

Annex I to Invitation to Tender GSA/OP/08/12/Lots 1-2-3-4

"Provision of support to the GSA in the system user segment development and stakeholder management"

TENDER SPECIFICATIONS

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I. TITLE OF THE FRAMEWORK SERVICE CONTRACTS

GSA/OP/08/12/Lots1-2-3-4 "Provision of support to the GSA in the system user segment development and stakeholder management".
An open tender procedure with publication in the Official Journal of European Union.

Four (4) Lots applicable. Each candidate can submit a bid for one or more lots.

TIMETABLE	Date	Comments
Launch of tender	10 August 2012	
Publication of Contract Notice in the OJ	22 August 2012	All documents available at: http://www.gsa.europa.eu/go/gsa/procurement
Deadline for request of clarifications from GSA	21 September 2012	Requests to be sent in writing to: tenders@gsa.europa.eu
Last date on which clarifications are issued by GSA	25 September 2012	All clarifications will be published at: http://www.gsa.europa.eu/go/gsa/procurement
Deadline for submission of tenders	08 October 2012	Please see the Invitation to Tender for precise delivery conditions
Opening session	12 October 2012	10h00 in GSA premises in Prague
Completion of evaluation of tenders	October 2012	Estimated
Signature of contracts	November 2012	Estimated

II. CONTEXT OF THE FRAMEWORK SERVICE CONTRACT

Galileo will be the first European satellite system providing navigation services worldwide. The fully deployed Galileo system will consist of 30 satellites, positioned in three Medium Earth Orbit (MEO) and will be interoperable with U.S. GPS.

Galileo is the largest industrial project ever organised on an EU scale, and the first public infrastructure owned by an EU institution.

EGNOS (European Geostationary Navigation Overlay Service) is an augmentation system for satellite-based navigation consisting of three geostationary satellites and a network of ground stations. It augments the accuracy and reliability of the two satellite navigation systems now operating, i.e. U.S. GPS and Russian GLONASS.

The European GNSS Agency (GSA)¹ is the agency formed by the European Union to accomplish specific tasks related to the European GNSS programmes.

III. PURPOSE OF THE FRAMEWORK SERVICE CONTRACT

III.1. GENERAL SCOPE

The subject of this tender is the procurement of four framework service contracts, one for each lot described below.

The aim of these framework contracts is the provision of specialised support to GSA's market development activities in the user segment development, management and coordination of stakeholder relations in the frame of the European GNSS programmes, according to the Regulation (EC) No 683/2008.

To this end, the GSA will contract support of the selected contractor for the tasks described in each lot under point III.2 below. The contractor will be requested to provide his support by different means such as dedicated studies, development of specific tools, ad-hoc presentations of studies and reports and on-site support.

III.2. ALLOTMENT

This tender is divided into 4 Lots of expertise. One contractor will be selected for each lot. Within each framework contract, support will be ordered to each contractor by way of specific contracts.

¹ - REGULATION (EC) No 683/2008 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 9 July 2008 on the further implementation of the European satellite navigation programmes (EGNOS and Galileo)

-REGULATION (EU) No 912/2010 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 22 September 2010 setting up the European GNSS Agency, repealing Council Regulation (EC) No 1321/2004 on the establishment of structures for the management of the European satellite radio navigation programmes and amending Regulation (EC) No 683/2008 of the European Parliament and of the Council

The 4 lots of expertises are as follows:

- LOT 1: E-GNSS user segment and market development
- LOT 2: Stakeholders' marketing
- LOT 3: E-GNSS user support
- LOT 4: PRS users and market development

Note that whilst one contractor will be selected for each lot, it is possible to be selected as the contractor for more than one lot at the same time.

III.2.1. LOT 1 –E-GNSS USER SEGMENT AND MARKET DEVELOPMENT

Core competencies procured in lot 1 are related to the development of user segments for EGNOS and Galileo. The contractor will be required to have the necessary experience and capabilities to carry out service and user segment definition and development focusing on specific technologies and specific market segments (e.g. road, LBS, aviation, high precision).

Deliverables of lot 1 will mainly be economic and technical analysis focusing on different services of EGNOS and Galileo. For example tasks to be carried out by the Contractor can include:

- Detailed technical and marketing definition of Galileo services (e.g. SAR, CS)
- Business plan for exploitation of such new services
- Technical analysis of competitive/alternative technologies and services
- Technical and market analysis of applications, assessment of their development status and R&D needs
- Technical analysis of standardisation needs
- Cost-benefit analysis
- Definition of industrial policy
- Definition and implementation of marketing tools for Galileo services
- Analysis of price policies and business models
- Stakeholders consultation and analysis of the feedbacks
- Analysis of upstream and downstream value chain, producing specific reports on related industries
- Market dimensioning and assessment
- Impact assessment
- IPR policy assessment

The Contractor should possess technical knowledge and experience about satellite navigation and standardisation processes.

III.2.2. LOT 2 – STAKEHOLDERS' MARKETING

Core competencies procured in lot 2 are related to the management of main stakeholder communities involved in the adoption of EGNOS and Galileo services. The contractor will be expected to support the GSA in implementing roadmaps for EGNOS and Galileo services adoption.

