present call for tenders provided in the past five years.
- Any evidence demonstrating the tenderer's network with EDA MS Ministries of Defence, defence industry (incl. associations), and European Union's stakeholders of relevance such as the European Commission.
- Any evidence demonstrating the tenderer's knowledge on EDTIB and European defence supply chain;
- Proof of access to information relevant to the scope of the contract;
- Tenderer's organisation structure.
- CVs of staff members (using the template in Annex III);
- Any other document which could demonstrate tenderer's technical and professional capacity according to the requirements set in this section.

The technical and professional capacity will be assessed in relation to the combined capacities of all the Consortium members [leader and member(s)] and the subcontractor(s), if any, as a whole.

4 Award of the contract

Only the tenders meeting the requirements of the exclusion and selection criteria will be evaluated in terms of quality and price.

The contract shall be awarded to the tenderer submitting the tender offering the best-value-for-money (best quality-price ratio).

4.1 Technical evaluation

The quality of each technical tender will be evaluated in accordance with the award criteria and the associated weighting as detailed in the evaluation grid below.

No	QUALITY CRITERIA	Details of criteria	Max. points
1	Quality & suitability of the technical proposal with stated requirement	<ul style="list-style-type: none"> - Full coverage of specifications and achievement of stated goals - Selection of optimal approach/methodology to achieved stated goals 	30

2	General Management	<ul style="list-style-type: none"> - Compliance of the Project Management Plan with the subject, scope and services required for the study - Communication strategy, including reporting and progress meetings - Coordination with EDA and other Stakeholders - Adequacy of the proposed Work Breakdown Structure - Synthesis and interactions of the main Work Elements (detailed work programme, incl. Gantt chart) 	20
3	Risk management and mitigation	<ul style="list-style-type: none"> - Tools for capturing technical, financial and planning risks: Mitigation measures which could be applied - Identification of factors considered the greatest obstacles to success by work packages: Mitigation measures which could be applied - 	10
4	Organisation & coordination of the work	<ul style="list-style-type: none"> - Internal structure/organisation of the proposed team (roles, responsibilities & interactions) in charge for the study, support from the contractor and balance of the team assigned to the study (level of experience, multidisciplinary structure) - Division of labour between the team members (leader, experts, etc.) and the proportion time each will dedicate to the study, review cycles of the output, quality reviews of the deliverables 	20
5	Information gathering and handling	<ul style="list-style-type: none"> - Use of background information and management of external information resources - Access to relevant information - Sources that will be used in the study (sufficient coverage of EDA pMS) - How efficient interaction with pMS (MoD's), industry, academia and other relevant European stakeholders shall be achieved (methodology for information gathering and evaluation) 	20
TOTAL			100

Interviews

The Evaluation Committee does not expect to conduct any interviews.

4.2 Technical proposal

The Tenderers shall present evidence that they are capable to deliver a high quality study and deliverables. Tenderers shall also include in their tender all detailed information and documentation to allow the Evaluation Committee to assess all the quality criteria mentioned above. The Evaluation Committee reserves the right not to attribute points when insufficient evidence is provided.

To do so, tenderers shall include in their tenders, at least, the following elements/information:

- a) executive summary of the tender;

- b) statement of work;
- c) project management plan (incl. project schedule & Gantt chart);
- d) risk management plan;
- e) consultation plan
- f) proposal on how the interaction with pMS (MoD's), industry, academia and other European stakeholders shall be achieved (methodology for information gathering and evaluation);
- g) Any other information, in order to assess the criteria established in section 4.1.

4.3 Technical quality threshold

Only tenders scoring 70 points or more (of a maximum of 100) points against the total of the technical award criteria and at least half of the points against each award criteria (score of 60% minimum by criteria) will have their financial proposal evaluated.

4.4 Financial evaluation

The evaluation will be made on the basis of the price offered in the model financial tender (Annex II) and based on the following formula:

Financial Score for “tender X” = (cheapest price of admissible tender received/price of “tender X”) * 100

Where a maximum budget is mentioned in these tender specifications, any tenderer submitting a financial proposal exceeding this budget will be rejected.

4.5 Financial proposal

- The financial proposal should be presented in the format found in **Annex II**.
- Prices must be quoted in **EURO** and include all expenses necessary to perform the contract.
- The price quoted is fixed and is subject to **NO revision**.
- Prices must be quoted free of all duties, taxes and other charges (including VAT) as EDA is exempt from such charges under Article 3 of the Protocol on the Privileges and Immunities of the European Union.
- Costs incurred in preparing and submitting tenders are borne by the tenderer and shall not be reimbursed.