Deliverables of lot 2 will be mainly technical/implementation analysis by specific segment (such as Maritime, Rail, ITS, etc.) and technical standards, including:

- Set up and support user and industry working groups and implementation platforms on GNSS adoption roadmap

- Review of standardization needs
- Initiate and support standardization actions
- Define user requirements and processes for certification
- Prepare technical documents and position papers
- Elaborate inputs to policy makers at European, national and regional level
- Elaborate inputs for European GNSS evolution

The contractor should possess technical knowledge about satellite navigation and should have experience in standardisation. In addition, the contractor shall be able to demonstrate technical, regulatory and legal knowledge in the main segments of adoption for Galileo (such as: Aviation, ITS, maritime, rail and surveying).

III.2.3. LOT 3 –E-GNSS USER SUPPORT

Lot 3 focuses on the implementation actions to manage the user/market segments. Core competencies procured in lot 3 are project management, customer marketing and communication.

Lot 3 will focus on three areas of activities.

1. Support to OS ICD license agreement process set-up

The present European GNSS (Galileo) Open Service Signal In Space Interface Control Document (OS SIS ICD) Issue 1 contains the publicly available information on the Galileo Signal In Space. It is intended for use by the Galileo user community and it specifies the interface between the Galileo Space Segment, and the Galileo User Segment.

In this area the contractor shall support the GSA in the following activities:

- ICD administration: management of requests and licenses
- Set-up and management of involved stakeholder interfaces (e.g. EC, ESA, industry players)
- Support to ICD help desk operations
- Design and implementation of awareness campaign
- User support for other Galileo services
- Support for other related Market Development activities specifically related to OS ICD license agreement process set-up

2. OS customer marketing and support

With the first Galileo satellites in orbit the user community (scientific and industry) begins to implement the Galileo signals in their products. This will entail technical question on Galileo covering a vast possible range of topics.

The GNSS Service Centre (GSC) in Madrid will be the first point of contact as for the initial service provision of Galileo. During a set-up phase of the centre external support for building and running of these services is required. The contractor's tasks in this area will include:

- Collecting technical information on Galileo OS
- Analysis of information need by EGNSS users and implementation of info-repertoire
- Database management
- Creation of Galileo information website

- Development of web-based tools
- Design electronic ticketing system for user requests
- Analysis of security and capacity requirements
- Definition of service levels and KPI tracking
- Analysis of service quality and user satisfaction survey
- Performing regular statistics of user requests and providing recommendations
- Coordination activities between involved stakeholders
- Support for other related Market Development activities specifically related to OS customer marketing and support

3. Support for EGNOS and Galileo market communication

The GNSS Service Centre (GSC) to be located in Madrid will be the hub for handling user requests. Apart from these inbound services, the GSC shall also conduct outbound communication activities towards the different user segments, analyse the results and provide recommendations to continuously match user requirements and system performance.

Under GSA's instructions and guidance, the Contractor shall support GSC in the following tasks:

- Set-up of target user list database
- Launch and analysis of user surveys
- Conduct expert interviews and set up user group workshops
- Maintain database of European and national funding opportunities
- Coordination activities between involved stakeholders
- Support for other related Market Development activities specifically related to EGNOS and Galileo market communication within the frame of the GSC

III.2.4. LOT 4 – PRS USERS and MARKET DEVELOPMENT

Core competencies procured in lot 4 are related to the development of user segment and market development for Galileo PRS service. The contractor for lot 4 will be required to carry out market research and assessment, definition of strategy and roadmap for adoption of PRS and technical/standardisation analysis.

Deliverables of LOT 4 will be market, economic and technical analysis and tools, including, but not limited to:

- Business plan for exploitation of PRS
- Technical analysis of competitive/alternative technologies and services
- Technical and market analysis of PRS applications, assessment of their development status and R&D needs
- Technical analysis of standardisation needs
- Cost-benefit analysis
- Definition of industrial policy
- Definition and implementation of marketing tools for PRS promotion
- Analysis of price policies and business models
- Stakeholders consultation and analysis of the feedbacks
- Analysis of upstream and downstream value chain, producing specific reports on related industries
- Market dimensioning and assessment
- Impact assessment
- IPR policy assessment

The contractor shall have both technical and market knowledge of GNSS. In addition the contractor shall have specific conferences and experience in the application sectors of the PRS services, including defence, public safety and security, critical infrastructure. The contractor shall have a security clearance to manage classified documents and information.

III.3. SPECIFIC CONTRACTS

Each framework contract will be implemented through specific contracts..

Each specific contract will include a detailed project(s) description and scope of work, including objectives, planning, price and payment plan, and the requested deliverables. Planning will include at least the following items: expected start date (T_0), kickoff meeting, project team meetings, final presentation and final report.

The procedure for concluding a specific contract is detailed in Article VI.2. below.

III.4. DELIVERABLES

III.4.1. REPORTS AND OTHER WRITTEN PRODUCTS

Unless otherwise agreed in writing, one electronic copy of each study/report shall be supplied either in MS Word, MS Powerpoint or MS Excel format.

GSA may publish the results produced within the framework contract. For this purpose, the Contractor must ensure that the background IPR used is free of restrictions based on confidentiality and/or intellectual property rights of third parties.

III.4.2. AD-HOC PRESENTATIONS OF STUDIES/REPORTS:

In addition to the agreed reports and deliverables, the Contractor may be requested to provide the GSA with ad-hoc presentations of specific subjects addressed in the studies.

III.4.3. ON-SITE SUPPORT

Upon GSA request, the Contractor may be requested to provide specialized support within the GSA premises or other premises agreed upon, normally through the participation in internal meetings or meetings with third-parties.

III.5. GSA RESOURCES DEDICATED TO THE TASKS

The GSA will nominate one point of contact (PoC) for each framework contract and each specific contract, which will be responsible for the communication and exchange of information with the Contractor.

III.6. PLACE OF PERFORMANCE

The tasks will be performed at the contractor's premises. Nevertheless, regular and frequent interaction with the GSA is expected (e.g., through video conference, conference calls...). Moreover, on-site support may also be requested (see Article III.4.3. above).

Meetings between the contractor and GSA shall be held at GSA's premises in Prague (unless requested otherwise by the GSA). All cost foreseen in the performance of the project, including travel costs shall be borne by the Contractor and included in advance in the specific contract.

IV. VARIANTS

Variants are not authorised.

V. VOLUME OF CONTRACT

V.1. LOT 1

The maximum budgetary ceiling for LOT 1 is €8,000,000 (eight million euros) for 4 years.

V.2. LOT 2

The maximum budgetary ceiling for LOT 2 is €8,000,000 (eight million euros) for 4 years.

V.3. LOT 3

The maximum budgetary ceiling for LOT 3 is €8,000,000 (eight million euros) for 4 years.

V.4. LOT 4

The maximum budgetary ceiling for LOT 3 is €8,000,000 (eight million euros) for 4 years.

V.5. TOTAL OF FRAMEWORK CONTRACTS

Therefore the maximum budgetary ceiling of the framework contract for all 4 lots for duration of maximum 4 years is €32,000,000 (thirty two million euros).

VI. CONTRACTUAL CONDITIONS AND GUARANTEES

VI.1. FRAMEWORK SERVICE CONTRACT

In drawing up its offer, the candidate should bear in mind that the provisions of the framework contract will govern the contractual relationship between the GSA and the contractor.

Any limitation, amendment or denial of the terms of the framework contract will lead to exclusion from the procurement procedure.

Signature of the framework contract imposes no obligation on the GSA to purchase. Only implementation of the framework contract through specific contracts is binding on the GSA.

The GSA may, before the contract is concluded, either abandon the procurement procedure or cancel the award procedure without the tenderers being entitled to any indemnification or compensation.

VI.2. IMPLEMENTATION OF FRAMEWORK SERVICE CONTRACT

The framework contracts for all 4 lots will be implemented through specific contracts. The GSA intends to issue individual and successive specific contracts over the period of validity of the respective framework contract.

The procedure for concluding a specific contract is as follows:

Step 1

The GSA will draw up a SoW specifying expected deliverables, time-line, milestones and, possibly, available budget indications to the contractor for each specific contract.

The contractor shall have fifteen (15) calendar days from receipt to present a technical and financial offer. The offer shall be valid for at least thirty (30) calendar days.

Step 2

If the GSA requests a revision of the offer, the number of calendar days given for correction shall be decided on a case by case basis, but it shall not exceed fifteen (15) calendar days.

The GSA can request the contractor to revise the technical and/or financial offer. In all cases, the terms of the specific contract shall not deviate from general terms agreed under the framework contract.

Step 3

After final approval of the offer the GSA shall send two (2) copies of the specific contract to the contractor for signature within fifteen (15) calendar days. The Contractor shall return the two (2) signed copies within seven (7) calendar days.

The Contract shall enter into force on the date on which it is signed by the last contracting party. Execution of the tasks may under no circumstances begin before the date on which the specific contract enters into force.

VI.3. DURATION

Each framework contract will be concluded for an initial period of twelve (12) months. The contract will be automatically renewed up to three (3) times, each time for a period of twelve (12) months, unless a Party terminates it in the form of written notice 3 months before the end of each 12 month period.

VI.4. LANGUAGE OF THE CONTRACT

Unless otherwise agreed in writing, the language of the execution of the framework contract, including all communication and deliverables shall be English.

VI.5. TERMS OF PAYMENT

Payments shall be made in accordance with the provisions of the specific contracts, as specified in the framework contract in Annex III of the Invitation to Tender.

VI.6. FINANCIAL GUARANTEES AND PRE-FINANCING

Pre-financing will not be applicable.

Financial guarantees will not be required.

VI.7. SUBCONTRACTING

The contractor will be able to call on subcontractors to provide specific know-how. However, the contractor will remain the sole partner and person legally and financially responsible vis-à-vis the GSA.

Particular attention will be paid to the approach proposed by the contractor for the management of his subcontractors. Candidates will have to indicate the types of work they plan to/might subcontract (if known), the extent (%) planned and the names, contact details and references of the companies to which they already intend to subcontract to. In that respect, whenever applicable, tenderers shall provide with their offers Annex IX - subcontractor letter of intent, dully completed.

The contractor will be responsible for the quality of the work provided by the subcontractors. The work of the subcontractors will in no way change the contractor's responsibility to the GSA. The contractor will obtain the GSA's prior approval before it engages any new subcontractor during the contract. It will be at the discretion of GSA to accept or reject a given subcontractor.

Candidates will present a list of their own human resources (Annex II.A.1, II.A.2, II.A.3 or II.A.4 to the Invitation to Tender—Technical Tables of Answers, depending on the respective Lot) on the basis of which the GSA can assess whether they are capable of providing most of the services with their own resources.

Candidates must inform the subcontractor(s) that Article II.17 of the framework contract will be applied to them.

Once the framework contract has been concluded, Article II.13 of the framework contract shall govern the subcontracting.

VI.8. LEGAL FORM TO BE TAKEN BY THE GROUPING OF SERVICE PROVIDERS TO WHOM THE CONTRACT IS AWARDED

Groupings (or consortiums), irrespective of their legal form, may submit bids. Tenderers may, after forming a grouping, submit a joint bid on condition that it complies with the rules of competition. Such groupings must specify the company or person leading the tender and must also submit a copy of the document authorising this company or person to submit a bid. In that respect, whenever applicable, tenderers shall provide with their offers Annex VIII - power of attorney, dully completed.

If awarded, the contract will be concluded by the company or the person leading the project, who will be, vis à vis GSA, the only contracting party responsible for the performance of this contract. Tenders from a consortium of firms or groups of service providers, contractors or suppliers must specify the role, qualifications and experience of each member of the consortium or group. Each member must provide all the necessary documents for assessing the bid as a whole with regard to the exclusion criteria, selection criteria and award criteria.

VII. ASSESSMENT AND AWARD OF THE CONTRACT

Tenders will be assessed one lot at a time. All admissible tenders will be assessed.

All bids will be assessed in the light of the criteria set out in these specifications.

The assessment of the bids will be carried out in three successive stages.

The aim of each of these three stages is:

- 1) Exclusion stage- to check, on the basis of the exclusion criteria, whether candidates can take part in the tendering procedure;
- 2) Selection stage- to check, on the basis of the selection criteria, the technical and professional capacity and economic and financial capacity of each candidate;
- 3) Award stage- to assess, on the basis of the award criteria, each bid that has passed the exclusion and selection stages.

A single framework contract for each lot will be concluded with the candidate ranked best as the result of the evaluation of admissible tenders.

VII.1. EXCLUSION STAGE

To be eligible for participating in this contract award procedure, candidates must not be in any of the following exclusion grounds²:

- (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 the contracting authority 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 Community budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations;

² Article 93 of Council Regulation (EC, Euratom) No 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the general budget of the European Communities (OJ L 248 of 16.9.2002).

VII.1.1. EVIDENCE TO BE PROVIDED BY THE CANDIDATES

1. The GSA shall accept, as satisfactory evidence that the candidate is not in one of the situations described in point (a), (b) or (e) above, the production of a recent extract from the judicial record 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.
2. The GSA accepts, as satisfactory evidence that the candidate is not in the situation described in point (d) above, a recent certificate issued by the competent authority of the country concerned.

Where no such certificate is 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.

The documents referred to in paragraphs 1 and 2 shall relate to legal and/or natural persons including, if applicable with regard to points b) and e), company directors or any person with powers of representation, decision-making or control in relation to the candidate.

VII.1.2. OTHER CASES OF EXCLUSION

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

a) are subject to a conflict of interest;

Candidates must declare:

- that they do not have any 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 affinities, family or emotional ties, or any other relevant connection or shared interest;
- that they will inform the contracting authority, without delay, of any situation constituting a conflict of interest or which could give rise to a conflict of interest;
- that they have not made and will not make any offer of any type whatsoever from which an advantage can be derived under the contract;
- that they have not granted and will not grant, have not sought and will not seek, have not attempted and will not attempt to obtain, and have not accepted and will not accept, any advantage, financial or in kind, to or from any party whatsoever, constituting an illegal practice or involving corruption, either directly or indirectly, as an incentive or reward relating to the award of the contract.

The GSA reserves the right to check the above information.

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

VII.1.3. DECLARATION OF HONOUR

Candidates must fill in and sign the form in the Annex II.A.1, II.A.2, II.A.3 or II.A.4 to the Invitation to Tender—Technical Tables of Answers, depending on the respective Lot.

Where the tender involves more than one service provider (consortium or grouping), each provider must fill in and return the form, as well as the evidence specified.

Subcontractors (when the subcontracted part does not exceed 20% of the contract) must only provide the Declaration of Honour.

Bids which have not provided the above mentioned documents may not be taken into consideration.

GSA reserves the right, however, to request any other document relating to the proposed tender for evaluation and verification purpose, within a delay fixed in its request.

VII.2. ADMINISTRATIVE AND FINANCIAL PENALTIES

1. Without prejudice to the application of penalties laid down in the contract, candidates and Contractors who have been guilty of making false declarations or have been found to have seriously failed to meet their contractual obligations in an earlier procedure will be excluded from all contracts and grants financed by the Community budget for a maximum of two years from the time when the infringement is established, as confirmed after an adversarial procedure with the Contractor.

That period may be extended to three years in the event of a repeat offence within five years of the first infringement.

Candidates who have been guilty of making false declarations will also incur financial penalties representing 2% to 10% of the total value of the grant being awarded.

Contractors who have been found to have seriously failed to meet their contractual obligations will incur financial penalties representing 2% to 10% of the value of the grant in question.

This rate may be increased to 4% to 20% in the event of a repeat offence within five years of the first infringement.

2. In the cases referred to in points VII.1, a), c), d), the candidates will be excluded from all contracts and grants for a maximum of two years from the time when the infringement is established, as confirmed after an adversarial procedure with the Contractor.

In the cases referred to in points VII.1, b) and e), the candidates will be excluded from all contracts and grants for a minimum of one year and a maximum of four years from the date of notification of the judgment. Those periods may be extended to five years in the event of a repeat offence within five years of the first infringement or the first judgment.

3. The cases referred to in point VII.1, e) cover:
 - i) cases of fraud as referred to in Article 1 of the Convention on the protection of the European Communities' financial interests established by the Council Act of 26 July 1995 (OJ/C 316 of 27.11.1995, p. 48);
 - ii) cases of corruption as referred to in Article 3 of the Convention on the fight against corruption involving officials of the European Communities or officials of Member States of the European Union, established by the Council Act of 26 May 1997 (OJ/C 195 of 25.6.1997, p. 1);
 - iii) cases of participation in a criminal organisation, as defined in Article 2(1) of Joint Action 98/733/JHA of the Council (OJ/L 315 of 29.12.1998, p. 1);
 - iv) cases of money laundering as defined in Article 1 of Council Directive 91/308/EEC (OJ/L 166 of 28.6.1991, p.77).

VII.3. SELECTION STAGE

To be assessed in selection stage, the candidate must have passed the exclusion stage described in sections VII.1 above.

Candidates must have the economic and financial capacity as well as the technical and professional capacity to perform the tasks required in this call for tender.

The candidates must fill in respective Annex II.A.1, II.A.2, II.A.3 or II.A.4 to the Invitation to Tender (Technical Tables of Answers) relating to the lot tendered for and to enclose supportive documentation where necessary. Failure to do so may lead to exclusion from further participation in the selection procedure.

VII.3.1. ECONOMIC AND FINANCIAL CAPACITY CRITERIA

Tenderers must provide proof of their financial and economic capacity by means of the following documents:

- the balance sheets or extracts from balance sheets for the last three financial years
- a statement of turnover relating to the relevant services for the last three financial years.
- The financial capacity form (Annex VI)

This rule applies to all service providers, regardless of the percentage of tasks they intend to execute, once they have chosen to submit a tender. However, if the tender includes subcontractors whose tasks represent less than 20% of the contract, those subcontractors are not obliged to provide evidence of their economic and financial capacity.

Related section of annex II.A. to Invitation to Tender for this section: table 2 (a).

VII.3.2. TECHNICAL AND PROFESSIONAL CAPACITY CRITERIA

Tenderers must provide evidence of their technical and professional competence by fulfilling the Lot specific criteria set below, by filling in Table 2(b) of respective Technical Tables of Answers in Annex II.A. of the Invitation to Tender, and providing the necessary supporting documents.

If several service providers/subcontractors are involved in the bid, each of them must have and show that they have the professional and technical capacity to perform the specific tasks assigned to them.

VII.3.2.1. LOT 1

- Management consultancy and market analysis and research experience in highly complex, innovative, high technology and high visibility projects.
- Experience in development of new markets and successful market entry, identifying market specific opportunities, risks, stakeholders and creating market entry strategy.
- Market knowledge of in at least 3 main downstream segments of GNSS, among aviation, road/ITS, professional or other transport applications (as surveying or agriculture, maritime, rail). The knowledge shall be demonstrated with

experience and achievements record in strategy and business development projects in the 3 downstream markets.

- Candidates are requested to demonstrate no conflict of interest: their independence from main companies/actors involved in the development of the GNSS applications/ the commercialization of GNSS products, and how potential conflict of interests with such companies/actors would be solved.

VII.3.2.2. LOT 2

- Management consultancy in highly complex, innovative, high technology and high visibility projects.
- Experience in Project Management, managing the implementation of the defined action plan, characterized by a high degree of complexity and tight deadlines to be met (presentation in the offer of at least 3 projects demonstrating these skills).
- Experience in EU law and decision making.
- Experience in delivering position papers and policy analysis.
- Knowledge of existing industry standards and the process of standardisation; experience in launching new standardisation activities.
- Experience in managing working groups with technological background and involving different European countries.
- Candidates are requested to demonstrate no conflict of interest: their independence from main companies/actors involved in the development of the GNSS applications/ the commercialization of GNSS products, and how potential conflict of interests with such companies/actors would be solved.

VII.3.2.3. LOT 3

- Business consultancy in highly complex, innovative, high technology and high visibility projects;
- Experience in project management, managing the implementation of the defined action plan, characterized by a high degree of complexity and tight deadlines to be met;
- Experience in direct marketing and in providing customer support in form of help desk.
- Experience in webdesign and set-up, implementation and operations of customer interfaces.
- Market knowledge of in at least 3 main downstream segments of GNSS, among aviation, road/ITS, professional or other transport applications (as surveying or agriculture, maritime, rail). The knowledge shall be demonstrated with experience and achievements record in strategy and business development projects in the 3 downstream markets.
- Knowledge of the satellite, aerospace and radio-navigation industry in Europe and worldwide.
- Experience in space law in the field of GNSS and EU legal framework.
- Candidates are requested to demonstrate no conflict of interest: their independence from main companies/actors involved in the development of the GNSS applications/ the commercialization of GNSS products, and how potential conflict of interests with such companies/actors would be solved.

VII.3.2.4. LOT 4

- Management consultancy in highly complex, innovative, high technology and high visibility projects.
- Security clearance and capacity to handle classified information and documents (proof and/or copy of relevant documents shall be provided in the offer).
- Experience in at least 2 main application areas of PRS among defence, public safety and security, critical infrastructure.
- Knowledge and proven market experience in large projects related to defence, public safety and security, critical infrastructures, other security critical applications and related industry in Europe and worldwide.
- Experience in analysing standardisation needs and certification processes.
- Experience in development of new markets and successful market entry, identifying market specific opportunities, risks, stakeholders and creating market entry roadmap.
- Candidates are requested to demonstrate no conflict of interest: their independence from main companies/actors involved in the development of the GNSS applications/ the commercialization of GNSS products, and how potential conflict of interests with such companies/actors would be solved.

VII.3.2.5. LOTS 1-2-3-4: Staff

Candidates should provide with their bid an organisational chart, presenting the structure of the company and a list of staff proposed to execute the framework contract.

Detailed curriculum vitae of each staff member responsible for carrying out the work, including his or her educational background, degrees and diplomas, professional experience, research work, publications and linguistic skills need to be presented with the bid.

The CV's shall be presented, preferably, in accordance to Commission Recommendation on a common European format for curricula vitae, published in OJ L79 of 22 March 2002, p. 66.

From each CV of the staff member proposed, the experience in the specific task that he/she will cover should be clearly demonstrated.

The tenderer is expected to offer the 4 staff profiles described in the table below, and to offer the appropriate team for each of the tasks described in the respective lot description (section III.2 above). The candidate's team is expected to cover all the relevant competence needed for a given tasks with the appropriate number of staff.

Minimum requirements for the Candidate's staff are the following:

Profile	Years of Experience
Director, Partner	At least 15 years
Expert, Senior Consultant	At least 8 years
Engineer, Analyst	At least 2 years

The candidate should respond by filling out the table 3(b) of the annex II.A. of the Invitation to Tender and providing the necessary supporting documents.

VII.4. AWARD STAGE

To be assessed in the award stage, the candidate must have passed the selection stage described in section VII.3 above.

The framework contracts for respective lots will be awarded, according to the criteria given below, to the economically most advantageous tender.

VII.4.1. QUALITATIVE EVALUATION CRITERIA

In order to get a realistic insight in the quality and the efficiency of the tenderers, the tenderer is asked to provide a simulation offer as a response to the respective lot's simulation exercise (see annex II.A to the Invitation to Tender- section 3).

This simulation exercise is a theoretical exercise enabling the GSA to understand the methodology and proposed approach of each tenderer.

The tenderer is requested to include a financial offer in the answer to the simulation exercise. The financial offer for the simulation exercise will not be evaluated from an economic point of view, but it will be used in the assessment of the overall technical quality of the offer, as it will allow a better understanding of candidate's ability to analyse the market and make an offer (planning, amount of work foreseen etc). Note that the staff categories foreseen in the framework contract are requested to be used for the financial offer.

Please do note that for any specific contract thereafter, any need to have a different split or additional staff categories in workload , as compared to the original offer, needs to be justified and will require a written confirmation from the GSA.

VII.4.1.1. TECHNICAL EVALUATION CRITERIA

Only bids that have reached a total score of a minimum of 70 points and at least 60% of maximum points of each technical criterion will be taken into consideration (section VII.4.1.2 below).

Technical evaluation score will be drawn up on the basis of the following table, and according to the assessment of the tenderer's technical proposal (see point VIII.2.1 below):

N°	Award Criteria	Max. points	Score
1	<p>"General understanding of the project context and objectives "</p> <ul style="list-style-type: none"> - Tenderer's general analysis and understanding of the study objectives of respective LOT and critical review of the GSA requirements; - General understanding of GNSS technology and engineering knowledge as required in the simulation exercise and satisfactory analysis of this specific environment; - Completeness of the overall answer: what subjects are covered in the proposed time frame and what level of depth can be expected in each subject; - Compliance and completeness of the simulation offer with the specifications. 	<p>Max. 20 Min. 12</p>	

N°	Award Criteria	Max. points	Score
2	<p>"Proposed approach and methodology for the completion of the simulation exercise"</p> <ul style="list-style-type: none"> - Quality of the approach; - Critical review of the possible options and summary of the rationales behind the selection of the proposed approach; - Clear justification that the proposed approach and methodology is appropriate and the time frame estimations are realistic; - Initial identification of key challenges and preliminary solutions; - In-depth understanding of the specific market enablers and drivers; - Ability to report and summarize results efficiently and through professional presentations, together with demonstration of solid analytical skills. 	<p>Max.50 Min. 30</p>	
3	<p>" Adequacy and quality of the project management & planning for the simulation exercise"</p> <ul style="list-style-type: none"> - Quality and suitability of the proposed team responsible for carrying out the project; - Relevant experience of the team to fulfil the project; - Quality and adequacy of the preliminary planning/work programme for the completion of selection proposal incl.: <ul style="list-style-type: none"> o allocation of the tasks within the proposed team, o distribution of the efforts related to each task, o flexibility of the team and availability of additional resources when and where needed; o level of management proposed to carry out the tasks. 	<p>Max. 30 Min. 18</p>	
Total technical score (T)		<p>Max. 100 Min. 70</p>	

VII.4.2. FINANCIAL EVALUATION CRITERIA

Candidates must complete the table in Annex II.B to the Invitation to Tender (Financial Table of Answers) relative to the lot applied for, for the services concerned.

For equal financial evaluation purposes, the price of the bid will be calculated on the basis of the price of defined types of service profiles (director, expert, expert engineer and technician) multiplied by the estimated quantity of the required service for a 100-day project, given as a non-binding indication of workload.

For the tender, daily rates need to be specified for each of the staff categories as defined here below and in annex II.B. The man-day price quotation (the daily rate) for each

profile will be binding for the contractor throughout the contract; it will serve as a price-list for the framework contract.

This table will be used to calculate the price of the bid. Modification of the indicative quantity in column 'workload' is not allowed.

Art ref	Profile	Workload (in days)	Price per man-day ³	Total (€)
		A	B	C=A*B
1	Director, Partner	20	€	€
2	Expert, Senior Consultant	45	€	€
3	Engineer, Analyst	35	€	€
Total PRICE OF THE BID				€ €

VII.4.3. FINAL EVALUATION

The final score will be calculated as follows:

$$\text{Final score} = 0.7 \cdot T + 0.3 \cdot 100 \cdot \frac{P_{\min}}{P}$$

Where: T is the technical evaluation score;
P is the price of the bid; and
P_{min} is the price of the cheapest bid that reached the minimum acceptable technical score.

The tenderer obtaining the highest final score in each lot will be awarded the framework contract for the respective lot.

VIII. FORM AND CONTENT OF THE TENDER

VIII.1. GENERAL

The tender may be drafted in any of the official languages of the European Union.

³ Man-day is defined as an 8-hour working day

The bid must be accompanied by a cover letter, dated and signed by the candidate or by any other duly appointed representative, declaring acceptance of the conditions in this invitation to tender and the candidate's undertaking to provide the services proposed in the bid, clearly mentioning the number of the lot applied for. If the bid is presented by a consortium or group of service providers, it must be accompanied by a letter signed by each member undertaking to provide the services proposed in the bid and specifying each member's own role and qualifications.

Tenders must be clear and concise, with continuous page numbering, and assembled in a coherent fashion (e.g. bound or stapled). Since candidates will be evaluated on the content of their submitted bids, they must make it clear that they are able to meet the requirements of the specifications.

Where appropriate, standard forms for tender submissions must be duly filled in and sent to the GSA.

The GSA reserves the right to request additional evidence in relation to the bid submitted for evaluation or verification purposes within a time-limit stipulated in its request.

VIII.2. STRUCTURE OF THE TENDER

Tenders must be presented in three parts as follows:

VIII.2.1. TECHNICAL PROPOSAL

This section is of great importance in the assessment of the bids, the award of the framework contracts and the future execution of any resulting contract.

Some guidelines are given below, but attention is also drawn to the award criteria, which define those parts of the technical proposal to which the candidates should pay particular attention. The technical proposal should address all matters laid down in the specifications. The level of detail of the tender will be extremely important for the evaluation of the tender.

Candidates shall describe as part of their technical proposal all prior experience relevant to perform the work requested.

Candidates shall submit, as part of the technical proposal, curriculum vitae for key personnel involved in the different tasks.

Candidates shall note that the simulation exercise included in Annex II.A will be of particular importance in the assessment of the quality of bids. In that respect, tenderers shall provide a detailed technical and financial proposal of how tasks described in the simulation exercise would be carried out, and by whom, including the division of work among the different categories of staff on a man/days basis, key milestones, deliverables, date by which the candidate may complete the task etc.

Moreover candidates (whether being sole contractor or part of a consortium/grouping) in their offers are requested to demonstrate how their proposed methodology/strategy will guarantee the most efficient implementation and management of the requested tasks.

Finally, candidates should pay particular attention to the award criteria as described in point VII.4.1.1 above and make sure they present, in their offers, the necessary documentation and information allowing the offers to be assessed in that respect.

More particularly, candidates should ensure that elements which are not included in the simulation exercise are duly demonstrated by other means. For instance, candidates should include in their offers a detailed presentation of:

- flexibility of the team and availability of additional resources when and where needed;
- ability to contact directly the user community, to organise surveys, if deemed necessary, and to arrange dedicated focus group(s), interviews and ad-hoc assessment with radio-navigation experts and users (LOT 4 only, assessed through award criterion 2).

The candidates must fill in Annex II.A.(1-2-3-4, depending on the respective lot) to the Invitation to Tender—Technical Tables of Answers—and enclose all requested and/or necessary documents.

VIII.2.2. FINANCIAL PROPOSAL

The candidates must fill in Annex II.B. to the Invitation to Tender (Financial Table of Answers).

VIII.2.3. ADMINISTRATIVE DOCUMENTS

Administrative forms

The following original forms enclosed as following annexes to the Invitation to tender have to be duly completed, dated, signed and returned:

- Annex IV: legal entity form (see below)
- Annex V: financial identification form (see below)
- Annex VI: financial capacity form (see point VII.3.1)
- Annex VII: declaration of background (see below)
- Annex VIII: power of attorney (if applicable – see point VI.8)
- Annex IX: subcontractor letter of intent (if applicable – see point VI.7)

- Legal Entity Form

The legal entity form in Annex IV must be completed in and should be accompanied by requested supporting documents. In the case of a grouping, this form must be provided only by the person heading the project.

- Financial Identification Form

The bank identification form in Annex V must be completed and signed by an authorised representative of the candidate. In the case of a grouping, this form must be provided only by the person heading the project.

- Declaration of background and third party intellectual property

All background intellectual property rights (IPR), including, if applicable, third party's IPR, must be declared by completing the form in Annex VI. It is recalled that "background IPR" means IPR held by the tenderer and consortium members prior to the award of the contract, including IPR for which the application has been filed before the award of the contract, and which is needed for performing the contract or for using the deliverables of the contract. The form must be completed by all tenderers (including all consortium members). The Contractor shall give the GSA access rights to all the necessary

background IPR. IPR include the rights related to industrial property, know-how, copyrights and neighbouring rights.

Other documents:

Tenderers shall also include all documents and information necessary for the administrative assessment of their offers, including, but not limited to:

- balance sheets or extracts from balance sheets for the last three financial years (see point VII.3.1);
- statement of turnover relating to the relevant services for the last three financial years (see point VII.3.1);
- supporting documents to the legal entity form (see Annex IV);
- supporting documents to the financial identification form, if needed (see Annex V).

VIII.3. FURTHER INFORMATION

Requests for clarification on these specifications should be sent by email (tenders@gsa.europa.eu).

VIII.4. BID PREPARATION COSTS

Costs incurred in preparing and submitting tenders are borne by the candidates and will not be reimbursed.

VIII.5. INFORMATION FOR CANDIDATES

The GSA will inform candidates of decisions reached concerning the award of the contract, including the grounds for any decision not to award a contract or to recommence the procedure.

If a written request is received, the GSA will inform all rejected candidates of the reasons for their rejection and all candidates submitting an admissible tender of the characteristics and relative advantages of the selected tender and the name of the successful candidate.

However, certain information may be withheld where its release would impede law enforcement or otherwise be contrary to the public interest, or would prejudice the legitimate commercial interests of economic operators, public or private, or might prejudice fair competition between them.

IX. LIST OF ACRONYMS

Bid	Tender, these terms are interchangeably used
Candidate	Tenderer, Bidder- these terms are interchangeably used
Consortium	Grouping, these terms are interchangeably used
Contractor	Legal entity with whom framework contract is concluded
DI	Deliverable Item
EC	European Commission
EGNOS	European Geostationary Navigation Overlay Service

ESA	European Space Agency
FTE	Full Time Equivalent
Framework contract	Framework service contract that will be concluded for each lot after award decision. Annex III to the Invitation to Tender
GNSS	Global Navigation Satellite Systems (e.g. GPS, Galileo, Glonass) and all augmentation systems (e.g. EGNOS, EDAS) for the scope of this tender and the framework contracts.
GPS	Global Positioning System
GSA	European GNSS Supervisory Authority
KOM	Kick-Off Meeting
MEO	Medium Earth Orbit
MMFM	Market Monitoring and Forecasting Model
PoC	Point of Contact
PPP	Public Private Partnership
PVT	Position, Velocity, Time
SoW	Statement of Work
SWOT analysis	Strengths, Weaknesses, Opportunities and Threats analysis
TBC	To Be Confirmed
TBD	To Be Defined
Tender	Bid, these terms are interchangeably used
Tenderer	Candidate, Bidder –these terms are interchangeably used
T _o	T naught – Start of project activities
CBA	Cost-benefit analysis
PRS	Public Regulated Service
IPR	Intellectual Property Rights
ICD	Interface Control Document
OS	Open Service
CS	Commercial Service

X. LIST OF ANNEXES

Annex I: tender specifications (present document)
 Annex II-A.1: technical tables of answers – LOT 1
 Annex II-A.2: technical tables of answers – LOT 2
 Annex II-A.3: technical tables of answers – LOT 3
 Annex II-A.4: technical tables of answers – LOT 4
 Annex II-B: financial table of answers
 Annex III: draft contract
 Annex IV: legal entity form
 Annex V: financial identification form
 Annex VI: financial capacity form
 Annex VII: declaration of background IPR
 Annex VIII: power of attorney
 Annex IX: subcontractor letter of intent