4.6 Choice of the selected tender

The most economically advantageous tender is established by weighing technical quality against price on an **60/40** basis.

The consolidated score for each candidate shall be calculated as follows:

Consolidated score= Technical Score*0,60+Financial Score*0,40

ANNEX I - DRAFT CONTRACT
(attached as a separate document)

ANNEX II - MODEL FINANCIAL OFFER

15.ESI.OP.029

Prices should be all-inclusive; the Agency will not pay expenses for any additional costs incurred from the execution of the contract.

Financial proposals exceeding the amount indicated in Section 2.6 shall be excluded outright.

Name of Tenderer:	
--------------------------	--

TOTAL COST OF ASSIGNMENT, INCLUDING ALL ASSOCIATED EXPENSES AND EXCLUDING VAT :	€
--	---

Name: (of the Tenderer or authorised representative)	Signature:	Date:
--	-------------------	--------------

ANNEX III - CURRICULUM VITAE

To be downloaded from the following URL address:

<http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

ANNEX IV - DECLARATION ON EXCLUSION CRITERIA

(To be completed and signed by each Consortium member and by each Sub-contractor, where applicable)

The undersigned:

Name of the individual/company/organisation:

Legal address:

Registration number/ID Card No.:

VAT number:

Declares on oath that the individual/company/organisation mentioned above is not in any of the situations mentioned below:

- a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) they have been convicted of an offence concerning their professional conduct by a judgement which has the force of *res judicata*;
- c) they have been guilty of grave professional misconduct proven by any means which EDA can justify;
- d) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed;
- e) they have been the subject of a judgement which has the force of *res judicata* for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests;
- f) following another procurement procedure or grant award procedure financed by the European Union or the Agency's general budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations.
- g) they are subject to a conflict of interest;
- h) they are guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the contract procedure or fail to supply this information

Full name:

Date & Signature:

ANNEX V - LEGAL ENTITY FORM

To be downloaded from the following URL address:

http://ec.europa.eu/budget/info_contract/legal_entities_en.htm

ANNEX VI - FINANCIAL IDENTIFICATION FORM

(attached as a separate document)

ANNEX VII - TENDER SUBMISSION FORM

15.ESI.OP.029

“SUPPORT TO THE IMPLEMENTATION OF THE SUPPLY CHAIN ACTION PLAN”

One signed original of this tender submission form must be supplied

1. SUBMITTED by (i.e. the identity of the Tenderer)

	Name(s) of legal entity or entities submitting this tender	Nationality²
Leader		
Member 2		
Etc ... ³		

2. SUBCONTRACTORS (if applicable)

	Name(s) of the legal entity or entities identified as sub-contractor(s)	Nationality
Sub-contractor 1		
Etc ... ⁴		

² Country in which the legal entity is registered

³ If this tender is being submitted by an individual legal entity, the name of the legal entity should be entered as “Leader” (and all other lines should be deleted)

⁴ Add / delete additional lines for sub-contractors as appropriate

3. CONTACT PERSON for this tender (to act as focal point for all communication which may take place between EDA and the Tenderer)

Name and position	
Organisation	
Address	
Telephone	
Fax	
e-mail	

4. STATEMENT

I, the undersigned, being the authorised signatory of the above Tenderer (including all consortium members, in the case of a consortium), hereby declare that we have examined and accept without reserve or restriction the entire contents of the tender specifications for the tender procedure referred to above.

We are fully aware that, in the case of a consortium, the composition of the consortium cannot be modified in the course of the tender procedure except with the prior written authorisation of EDA. We are also aware that the consortium members would have joint and several liability towards EDA concerning participation in both the above procedure and any contract awarded to us as a result of it.

Our tender is subject to acceptance within the validity period stipulated in point 1.7 of the Tender Specifications and is made up of the following documents:

ENVELOPE A - ADMINISTRATIVE DATA:	
▪ This Tender Submission Form	<input type="checkbox"/>
▪ The duly filled in, signed and dated Exclusion Criteria Declaration(s) by every legal entity identified under point 1 and point 2 of this Tender Submission Form	<input type="checkbox"/>
▪ The duly filled in, signed and dated Legal Entity Form (<i>using the standard template referred to in Annex V to the Tender Specifications</i>) and the supporting documents requested therein, by every legal entity identified under point 1 and point 2 of this tender submission form	<input type="checkbox"/>
▪ The duly filled in, signed and dated Financial Identification Form (<i>using the standard template in Annex VI to the Tender Specifications</i>) to nominate the bank account into which payments would be made in the event that our tender is successful	<input type="checkbox"/>
▪ Documents proving the economic and financial status (as requested in point 3.2.2 of the Tender Specifications) of every legal entity identified under point 1 and point 2 of this tender submission form	<input type="checkbox"/>
▪ Documents proving our technical and professional capacity (as requested in point 3.2.3 of the Tender Specifications) - One signed original and 3 (three) photocopies	<input type="checkbox"/>
▪ Duly authorised signature , i.e. an official document (<i>statutes, power of attorney, notary statement, etc.</i>) proving that the person who signs on behalf of the Tenderer is duly authorised to do so	<input type="checkbox"/>
▪ Our consortium agreement/ duly signed and dated consortium statement by each of the consortium members specifying the company or person heading the project and authorised to submit a tender on behalf of the, as requested in point 1.4 of the tender specifications	<input type="checkbox"/>
ENVELOPE B - TECHNICAL PROPOSAL (one signed original and three photocopies and providing all information requested in point 4.2 of these specifications).	<input type="checkbox"/>
ENVELOPE C - FINANCIAL PROPOSAL (one signed original using the template in Annex II), which is submitted in a separate, sealed envelope.	<input type="checkbox"/>

Signed on behalf of the Tenderer

Name	
Signature	
Date	

ANNEX VIII – ECONOMIC AND FINANCIAL CAPACITY

(Please fill in the excel file uploaded together with the tender documents)

Information on financial capacity of the tenderer

When analyzing the submitted simplified financial statements, in the case of doubt and before excluding the company on the sole basis of financial incapacity, EDA will request from the tenderer further information, e.g. complete official financial statements or provisional financial statement at half year.

The numbers in the below cells must be indicated in **ABSOLUTE VALUES** (i.e. as full amounts and not in thousands or similar) and in **EUROS**

The exchange rate to be used for the conversion of the amounts should be the monthly accounting rate of the last month of the financial year as published in the Official Journal of the European Union.
<http://ec.europa.eu/estimated/inforeuro/index.cfm?fuseaction=home&Language=en>

Tenderer name:

Begin and end of the financial year (eg: 1/1/n - 31/12/n):

Asset	2013	2012	2011
Long term assets (assets convertible in cash in > than 1 year)	€ 0	€ 0	€ 0
Short term assets (current assets convertible in cash in =/< than 1 year)	€ 0	€ 0	€ 0
Total assets (TOTAL ASSETS SHOULD EQUAL TOTAL LIABILITIES)	€ 0	€ 0	€ 0
Liabilities	2013	2012	2011
Own capital (Equity)	€ 0	€ 0	€ 0
Long term debts (to be repaid in > than 1 year)	€ 0	€ 0	€ 0
Short term debts (to be repaid in =/< than 1 year)	€ 0	€ 0	€ 0
Total liabilities (TOTAL LIABILITIES SHOULD EQUAL TOTAL ASSETS)	€ 0	€ 0	€ 0
Profit and loss account data	2013	2012	2011
Turnover (sales revenue realized from the day-to-day operations of the entity)	€ 0	€ 0	€ 0
Turnover in the filed of the call for tenders	€ 0	€ 0	€ 0
Depreciation & amortisation	€ 0	€ 0	€ 0
EBITDA (Earnings before interest, taxes, amortisation, depreciation)	€ 0	€ 0	€ 0
Net profit (Earnings after interest, taxes, amortisation, depreciation)	€ 0	€ 0	€ 0
Main indicators	2013	2012	2011
Operational profit margin (EBITDA/turnover)			
Return on Equity: Rentability of own capital (net profit/own capital)			
Net working capital (current assets - current liabilities)			
Current ratio (current assets/current liabilities)			
Debt ratio - indebttness (debts/total liabilities)			

Declaration by the Chief Accounting Officer of the tenderer:

From my position of the Chief Accounting Officer of the tenderer,

- I confirm that the information presented in this simplified financial statement are correct and are taken from the official financial statements either finally approved, or from the preliminary financial statements in case these are not yet finally approved (applicable only to the last year statements).
- I confirm that I am aware that, in the case we are successful tenderer, EDA, before signing the contract, may ask and verify the official financial statements for the last 3 years.
- I confirm that I have been informed that, under the Procurement rules of EDA (Council Decision No 2007/643/CFSP of 18 September 2007), tenderers found guilty of false declarations may be subject to administrative and financial penalties in accordance with the conditions laid down in that Decision. In particular, I am aware that the information from this simplified financial statement must be in compliance with the official financial statements which EDA may verify before signing the contract.

Name of Chief Accounting Officer of the tenderer:

Date:

Signature: