



GSA/OP/09/16

"Provision of specialised support to GSA's market development"

Annex I to Invitation to Tender

'Tender Specifications'

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1 Overview

The present tender specifications are attached to the call for tenders and are intended to complement the information contained in the contract notice **2017/S 130-265066** providing to the tenderers further information on the procurement procedure and elements to allow them to prepare for the procurement process.

1.1. Context of the tender

The European GNSS Agency (hereinafter 'GSA', 'the Agency' or 'the Contracting Authority')¹ is the Agency formed by the European Union to accomplish specific tasks related to the European GNSS (Global Navigation Satellite Systems - EGNOS and GALILEO) programmes.

In particular, GSA's mission is to achieve the highest return on European GNSS investment, in terms of benefits to users and economic growth and competitiveness, supporting the commercialisation of the European systems and fostering their adoption by users. Over the past decade, the market for satellite navigation related products and services, has been growing at double-digit rates. The GSA plays a unique role in the development of commercial markets for EGNOS and Galileo, and linking space to user needs by:

- Promoting the use of Galileo and EGNOS to high-potential user sectors;
- Managing EU-funded research on innovative satellite navigation applications and technologies and leveraging the results;
- Monitoring the GNSS market and forecasting future developments.

A growing number of economic sectors, covering the mass market, professional, safety critical and governmental applications, increasingly utilise satellite navigation systems. Developing the use of satellite navigation brings enormous benefits to the economy, society and environment.

The GSA, according to the existing regulations shall in accordance with guidelines issued by the Commission contribute to commercialisation, promotion and marketing of the systems, by establishing contacts with current and potential users of the services provided under the programmes, collect information on their requirements and on the developments on the satellite navigation market. Furthermore, the GSA performs tasks associated with the GNSS programmes, in particular tasks

¹ - REGULATION (EC) No 1285/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013 on the implementation and exploitation of European satellite navigation systems

- 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



associated with the exploitation of the systems, including the operational management of the programmes, promotion of the applications and services on the satellite navigation market.

The GSA is also a recognised source of GNSS market and technology know-how, and is managing a series of recurrent activities to collect and share the GNSS insights with the industry and users:

- The Market Monitoring and Forecasting Process (MMFP) has been implemented to monitor the development of the growing market for Global Navigation Satellite Systems (GNSS) and its evolution and to provide information in support of market development. The MMFP contains two econometric models (market model and public benefits model), which are built using a selection of best practice economic modelling methodologies, based on drivers and market trends and on the available market data.
- The Technology Monitoring Process (TMP) complements the market monitoring process and its objective is the monitoring of trends and developments in the GNSS supply industry. It supports GSA in the definition of the best strategy towards Galileo market adoption, provision of updated statistics on Galileo penetration in user terminals and chipsets and analysing Galileo positioning among other GNSS and location technologies.
- Within the area called User Relationship Management (URM) GSA is focusing on providing the best services for users, translating the user needs into system requirements and implementing continuous improvement of the systems and their services that should be best customised to needs of various user communities. It also manages the annual User Consultation Platform, enabling exchange of information between users and EGNSS programme management.

These processes are implemented across all GNSS market segments.

1.2. Outline of the tender and procedural process

Name: GSA/OP/09/16 "Provision of specialised support to GSA's market development".

Procedure: Open call for tenders with publication in the Official Journal of European Union for procurement of services in 5 (five) lots.

It is important to note that:

- The Tenders will have to fulfil the conditions of submission set out in section 4 of these specifications.
- Any attempt by tenderer to obtain confidential information or enter into any arrangement aimed at distorting competition directly or indirectly or unduly influence the decision-making process of the Contracting Authority will lead to the rejection of his tender and may result in administrative penalties.



- Tenderers will be required to accept all the terms and conditions set out in the Invitation to Tender, Tender Specifications and Draft Framework Contract and, where appropriate, waive the Tenderer's own general or specific terms and conditions. The terms and conditions set out in the invitation to Tender, Tender specifications and Draft Contract shall be binding on the Tenderer to whom the Contract is awarded for the duration of the Contract.
- Independence and impartiality are important for the activities to be performed. The tenderer will have to prove its absence of conflict on interests, including but not limited to the case of involvement (previous or current) in the Galileo/EGNOS programmes, by signing the Declaration of Honour (Annex I.E of the tender specifications), and declaration on absence of conflict of interests at the time of tender submission, and a proposed operational structure to monitor and deal with potential and actual conflict of interest in the future, as specified in sections 2.4.10 and 3.2.3 and article I.12 of the framework contract.
- Tenderers are invited to note that the scope of activities of the GSA under Galileo/EGNOS exploitation programmes are expected to evolve and change in the coming years. In this respect, the scope of activities under the framework contracts may include new activities referred to in subsequent revisions of the Galileo and EGNOS programmes and / or their management.

The following schedule is expected to be followed in this procurement procedure:

TIMETABLE	Date	Comments
Launch of tender	29/06/2017	After publication in the OJ, all documents available at: http://www.gsa.europa.eu/gsa/procurement
Deadline for request of clarifications from GSA	28/08/2017	Requests to be sent in writing only to: tenders@gsa.europa.eu clearly quoting the reference number of procurement procedure
Last date on which clarifications are issued by GSA	05/09/2017	All clarifications will be published at: http://www.gsa.europa.eu/gsa/procurement Tenderers are advised to check this webpage on a regular basis for possible updates and/or clarifications
Deadline for submission of tenders	15/09/2017	According to conditions of submission set in Section 4 of these Tender Specifications



Opening session and start of evaluation session	21/09/2017	<p>Lot 1: 9h00 (local time) in GSA premises in Prague, Czech Republic.</p> <p>Lot 2: 9h45 (local time) in GSA premises in Prague, Czech Republic.</p> <p>Lot 3: 10h30 (local time) in GSA premises in Prague, Czech Republic.</p> <p>Lot 4: 11h15 (local time) in GSA premises in Prague, Czech Republic.</p> <p>Lot 5: 12h00 (local time) in GSA premises in Prague, Czech Republic.</p>
Completion of evaluation and award	October 2017	Estimated
Signature of the contract	November 2017	Estimated

1.3. Purpose of the invitation to tender

The purpose of this Invitation to Tender is to establish a set of 5 (five) framework contracts (one per lot) for 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.

To this end, the GSA will procure support services for the tasks described for each lot under paragraph 2.2 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.

2 Terms of reference

2.1 Applicable legal documents

Participation to the tender is subject to applicable legal restrictions and obligations. The reference documents include:

- Regulation (EC) No 1285/2013 of the European Parliament and of the Council of 11 December 2013 on the implementation and exploitation of European satellite navigation systems and



repealing Council Regulation (EC) No 876/2002 and Regulation (EC) No 683/2008 of the European Parliament and of the Council.

- 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, as amended by Regulation (EC) No 512/2014 of the European Parliament and of the Council of 16 April 2014.

The procurement procedure will be carried out in accordance with the rules of:

- Commission Delegated Regulation (EU) No 1271/2013 of 30 September 2013 on the framework Financial Regulation for the bodies referred to in Article 208 of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council;
- Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 as amended by Regulation (EU, Euratom) No 2015/1929 of 28 October 2015²;
- Commission Delegated Regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union, as amended by Commission Delegated Regulation (EU) 2015/2462 of 30 October 2015³.

In the general implementation of its activities and for the processing of tendering procedures in particular, regarding confidentiality and public access to documents, the GSA observes the following rules:

- Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 and Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data, and;

² OJ L 286/1 of 30.10.2015

³ OJ L 342/7 of 29.12.2015



- Council Regulation (EC) No 1049/2001 of 30 May 2001 regarding public access to European Parliament, Council and Commission documents.

Important note: Beyond the legal acts listed above, it shall be the contractor's duty and corresponding sole responsibility to comply and ensure full compliance with all applicable laws of any part of performance under the contract contemplated to be awarded as a result of the current procedure. Accordingly, the winning tenderer / contractor shall in particular hold the GSA harmless from any third party claim as may arise from or in connection with the contract or its implementation on grounds or argument of employment. It shall be the contractor's sole responsibility to ensure that its service providing personnel under the contract understand that they are not employed by the GSA and shall not interpret any part of their services to the GSA as creating any employment relationship between them and the GSA. The contractor shall immediately notify the GSA of any other circumstances that might give rise to claims against the GSA on the part of contractor's service providing personnel related to status of employment. In any event the contractor shall take all measures to prevent such claims from arising and shall hold the GSA harmless of any such claim.

In order to neutralise advantages for economic operators previously involved in the provision of consultancy services to GSA in the area of market development, GSA is requesting and will evaluate proposals based on simulation exercises for tasks which have not been subject of previous GSA contracts.

In order to ensure a level playing field for all potential bidders, the GSA makes herewith available links to market report and GNSS user technology report, obtained in the frame of previous procurements:

<https://www.gsa.europa.eu/market/market-report>

<https://www.gsa.europa.eu/european-gnss/gnss-market/2016-gnss-user-technology-report>

2.2 Technical terms of reference

Taking into account the different nature and objectives of the activities to be performed, the framework contract is divided into 5 (five) lots as follows:

- Lot 1: Monitoring of GNSS market and technology, including econometric modelling and forecasting and impact assessments
- Lot 2: EGNSS market development in professional applications
- Lot 3: EGNSS market development in transport applications
- Lot 4: EGNSS market development in mass market applications
- Lot 5: EGNSS market development in governmental applications

Tenderers may bid for one or more lots. However, a separate offer for each lot shall be submitted, as the lots are evaluated independently.



2.2.1 Lot 1: Monitoring of GNSS market and technology, including econometric modelling and forecasting and impact assessments

The contractor is expected to support the GSA in analysing the GNSS market within the Market Monitoring and Forecasting Process (MMFP), in particular of Galileo and EGNOS applications, modelling the different segments, forecasting the market evolution and preparing the content of GSA bi-annual publication: GNSS Market Report. Such analysis should cover all the current and potential GNSS applications within Aviation, Rail, Road, Maritime, Location Based Services, Internet of Things, Timing and Synchronisation, Surveying, and Agriculture. The contractor is also expected to support GSA in the Technology Monitoring Process (TMP), analysing the GNSS technology trends in a wider context of positioning and timing technologies and solutions and in preparing the content of GSA bi-annual publication: User Technology Report. This knowledge and data should be further used in various analyses, impact assessments and Cost Benefit Analyse CBAs) to support GSA work related to Galileo and EGNOS programmes.

Tasks to be carried out by the contractor will mainly include the support to GSA for:

2.2.1.1 Monitoring of GNSS market:

1. Analysis of GNSS market size, trends, prospects and segments, highlighting in this context the specific role of EGNSS;
2. Forecasting the trends in GNSS market based on economic modelling;
3. Research on the satellite navigation value chain, including chipsets and devices manufacturers, products and applications developers, service providers;
4. Analysis of industry structure and share per geographic area;
5. Further development and maintenance of the GSA Market Monitoring and Forecasting Process (MMFP) and the underlying model called Market Monitoring and Forecasting Tool (MMFT);
6. Refinement and extension of the MMFP/MMFT to cover new market segments and/or applications;
7. Implementation of MMFP, including validation of the inputs, scenario evaluation and production of reports and forecasts;
8. Preparation of the periodic GSA GNSS Market Report;
9. Development of other economic models and appropriate training manuals;
10. Sensitivity analysis of certain parameters in the models and MMFT;
11. Extraction of the model data to be used in other analyses upon request.

2.2.1.2 Monitoring of GNSS technology:

12. Analysis of GNSS technology trends and their evolution, including complementary technologies to GNSS;
13. Analysis of GNSS positioning within all location technologies, network and handset based;
14. Analysis of GNSS penetration in applications using location;
15. Analysis of Galileo and EGNOS penetration in the portfolio of GNSS receivers and chipsets;
16. Preparation of the periodic GSA User Technology Report.



2.2.1.3 Other activities:

17. Support to the User Relationship Management process, including the implementation of the periodic User Consultation Platform;
18. User Requirements definition and update by GNSS market segment, including the analysis of user requirements evolution and drivers;
19. CBA analyses, especially related to impact of the evolution of EGNSS;
20. Impact assessment of various policy measures proposed by European Commission (EC);
21. Analyses supporting the implementation of EC Space Strategy for Europe⁴.

2.2.2 Lot 2: EGNSS market development in professional applications

The purpose of this lot is to provide technical and business consulting and operational assistance mainly in form of on-site support to GSA in all matters related to the implementation of the E-GNSS adoption roadmap in the area of professional applications, aiming at increased penetration of Galileo and EGNOS in the GNSS equipment and increased overall GNSS use at the application level.

The professional applications cover all GNSS applications within agriculture, mapping, surveying, timing and synchronisation and similar use cases where high precision of positioning and timing is required.

The services to be provided under this activity are related to the GNSS and overall positioning and timing market analysis and update of the main market and technology drivers in the area of high precision. The implementation of adoption roadmap shall include the management of stakeholders' communities, including in the form of user fora, establishing contacts with current and potential users of the services provided under the programmes and collecting information on their needs and requirements for professional applications.

Tasks to be carried out by the Contractor will include in particular:

1. Technical and market analysis of EGNSS professional applications i.e. high precision segments, in particular mapping, surveying, agriculture and timing and synchronisation;
2. Analysis of upstream and downstream value chain, producing specific reports on related industries;
3. Analysis of emerging trends that are key drivers for GNSS application growth such as synergies with other space technologies such as Copernicus, Multi-constellation and multi-frequency use in high precision, PPP solutions;
4. Technical analysis of technologies and services that are competitive/alternative or complementary to GNSS;
5. Technical analysis of the GNSS augmentation services and related reference networks;
6. Analysis of GNSS penetration in high precision applications using location;

⁴ <https://ec.europa.eu/transparency/regdoc/rep/1/2016/EN/COM-2016-705-F1-EN-MAIN.PDF>



7. Technical analysis of user performance requirements and their evolution;
8. Support to the development and implementation of adoption roadmap for professional segments;
9. Support to stakeholders consultation and analysis of the feedbacks;
10. Support to cooperation with chipset and receiver manufacturers, reference network and other augmentation service providers, system integrators, device vendors and professional equipment manufacturers, value added service providers and professional users;
11. Co-marketing activities with key players in the value chain, including the establishment and support in implementation of prize competitions;
12. Studies for technical feasibility analysis, including test campaigns and pilot projects with final users for validation;
13. Support to development of inputs to related industrial policy;
14. Characterisation and implementation of marketing tools for EGNSS promotion;
15. Support to cost-benefit analysis of service improvements;
16. Drafting of guidelines for manufacturers and users;
17. Support to EC Space Strategy for Europe in the area of professional applications.

2.2.3 Lot 3: EGNSS market development in transport applications

The purpose of this lot is to provide technical and business consulting and operational assistance mainly in form of on-site support to GSA in all matters related to the implementation of the E-GNSS adoption roadmap in the area of transport applications, aiming at increased penetration of Galileo and EGNOS in the GNSS equipment and increased overall GNSS use at the application level.

The transport applications cover all GNSS applications within road and smart mobility, maritime, rail, aviation and any combination of the transport modes where usually safety and reliability of positioning and timing is required. The applications related to smart cities as well as mobility as a service concept shall be covered within this lot.

The services to be provided under this activity are related to the GNSS and overall positioning and timing market analysis and update of the main market and technology drivers in the area of transport and mobility. The implementation of adoption roadmap shall include the management of stakeholders' communities, including in the form of user fora, establishing contacts with current users and potential users of the services provided under the programmes and collecting information on their needs and requirements for transport applications.

Tasks to be carried out by the Contractor will include in particular:

1. Technical and market analysis of EGNSS transport applications, in particular road, rail, aviation, maritime and any combination of the transport modes;
2. Analysis of upstream and downstream value chain, producing specific reports on related industries;



3. Technical analysis of technologies and services that are competitive/alternative or complementary or augmentation to GNSS;
4. Technical analysis of user performance requirements and their evolution;
5. Analysis of emerging trends that are key drivers for GNSS application growth such as autonomous vehicles and vessels, smart mobility and mobility as a service, UAVs, synergies with other space technologies such as Copernicus, Multi-constellation navigation in safety critical applications, intermodal logistics.
6. Support to development and implementation of adoption roadmaps for transport segments;
7. Support to stakeholders consultation and analysis of the feedbacks;
8. Support to cooperation with chipset, receiver and module manufacturers, system integrators, device vendors and tier 1 suppliers, airlines/aircraft, ship and train owners, vehicle, train and aircraft manufacturers, air navigation service providers, aerodromes, railway infrastructure managers, ports, value added service providers and users;
9. Co-marketing activities with key players in the value chain, including the establishment and support in implementation of prize competitions;
10. Studies for technical feasibility analysis, including test campaigns and pilot projects with final users for validation;
11. Support to development of inputs to related industrial policy;
12. Characterisation and implementation of marketing tools for EGNSS promotion;
13. Support to cost-benefit analysis of service improvements;
14. Drafting of guidelines for manufacturers and users;
15. Support to EC Space Strategy for Europe in the area of transport applications.

2.2.4 Lot 4: EGNSS market development in mass market applications

The purpose of this lot is to provide technical and business consulting and operational assistance mainly in form of on-site support to GSA in all matters related to the implementation of the E-GNSS adoption roadmap in the area of Location Based Services (LBS) and Internet of Things (IoT) applications, aiming at increased penetration of Galileo and EGNOS in the GNSS equipment and increased overall GNSS use at the application level.

The LBS applications cover all GNSS applications that are using open GNSS services at consumer devices such as smartphones, tablets, cameras, personal tracking and wearables (smart watches, fitness equipment). The IoT applications are covering the M2M (machine to machine) applications using location to establish the position of objects and people and communicate it via dedicated networks.

The services to be provided under this activity are related to the GNSS and overall positioning and timing market analysis and update of the main market and technology drivers in the area of mass market applications. The implementation of adoption roadmap shall include the management of



stakeholders' communities, including in the form of user fora, establishing contacts with current users and potential users of the services provided under the programmes and collecting information on their needs and requirements for mass market applications.

Tasks to be carried out by the Contractor will include in particular:

1. Technical and market analysis of EGNSS mass market applications, in particular in Location Based Services and Internet of Things;
2. Analysis of upstream and downstream value chain, producing specific reports on related industries;
3. Technical analysis of technologies and services that are competitive/alternative or complementary or augmentation to GNSS;
4. Technical analysis of user performance requirements and their evolution;
5. Analysis of emerging trends that are key drivers for GNSS application growth such as automation, ubiquitous location, big data, artificial intelligence, augmented reality, use of multi-constellation, carrier phase and multi-frequency in mass market, development of dedicated IoT networks such as LPWAN (Low-Power Wide-Area Network).
6. Support to development and implementation of adoption roadmaps for mass market segments;
7. Support to stakeholders consultation and analysis of the feedbacks;
8. Support to cooperation with chipset and receiver manufacturers, system integrators, device vendors, value added service providers, software application developers and users;
9. Co-marketing activities with key players in the value chain, including the establishment and support in implementation of prize competitions, organisation of hackathons;
10. Studies for technical feasibility analysis, including test campaigns and pilot projects with final users for validation;
11. Support to development of inputs to related industrial policy;
12. Characterisation and implementation of marketing tools for EGNSS promotion;
13. Support to cost-benefit analysis of service improvements;
14. Drafting of guidelines for manufacturers and users;
15. Support to EC Space Strategy for Europe in the area of mass market applications.

2.2.5 Lot 5: EGNSS market development in governmental applications

The purpose of this lot is to provide technical and business consulting and operational assistance in form of mainly on-site support to GSA in all matters related to the implementation of the E-GNSS adoption roadmap in the area of governmental applications, aiming at increased penetration of Galileo and EGNOS in the GNSS equipment and increased overall GNSS use at the application level.



The governmental applications cover all GNSS applications using encrypted signals (including but not limited to PRS service).

The services to be provided under this activity are related to the GNSS and overall positioning and timing market analysis and update of the main market and technology drivers in the area of governmental applications. The implementation of adoption roadmap shall include the management of stakeholders' communities, establishing contacts with current users and potential users of the services provided under the programmes and collecting information on their needs and requirements for governmental applications.

Tasks to be carried out by the Contractor will include the support to GSA in:

1. Technical and market analysis of governmental applications, assessing the potential usefulness of the Galileo PRS service;
2. Analysis of upstream and downstream value chain, producing specific reports on related industries;
3. Analysis of user requirements and their evolution;
4. Development and implementation of adoption roadmap for PRS;
5. Stakeholders consultation and analysis of the feedbacks;
6. Development of inputs to related industrial policy;
7. Characterisation and implementation of marketing tools for PRS promotion.

2.2.6 Supplementary activities

In duly justified circumstances the contracting authority may consult in writing the contractor, requesting it to supplement its tender, provided the specification used for setting up the FWC shall not be substantively changed. Specific contracts shall be established on the basis of the unit prices indicated in the offer (Annex II to the framework contract), however, the GSA may request the contractor to propose supplementary services and/or supplies of the same type as those listed in the tender. The supplementary elements may not depart from the essential terms fixed in the framework contract and may be requested only if they are absolutely necessary for the execution of the request for services. Supplementary elements will be ordered on the basis of a quote provided by the contractor which shall require prior approval by the GSA.

2.2.7 Minimum requirements (for all lots)

As per Article 104 FR, the Contracting Authority shall indicate which elements define the minimum requirements to be met by all tenders.

Those minimum requirements are the following:



Ref. #	Minimum requirement	To be evidenced by	Applicable to
M1	Tenders must be able to provide service in Czech Republic.	Duly filled and signed declaration in Annex I.O.	Consortium as a whole
M2	Tenderers shall comply with applicable obligations in the fields of environmental, social and labour law established by European Union law, national law and collective agreements or by the international environmental, social and labour law provisions listed in Annex X of Directive 2014/24/EU.	Duly filled and signed declaration in Annex I.O	Each consortium member

As per Article 111 of the FR, tenders which do not comply with all the minimum requirements shall be rejected.

2.3 Milestones and deliverables

The intermediate and final outputs and deliverables during the execution of the framework contract through specific contracts shall include (to be further detailed in the specific contract):

- Relevant progress reports (monthly, quarterly, ad hoc, close-out) as defined in relevant specific contract applicable mainly to on-site support,
- Deliverables acceptance sheets duly dated and signed by the contractor and the Contracting Authority's project officer,
- A detailed justification of all expenses incurred, including but not limited to, justification timesheets justifying the amount of days spent to perform the tasks,
- Market research reports,
- Ad-hoc technical reports,
- Reviews,
- Presentations,
- Meeting minutes,
- Software tools,



- Production and distribution of documents (presentations, booklets, website pages or other awareness documentation).

Unless otherwise specified by the GSA, the contractor shall deliver 1 (one) electronic copy of each deliverable with all relevant data, including the presentations done during the meetings.

For each lot, the intermediate and final outputs and deliverables for the interim and final payment (e.g. progress report/final report, preparation of articles, leaflets, installation of IT hardware, delivery of on-site support, ad-hoc presentations, etc.) will be required at the level of specific contracts. The corresponding submission timelines, volume, detailed tasks will also be described at the level of each Specific Contract Terms of Reference.

The language in which the deliverable (including all reports and software) is to be submitted is English, unless otherwise specified by the GSA.

The GSA will have 30 (thirty) calendar days from receipt of the deliverables to approve or reject them in full or in part. The contractor will have 15 (fifteen) calendar days to submit additional information / another report / clarifications upon reception of the comments and/or request for clarification from the GSA.

Results of the activities performed under the framework contract may be published or released by the GSA to third parties. For this purpose, the contractor must ensure that there are no restrictions based on confidentiality and/or intellectual property rights imposed by third parties. Should the contractor intend to use study data that cannot be published, such limitation must be explicitly mentioned in the offer.

2.4 Legal and contractual terms of reference

2.4.1 Form of contract

The aim of this procurement is to award five single framework contracts –one for each lot- for the provision of the services described in present tender specifications.

A single framework contract is a framework contract concluded between the Contracting Authority and a single economic operator (or consortium). Following signature of the framework contract, the GSA may issue specific contracts depending on the specific needs. The services requested will be subject to specific contracts and involve the tasks detailed in the terms of reference for the relevant specific contract.

Signature of the framework contracts imposes no obligation on the GSA to purchase and the contract value per lot is an estimate ceiling for purchase of services under each contract.



The Contracting Authority reserves the right to make use of a negotiated procedure without prior publication of a contract notice for similar supplies / services with the same contractor in case of need, as foreseen in Art. 134(1)(e) RAP.⁵

2.4.2 Place of performance

The main place of performance of the tasks for all the lots shall be at the contractor's premises or, for on-site support, at GSA premises. The on-site support specific contracts is not expected to exceed 50% of the total contract value per lot. It is possible that the contractor will be requested to provide services elsewhere within the area of the European Union, as for example European Commission premises.

2.4.3 Volume of the contract

The indicative budget estimated for the total/maximum duration of the contracts for each lot is:

For lot1: 3.500.000€ (three million five hundred thousand euro)

For lot2: 2.000.000€ (two million euro)

For lot3: 5.000.000€ (five million euro)

For lot4: 2.000.000€ (two million euro)

For lot5: 1.000.000€ (one million euro).

This budget is only indicative; it will be subject to budget allocations given to the GSA.

2.4.4 Duration

Each FWC is intended to be signed for an initial period of one year.

The contracts are automatically renewed 3 (three) times for three additional 12 (twelve) months period under the same conditions, unless written notification to the contrary is sent by the Contracting Authority. The maximum duration of the Contract is 48 (forty-eight) months.

2.4.5 Language of the contract

The working language of the contract shall be English with application of further requirements as specified in these tender specifications.

⁵ Commission Delegated Regulation (EU) No 2462/2015 of 30 October 2015.



2.4.6 Subcontracting

2.4.6.1 General provisions

The contractor will be able to call on subcontractors (natural or legal persons) to provide specific expertise and 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.

The tenderer must indicate clearly which parts of the work will be sub-contracted and to what extent (proportion in %).

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, tenderers must furnish a statement guaranteeing the eligibility of the sub-contractor. In addition, each sub-contractor shall complete and sign a letter of intent (Annex I.J).

The tenderer shall present the name, contacts and legal representatives of the proposed subcontractors.

In case the tenderer relies on a subcontractor to fulfil specific selection criteria, i.e. capacity requirements, it has to mention that subcontractor already clearly in the tender, accompanied with the subcontractor's letter of intent (Annex I.J).

If the identity of the sub-contractor(s) is not known at the time of submitting the tender, the tenderer who is awarded the framework contract will propose the subcontractors for each specific contract and will have to seek GSA's prior written authorisation before entering into a sub-contract.

Where no sub-contracting is indicated in the tender the work will be assumed to be carried out directly by the tenderer.

For lot 5 the participation conditions described in section 2.4.9 are applicable also for sub-contractor(s).

2.4.7 Participation of consortia

Consortia may submit a tender on the 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 consortium) must specify a single legal entity heading the project (of submission of the tender) (the leader), which is the sole point of contact, and must also submit necessary, relevant document(s) proving authorisation of this legal entity to (i) submit a tender on behalf of the consortium, and (ii) sign the ensuing contract in case of award on behalf of the consortium.

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). Concerning the selection criteria “economic and financial capacity” as well as “technical and professional capacity”, the evidence provided by each member of the consortium will be checked to ensure that the consortium as a whole fulfils the criteria.

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

2.4.8 Participation conditions for lots 1 to 4

Participation in this procurement procedure shall be open on equal terms to all economic operators (natural and legal persons) established in the territory of the Member States of the European Union and to all economic operators established in a third country which has a special agreement with the EU in the field of public procurement, when applicable to the Agency, under the conditions laid down in that agreement. It shall also be open to international organisations.

Economic operators referred to above are considered established in the EU when they are formed in accordance with the law of an EU Member State, and have their central administration / registered office / principal place of business in an EU Member State (if legal persons) or they are nationals of one of the EU Member States (if natural persons).

Tenderers shall clearly indicate in Annex I.A their place of establishment and present supporting evidence applicable under the law of the country in which the tenderer declares to be established.

2.4.9 Participation conditions for lot 5

2.4.9.1 For reasons related to the protection of the essential interest of the security of the European Union and/or its Member States and to public security, the participation to the tender for lot 5 (including through subcontracting where such subcontracting presents a security aspect) is limited to economic operators established in European Union Members States.



Economic operators referred to above are considered established in the EU when all of the following conditions are met:

- a) they are formed in accordance with the law of an EU Member State, and have their central administration or registered office or principal place of business in an EU Member State (if legal persons) or they are nationals of one of the EU Member States (if natural persons); and
- b) their decision making centres (defined by reference to the criteria set out in Article 22(1) of Directive 2013/34/EU, also including the ultimate controlling person) comply with the conditions under 2.4.9.1(a) above; and
- c) the facilities (for goods manufacturing and/or supplying of services) which tenderer would use for the execution of the contract are located in the EU.

2.4.9.2 In exceptional circumstances related to the nature, cost or availability of specific goods and/or services, GSA may on the basis of motivated and justified waiver requests submitted in writing by economic operators, authorise participation of:

- a) prime contractors which do not meet the conditions under 2.4.9.1(b) above
- b) subcontractors (presenting security aspects) which fail to fulfil one or more of the conditions under 2.4.9.1(a) (b) (c) above;

provided that they demonstrate the implementation of sufficient measures in order to guarantee the protection of the essential interest of the security of the European Union and its Member States and public security.

2.4.10 Confidentiality, Security, Conflicts of Interest, applicable standards

2.4.10.1 Confidentiality

The tenderers undertake to treat in the strictest confidence and not make use of or divulge to third parties any information or documents which are linked to the procurement process and/or the performance of the framework contract. The contractor shall continue to be bound by this undertaking after completion of the tasks. Tenderers are requested to submit with their tender an NDA duly signed by all entities included in the tenderer's organisation (all consortium members and any proposed subcontractors).

The tenderer shall further be ready for his service personnel to provide a written statement that they will respect the confidentiality of any information which is linked, directly or indirectly, to execution of the tasks and that they will not divulge to third parties or use for their own benefit or that of any third party any document or information not available publicly, even after completion of the tasks.



The GSA reserves further rights to ask the contractor (including any member of a consortium and any subcontractor and any member of their staff performing the services) to sign a declaration regarding confidentiality, non-disclosure and/or declaration regarding precise obligations of processing of personal data.

2.4.10.2 Conflicts of interests

In addition to signing the Declaration of Honour provided as Annex I.E tenderers are required to provide the following further documents for each of the lots:

1. Tenderers shall prove their absence of conflict of interests at the time of the tender submission by providing of a **Declaration on absence of conflict of interests** (Annex I.I).
2. In addition, tenderers shall include, in its tender for the Framework Contract a presentation of operational structure, mechanisms and measures that shall be put in place for monitoring the absence of conflict of interests and manage their possible occurrence during the execution, in compliance with GSA policy on prevention and management of conflicts of interest for staff and third parties working for the GSA (annex V of the framework contract), which is evaluated as an award criterion.

Upon assessment by the GSA of the above documents the GSA may exclude any tenderer who did not present the required declarations or submitted presentation regarding the way of dealing with conflict of interests, which was considered insufficient, inadequate or irrelevant. For each specific contract, the contractor must propose the personnel involved in the tasks. The contractor's personnel proposed may be rejected on the basis of conflict-of interest.

In order to prevent conflict of interests contractors shall be required to include in each specific contract the presentation of personnel and mechanisms for monitoring and managing conflict of interests during the execution of the specific contract, which shall be evaluated.

As part of contractor's specific offers, signed declaration(s) of confidentiality and absence of conflict of interests shall be provided to the GSA, as per Annex II.IV to the framework contract. Declarations shall be signed as well by every dedicated expert proposed to be assigned to tasks under the related specific contract (Annex D to the specific contract). Please note that tenderers are not requested to provide such signed annexes at the time of submission of the tender.

2.4.10.3 Security

The contractor shall commit towards the Agency to ensure through adequate arrangements with its service providing personnel that they are bound to follow any security rules as may be set by the Agency from time to time for anyone entering into or staying in the premises of GSA – any such rules shall be provided to the contractor.



2.4.11 Additional security requirements for lot 5

For Lot 5 additional security requirements shall be applied.

The security principles contained in Commission Decision 2015/444/EC, as last modified, shall govern the execution of the activities included in Lot 5. They are supplemented by other Commission's rules as well as the GSA rules and requirements as necessary more specifically with regard to contractor's staff and way of working.

The activities included in Lot 5 require the handling and production of documents classified up to SECRET UE/EU SECRET. Contractor's staff may access area or data classified up to SECRET UE/EU SECRET while performing their tasks. The tenderer and any subcontractor(s) will have to demonstrate they have a Facility Security Clearance (FSC) up to SECRET UE/EU SECRET. The tenderer and any subcontractor(s) will also have to demonstrate that the personnel employed for the performance of the tasks required by the contract hold a valid Personnel Security Clearance (PSC) up to SECRET UE/EU SECRET.

Any classified information should be treated according to the instructions set out in the security aspects letter (referred to as "SAL" – Annex I.M).

2.4.11.1 Security aspects letter requirements

During the tendering process and within deadline of submission of tenders, economic operators (all members of consortium and sub-contractors) shall fill in, sign and submit the SAL (Annex I.M) and provide evidence of compliance where requested.

Based on the signed and duly-completed SAL and associated supporting evidence provided by the tenderer, acceptance or rejection of the SAL will be performed at the sole discretion of the GSA.

2.4.11.2 Access to PRS Information

For the execution of some of the activities performed in the context of the contract, economic operators (including all individual legal entities involved in the setup of the tenderer) will have to access PRS information and therefore will have to comply with the requirements of the PRS decision (Decision 1104/2011/EU). In particular, they shall comply with the need to be authorised by the Security Accreditation Board of the EU GNSS systems (SAB) and their national Competent PRS Authority (CPA), except if they demonstrate that one or several members or sub-contractors do not have the need to know and thus no need to gain access to PRS information for the performance of their tasks.



The economic operators (including all individual legal entities involved in the setup of the tenderer) will need to access PRS information related to “PRS Support” category for the tasks included in Lot 5. Tenderers shall therefore obtain the specific Authorisation from the SAB with respect to the relevant category.

Economic operators (including all individual legal entities involved in the setup of the tenderer) are therefore requested to follow these steps:

1. To justify whether they will need to access to PRS information based on their anticipated role in supporting the performance of the different tasks. This justification has to be provided in a “PRS Information Management Plan” document illustrating the organisation chart showing clearly the units within each legal entity and naming the natural persons (with a justification of their need-to-know) that may require access to classified PRS information. Instructions for the definition of the “PRS Information Management Plan” are in the Annex I.L of the Invitation to Tender;
2. To ask to their respective national CPA to submit a request for a SAB authorisation for the relevant PRS category (“PRS Support”);
3. To provide written confirmation from the CPA that the request to the SAB was submitted or is in the process of being submitted;
4. Evidence of step 1 and 3 shall be provided together with the Tender.

IMPORTANT NOTES:

(i) Failing to comply with the requirement of step 4 may lead to exclusion from the procurement process.

(ii) The tenderers must have the process of SAB authorisation completed by the time of the contract signature. Failure of the winning tenderer to provide evidence for completed SAB authorisation process for the relevant categories required shall lead to cancellation of the award decision and potentially to award of the contract to the tenderer ranked next.

3 Assessment of tenders

The evaluation is based solely on the information provided in the submitted tender. It involves the following:

1. Verification of **non-exclusion** of tenderers on the basis of the exclusion criteria;



2. Selection of tenderers on the basis of **selection criteria** verifying the (a) the legal and regulatory capacity, (b) the technical and professional capacity; and (c) the economic and financial capacity of each tenderer;
3. Verification of compliance with the **minimum requirements**.
4. Evaluation of tenders on the basis of the **award criteria**.

3.1. Exclusion criteria

Participation in this tender is only open to tenderers (all entities involved, including sub-contractors) who will be able to sign the declaration of honour on exclusion criteria and selection criteria (Annex I.E to this document). Failure to do so will lead to exclusion from the procurement process.

In case of joint tender, each member of the group must provide a declaration on honour signed by an authorised representative.

Before the signature of contract the successful tenderer will have to submit supporting documents to the Declaration of Honour (listed in therein).⁶

3.2. Selection criteria

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

The tenderer may rely on the capacities of other entities but must include the proportion of the contract that the tenderer intends to subcontract.

3.2.1. Legal and regulatory capacity

In order to fulfil the professional activity, the Contracting Authority requires the tenderer to fulfil the below requirements. Criterion L1 shall apply to all lots.

⁶ This does not apply for International Organisations and tenderers that have already submitted the documentary evidence for another procurement procedure and provided the documents are not older than one year. In such cases, the tenderer must declare on its honour that the documentary evidence is still applicable. Moreover, the GSA reserves the right to ask the tenderer to submit a declaration that subcontractors fulfil the exclusion criteria.



Ref. #	Legal and regulatory capacity	To be evidenced by	Applicable to
L1	Tenderers must be authorised to perform the framework contract under the national law.	<p>A duly filled in and signed Legal Entity Form (see Annex I.B) alongside a copy of the trade or professional register excerpt of the entity and the supporting documents required in the form, i.e. copy of the value added tax (VAT) registration document.</p> <p>Where a tenderer has already signed another contract with the GSA or applied in a GSA procurement, it may provide instead of the legal entity file and its supporting documents a copy of the legal entity file provided on that occasion or refer to it, unless a change in its legal status occurred in the meantime or the legal entity file or its supporting documents are older than one year.</p>	Tenderers (including all consortium members and any proposed sub-contractors individually).

The following requirement is applicable only for lot 5

Ref. #	Legal and regulatory capacity	To be evidenced by	Applicable to
L2	<p>Specific requirement – place of establishment</p> <p>Tenderers are expected to fulfil the establishment requirements as outlined in section 2.4.9</p>	As evidenced by proof provided for under criterion L1 and all necessary documents demonstrating and tracing the fulfilment of establishment requirement	Tenderers (including all consortium members and any proposed sub-contractors individually).



3.2.2. Economic and financial capacity criteria

The tenderer (all legal entities belonging to a consortium) must demonstrate the financial and economic capacities required for performance of the contract. Criteria F1 and F2 shall apply to all lots.

Ref. #	Economic and financial capacity	To be evidenced by	Applicable to
F1	The tenderer must be in a stable financial position and have the economic and financial capacity to perform the framework contract.	Duly filling in, signing, dating and submitting the template financial statements form relating to selection stage, as per the template provided in Annex I.F Submitting a full copy of the tenderer's annual accounts (balance sheet, profit and loss account, notes on the accounts and auditors' remarks when applicable (with reference to Annex I.F)	Tenderers (each consortium member individually)
F2	The tenderer is expected to prove minimum general yearly turnover over the last 3 (three) years of : <ul style="list-style-type: none"> • Lot 1: 800,000 € • Lot 2: 500,000 € • Lot 3: 1,250,000 € • Lot 4: 500,000 € • Lot 5: 250,000 € In case the tenderer intends to submit a proposal for more than one lot, the minimum	Submitting a statement of overall turnover and turnover relating to the relevant services of the last 3 (three) years , as approved by the competent body of the company and, where applicable, audited and/or published (with reference to Annex I.F)	Tenderers (all consortium members cumulatively)



Ref. #	Economic and financial capacity	To be evidenced by	Applicable to
	yearly turnover threshold shall be equal to the sum of minimum thresholds of the corresponding lots.		

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

In particular, in case the tenderer has less than three years of existence, compliance with this criterion may be demonstrated by the submission of full financial statements compliant with the above thresholds, corresponding to the year(s) of existence of the tenderer or other appropriate justification or references proving his financial and economic capacity as the GSA may consider appropriate.

3.2.3. Technical and professional capacity criteria

The following criteria shall be fulfilled by each tenderer for evaluating its technical and professional capacity for performance of the contract.

COMMON SELECTION CRITERIA (lot1 – lot5)

Below are the required profiles for the implementation of the framework contract. The contractor shall have the resources listed below available at any given time throughout the lifecycle of framework contract (made available upon request for issue of a specific contract):

- **Project manager:** At least 10 years' professional experience in consultancy of which at least 5 years of proven experience in project management for projects of size and complexity similar to the present contract and international character related to technology development, launch of new products and services in the area defined for the lot. The experience shall include overseeing project delivery, quality control of delivered service, client orientation and conflict resolution, management of team of at least 5 people.

Senior consultant: Relevant higher education degree e.g. in engineering (telecommunications, aerospace, electronics are preferred) or economics. At least 6 years' professional experience in the field of strategic or technology consulting in GNSS or in



downstream markets relevant for the selected lot. Excellent communication and organizational skills.

- **Analyst:** relevant higher education, at least 3 years' experience in desk research, data collection techniques, analysis, presentation of data in the area defined for the Lot.

When assigning specific contracts, the Contracting Authority shall define more detailed requirements on the particular areas of expertise required for the particular tasks to be handled under it, remaining still within the boundaries of the general description of the profiles provided above. For each specific contract the contractor shall be able to promptly provide the specific expertise in the concrete area requested, by making available experts either from the contractor's organisation or from sub-contracting.

The tenderer shall propose and provide evidence in its tender for minimum:

Ref. #	Technical and professional capacity	To be evidenced by	Applicable to
S1	1 (one) Project Manager (see profile requirements above)	Submission of a detailed Curriculum Vitae in English language (Europass CV templates should be used, available at: http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions)	Tenderers (including all consortium members and any proposed subcontractors cumulatively)
S2	2 (two) Senior Consultant (see profile requirements above)		
S3	5 (five) Analyst (see profile requirements above)		

The tenderer shall respond by filling out tables (b)1, (b)2 and (c)3 of Annex I.G of the Invitation to Tender and providing the necessary supporting documents.

In addition the following selection criteria, in common for all the lots, shall be fulfilled by each tenderer:

Ref. #	Technical and professional capacity	To be evidenced by	Applicable to
S4	Confidentiality requirement Tenderer shall comply with the confidentiality requirements according to the provisions of sections 2.4.10 and 2.4.11	A signed by an authorised representative of the entity Non-Disclosure Agreement (NDA) according to the model provided in Annex I.K with (only for lot 5) a proof for Local	Tenderers (including all consortium members and any proposed



		Security Officer appointment attached to it.	subcontractors individually)
S5	At the moment of submission of the offer, tenderers shall not be in a situation of conflict of interest in relation to the subject matter of the contract they apply for, including (but not limited to) circumstances referred to in the GSA policy on prevention and management of conflicts of interest for staff and third parties (Annex II. V to the framework contract)	<p>As per section 2.4.10.2 (1):</p> <p>(i) declaration on absence of conflict of interests (Annex I.I) in particular (without limitation) in relation to previous and/or current involvement in the Galileo/EGNOS programmes.</p> <p>(ii) Moreover, the tenderers (each consortium member) shall submit a Declaration of Honour (Annex I.E).</p>	<p>(i) Tenderers (including all consortium members and any proposed subcontractors cumulatively)</p> <p>(ii) Tenderers (including all consortium members and any proposed subcontractors individually)</p>

SPECIFIC SELECTION CRITERIA

Lot1 Selection criteria

Ref. #	Technical and professional capacity	To be evidenced by	Applicable to
Lot 1. S6	Experience in market analysis and forecasting using advanced econometric modelling techniques.	Description of three (3) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	Tenderers (including all consortium members and any proposed



Ref. #	Technical and professional capacity	To be evidenced by	Applicable to
Lot 1. S7	Experience in impact assessment studies and/or cost-benefit analyses of large projects and/or policy measures.	Description of three (3) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	subcontractors cumulatively)
Lot 1. S8	Experience in consulting projects related to downstream GNSS applications market.	Description of three (3) relevant examples provided of related tasks carried out and completely handled by the tenderer in the past 5 years.	
Lot 1. S9	Knowledge of GNSS and other positioning technologies together with their trends.	Description of at least two (2) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	

Lot2 Selection criteria

Ref. #	Technical and professional capacity	To be evidenced by	Applicable to
Lot 2. S6	Experience in project management of highly complex, innovative and high technology projects.	Description of three (3) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	Tenderers (including all consortium members and any proposed subcontractors cumulatively)
Lot 2. S7	Experience in consulting projects related to GNSS technology.	Description of two (2) relevant examples of related tasks carried out and	



		completely handled by the tenderer in the past 5 years.	
Lot 2. S8	Experience in consulting projects related to the GNSS professional applications, i.e. high precision segments, in particular surveying, agriculture and timing.	Description of two (2) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	

Lot3 Selection criteria

Ref. #	Technical and professional capacity	To be evidenced by	Applicable to
Lot 3. S6	Experience in project management of highly complex, innovative and high technology projects.	Description of three (3) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	Tenderers (including all consortium members and any proposed subcontractors cumulatively)
Lot 3. S7	Experience in consulting projects related to GNSS technology.	Description of two (2) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	
Lot 3. S8	Experience in consulting projects related to the downstream segments of GNSS transport applications (aviation, rail, road and maritime).	Description of one (1) relevant example of related tasks carried out and completely handled by the tenderer in the past 5 years.	

Lot4 Selection criteria

Ref. #	Technical and professional capacity	To be evidenced by	Applicable to
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Lot 4. S6	Experience in project management of highly complex, innovative and high technology projects.	Description of three (3) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	Tenderers (including all consortium members and any proposed subcontractors cumulatively)
Lot 4. S7	Experience in consulting projects in the area of Location Based Services and/or Internet of Things.	Description of two (2) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	
Lot 4. S8	Knowledge of Telecommunications and Information Technology (IT) industries, including the user level hardware, networks, operating systems and application developers' community. The knowledge shall be demonstrated with experience and achievements record in relevant projects.	Description of two (2) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	
Lot 4. S9	Technical knowledge of GNSS and complementary positioning technologies with specific experience and participation to consultancy projects.	Description of two (2) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	

Lot5 Selection criteria

Ref. #	Technical and professional capacity	To be evidenced by	Applicable to
Lot 5. S6	Experience in project management of highly complex, innovative and high technology projects.	Description of three (3) relevant examples of related tasks carried out and	Tenderers (including all consortium



		completely handled by the tenderer in the past 5 years.	members and any proposed subcontractors cumulatively)
Lot 5. S7	Technical knowledge of GNSS, demonstrable with specific experience and participation to consultancy projects.	Description of at least three (3) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	
Lot 5. S8	Experience in at least 2 main application areas of PRS among defence, public safety and security, critical infrastructure.	Description of two (2) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	
Lot 5. S9	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.	Description of two (2) relevant examples of related tasks carried out and completely handled by the tenderer in the past 5 years.	
Lot5. S10	<p>Security requirements</p> <p>Tenderers must provide evidence of their ability to comply with the security requirements set in section 2.4.11 of the tender specifications.</p>	As evidenced by specific, appropriate and conclusive means following section 2.4.11 including but not limited to SAL (Annex I.M) to be signed by an authorised representative of the entity confirming compliance with its requirements.	Tenderers (including all consortium members and any proposed subcontractors individually)

Note: The Agency reserves the right to verify any of the information provided, therefore the Agency may elect to contact any of the presented organisations/companies for reference. With provision of the requested information the tenderer's permission is assumed granted unless otherwise specified in the offer.



Further documents may be requested at a later stage for the purpose of providing evidence of compliance with the Agency's requirements.

3.3. Award Criteria

All tenders will be assessed in the light of the objectives, specifications and criteria set out in these Tender Specifications.

The assessment of the tenders in award stage is carried out in two successive stages against the Qualitative and Financial Award Criteria set out below.

3.3.1. Qualitative Award Criteria

The technical quality of the tender will be solely assessed on the basis of the tenderer's technical proposal. The maximum score is 100 points. Tenders who do not receive a minimum of **75 points** on quality will be rejected. Furthermore, any tender which receives a score in any of the qualitative criteria which is less than the minimum indicated in the table will be rejected.

Technical evaluation score will be drawn up on the basis of the following criteria:

Ref no	Qualitative award criterion	Minimum points	Maximum points
Q1.	Overall quality and completeness of the proposal for the simulation exercise Evaluated with equal weight on the basis of: <ul style="list-style-type: none"> - Identification of the specific market enablers and drivers, as required in the simulation exercise; - Quality and accuracy of analysis and critical review of the tasks to be performed in the simulation exercise for the respective lot; - Completeness and level of detail of the proposal. 	17	28
Q2.	Adequacy of the proposed approach and methodology of the simulation exercise Evaluated with equal weight on the basis of: <ul style="list-style-type: none"> - Quality of the proposed methods and presentation of the rationale behind the selection of the proposed approach; 	28	40



	<ul style="list-style-type: none"> - Creativity of the proposed solutions; - Identification of key challenges and related risks and proposed means for their mitigation. 		
Q3.	<p>Adequacy and quality of the project management & planning of the simulation exercise:</p> <p>Evaluated with equal weight on the basis of:</p> <ul style="list-style-type: none"> - Adequacy of the team in terms of: <ul style="list-style-type: none"> o Appropriateness of the expertise proposed and efficiency of its utilisation for the tasks fulfilment; o The seniority level of the team proposed to carry out the tasks. - Quality and adequacy of the planning/work programme for the completion of the tasks including: <ul style="list-style-type: none"> o Allocation of the tasks within the proposed team; o Distribution of the efforts related to the simulation exercise, o Flexibility of the team and availability of additional resources when and where needed. 	14	22
Q4.	<p>Adequacy of proposed measures to deal with conflict of interest issues raising during the contract execution, including (but not limited to) circumstances referred to in the GSA policy on prevention and management of conflicts of interest for staff and third parties (Annex II.V to the framework contract):</p> <p>Evaluated on the basis of:</p> <p>Quality of methodology to implement measures against conflict of interests during the duration of the contract.</p>	6	10
	TOTAL	<p>Minimum required quality score</p> <p>75</p>	<p>Maximum possible score</p> <p>100</p>



3.3.2. Financial Award Criteria

Following the appraisal of the qualitative award criteria the proposal for the simulation exercise for each lot will be evaluated with regard to the price which shall be provided by filling in and signing the Template Financial Offer (**Annex I.H**)

The unit prices quoted in Annex I.H that constitute the price of tender are binding for the tenderer as maximum prices and they will be considered as such for the framework contract.

The price index will be calculated as follows: the least expensive Total price of the tender, as calculated using the formula included in the Template Financial Offer (Annex I.H that is above the technical threshold will receive 100 points. The other tenders receive the points according to the ratio between the least expensive offer and their one, and then multiplied by 100, as shown in the formula below:

$$\text{Price Index} = (\text{Cheapest Total price of tender received} / \text{Total price of the tender X}) * 100$$

3.3.3. Calculation of final score and ranking of tenderers

The contract will be awarded to the most economically advantageous tender, which is established by weighing technical quality against price on a 50/50 basis.

The consolidated score for each tenderer will be calculated as follows:

$$\text{Final score for Tender X} = \text{Technical score} * 0.5 + \text{Financial score} * 0.5$$

4 Conditions of submission of tenders

4.1. Disclaimer

This invitation to tender is in no way binding on the GSA. The GSA's contractual obligation commences only upon signature of the contract with the successful tenderer. Up to the point of signature, the Contracting Authority may either abandon the procurement or cancel the award procedure, without the tenderers being entitled to claim any compensation. This decision must be substantiated and the tenderers notified.

Submission of a tender implies acceptance of all the terms and conditions set out in Invitation to Tender, in the specifications and in the draft contract and, where appropriate, waiver of the Tenderer's own general or specific terms and conditions. It is binding on the tenderer to whom the Contract is awarded for the duration of the contract.



In drawing up your tender, the provisions of the craft contract (see Annex II to the Invitation to Tender) should be kept in mind. In particular, the craft contract indicates the method and the conditions for payments to the contractor.

4.2. Visits to premises

Visits to GSA's premises or briefings during the tendering process are not foreseen.

4.3. Variants

Variants are not permitted under this tender procedure, therefore tenders shall not deviate from the services requested.

4.4. Preparation costs of tenders

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

4.5. Form and Content of the tender to be submitted

4.5.1. Submission requirements

- All tenders, including the forms annexed to this document, must be signed by the tenderer or an authorised representative;
- Tenders must be clear and concise, perfectly legible with continuous page numbering, and assembled in a coherent fashion (e.g. bound or stapled, etc.);
- The tenders will have to fulfil the conditions of submission set out in section 4 of these Tender Specifications.
- Since tenderers will be evaluated on the content of their submitted tenders, they must make it clear that they are able to meet the requirements of the Tender Specifications.
- The GSA reserves the right to request additional evidence in relation to the tender submitted for evaluation or verification purposes.
- The GSA retains ownership of all applications received under this procedure. Consequently tenderers shall have no right to have their tenders returned to them.
- It is strictly required 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.

4.5.2. Structure of tender

The tender must consist of:



- The **Cover Letter**, dated and signed by the tenderer or by any other duly appointed representative, declaring acceptance of the conditions in these tender specifications and annexes, and the Contract and its annexes; the tenderer's commitment to provide the services proposed in the tender and listing all the documentation included/enclosed in the tender.

In case of subcontracting, the tenderer shall indicate for which elements of the services and to which overall proportion of the tender subcontracting is planned and include **a statement guaranteeing the eligibility of each sub-contractor proposed**

If the tender 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 tender and specifying each member's own role and qualifications.

In case of submission of a tender by a consortium, please provide all necessary, relevant document(s) proving authorisation of this legal entity to (i) submit the tender, and (iii) to sign the ensuing contract in case of award on behalf of the consortium (as defined in section 2.4.7):

- The **Administrative Files**
- The **Technical Offer**
- The **Financial Offer**

Prices must not be included nor in administrative files nor in the technical offer.



4.5.3. Administrative file

The **Administrative File** which shall consist of the following elements, completed and duly signed:

ENVELOPE 1 – ADMINISTRATIVE DOCUMENTS and DOCUMENTS RELATING TO EXCLUSION and FINANCIAL AND ECONOMIC SELECTION CRITERIA (one (1) ORIGINAL and three (3) COPIES per envelope).
Identification Sheet of the Tenderer (Template provided in Annex I.A);
Legal Entity Form (Template provided in Annex I.B);
Financial Identification Form (Template provided in Annex I.C)
Declaration of Honour for exclusion and selection criteria (Template provided in Annex I.E)
Template financial statements form relating to selection stage (Template provided in Annex I.F)
Declaration on confidentiality and absence of conflict of interests (template provided in Annex I.I)
In case of subcontracting: Subcontractor Letter of Intent – Annex I.J
2 (two) originals of duly completed, dated, stamped and signed NDA, using the standard template in Annex I.K.
Documentary evidence of authorised representative Each tenderer must include documentary evidence which proves that the authorised representative is authorised to act on behalf of the company/organisation and to sign any documentation. This authorisation must be granted by person(s) indicated in the register of the company/organisation or must be traceable to such persons.
In case of consortia, the Power of Attorney designating the entity that will sign on behalf of the consortium duly signed and dated by the authorised representative of each group/consortium member

In case of award of contract, the successful tenderer shall further provide upon request and within the time limit set by the GSA supporting documents to Declaration of Honour for exclusion and selection criteria.



4.5.4. Technical Offer

The table below presents a summary of the content and format requirements of the Technical Offer of maximum 50 pages:

ENVELOPE 2 – TECHNICAL OFFER (one (1) ORIGINAL and three (3) COPIES per envelope). NOT INCLUDING NOR MAN/DAY RATES NOR THE PRICE OF THE SIMULATION EXERCISES
Duly signed and dated Executive Summary (2 pages maximum) on the Technical Offer.
Duly filled-in tables for technical answer of the corresponding lot, including all supporting documents (Curricula Vitae, list of references etc.) requested in Annexes I.G.1, I.G.2, I.G.3, I.G.4 or I.G.5, as appropriate.
Response to the simulation exercise defined for each lot in Annex I.N.
A justification note about absence of conflict of interests in any of the cases described in the declaration(s) of honour , including but not limited to the case of involvement (previous or current) in the Galileo/EGNOS programmes and compliance with Annex I.I.
Duly completed, signed, stamped and dated declaration for background and foreground IPR using the standard template in Annex VI to the framework contract
3 CD-ROM containing any and all electronic files related to TECHNICAL OFFER, strictly identical in full to the original tender.
Only for lot 5, if not submitted before the submission deadline of tenders, duly filled-in, signed SAL using the standard template in Annex I.M, with associated supporting evidences, where required..
Only for lot 5, a “PRS Information Management Plan” prepared following the instructions provided in Annex I.L.
Only for lot 5, a written confirmation from the Competent PRS Authorities of the economic operators and their subcontractors that the appropriate request for SAB Authorisation was submitted to the SAB or is in the process of being submitted.
Only for lot 5, the proof of appointment of the Local Security Officer for all consortium members and proposed subcontractors– a signed declaration of the duly authorised representative of the concerned entity shall be sufficient.



- **Information on human resources to be used within the framework contract:** each tenderer must include in the technical proposal an organisational chart, presenting the structure of the company and a list of staff proposed to execute the work. Each tenderer must submit curriculum vitae (CV) of each staff member proposed, including his or her educational background, degrees and diplomas, professional experience, research work, publications and linguistic skills. The CVs shall be presented, preferably, in accordance to Commission Recommendation on a common European format for curricula vitae. The tenderer's team is expected to have all the relevant competence needed to perform the tasks from each respective lot description and to ensure the adequate number and seniority. The tenderer must offer the 3 staff profiles per lot as described in the paragraph 3.2.3.
- **Response to the simulation exercise:** In order to get a realistic insight of the quality and the efficiency of the services offered, the tenderer is asked to provide a proposal for the fulfilment of the tasks described in a simulation exercise, defined for each lot in Annex I.N. The simulation exercise is a theoretical scenario enabling the GSA to understand the methodology and project management approach of each tenderer and is not a real procurement. The proposal shall contain all the elements that will be evaluated as listed in the award criteria (par. 3.3.1).

4.5.5. Financial offer

Each tender of each lot shall include a financial proposal for the simulation exercise. Here below is a summary of the content requirements of the technical proposal:

ENVELOPE 3 – FINANCIAL OFFER (one (1) ORIGINAL and three (3) COPIES per envelope).

Duly signed and dated financial proposal using the standard template in Annexes I.H as appropriate
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The financial offer must be provided by filling in and signing Annex I.H. for the respective Lot – Template Financial Offer. The tenderers must provide unit prices for all the profiles specified in the table provided for the Lot they intend to apply for.:

Unit prices of a single profile category shall be identical from one task to another. The maximum daily rates shall include all management costs and overheads, such as: management effort for all the tasks (e.g. drawing up quotations and reports necessary, management of the firm, secretarial services, social security, wages, etc.); all administrative effort for all tasks (including all costs related to management of the project, administrative support and any support resource, coordination, quality control, currency conversion fees, etc.), and all other costs necessary for the performance of the tasks described, incurred directly and indirectly by the Contractor in performance of the tasks that will be entrusted to him, and including any travel, subsistence and accommodation costs of the advisors (if any, for example for working from Prague or any other location in EU), which may become needed for the services performance. The unit prices applicable for the respective profile shall be the only costs payable for the



services provided in the locations identified herewith. No further reimbursement of any other costs like travel, hotel, daily allowances shall be done.

All the Daily Rates shall include all expenses and allowance which will apply to the contractor (including any consortium member and sub-contractor, as may be the case) for reimbursement of all expenses incurred, including travel expenses, if applicable. The daily rate for the respective profile shall be the only costs payable to the contractor if assigned at the contractor's premises or at the GSA premises. Man day shall be understood as 8 hours of work.

The Daily Rates shall form the basis for calculating the price index for financial award criteria.

The tenderer shall fill in, print, sign and date each page.

The offered prices must be all-inclusive and expressed without VAT⁷ in Euro (EUR). For tenderers in countries which do not belong to the Euro zone, the price quoted may not be revised in line with exchange rate movements. It is for the tenderer to select an exchange rate and assume the risks or the benefits deriving from any fluctuation.

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4.6. Submission

Tenders must be submitted in a separate envelope or parcel for each lot that should be sealed with adhesive tape, signed across the seal and carry the following information:

- the reference number of the invitation to tender **GSA/OP/09/16** and project title "Provision of specialised support to GSA's market development"
- **Lot [X]**
- 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 below)*

⁷ The GSA is exempt from all taxes and dues, including value added tax (VAT), pursuant to Articles 3 and 4 of the Protocol on the privileges and immunities of the European Communities, these must not be included in the price. Upon signature of the contract the GSA shall issue a VST certificate to the Contractor. No VAT exception certificates shall be issued to the subcontractors.



- the date of posting (*if applicable*) should be legible on the envelope

The outer envelope must contain **three (3) inner envelopes**, with the content specified in section 4.5.2 above:

- **Envelope 1-** Administrative File;
- **Envelope 2-** Technical Proposal;
- **Envelope 3-** Financial Offer.

Each envelope must contain also three electronic versions of the documents (CD-ROM or USB flash drive).

Tenders can be drafted in any one of the official languages of the European Union. However, the tenderers are invited to draft the tenders in English- which is the GSA working language.

Tenders sent by post mail, express mail, or commercial courier are to be sent not later than **on date indicated in section 1.2 above**, in which case the evidence of the date of dispatch shall be constituted by the postmark or the date of the deposit slip, to the following physical address

European GNSS Agency
Legal and Procurement Department
Janovskeho 438/2
170 00 Prague 7
Czech Republic

Tenders which are hand-delivered should be delivered to the same postal address not later than **17.00 (CET) on date indicated in section 1.2 above**. In this case, a receipt must be obtained as proof of delivery, signed and dated, and with the time marked by the reception desk officer. The reception is open from 08.00 to 18.00 Monday to Friday. It is closed on Saturdays, Sundays, European Commission holidays and some Czech national holidays



Once the contracting authority has received the tender, it becomes its property and it shall be treated confidentially. Tenders will not be returned.

4.7. Opening of the tenders

The tenders will be opened **on date and at the time specified in section 1.2 above**, in the offices of the GSA, Janovskeho 438/2, Prague 7, Czech Republic.

An **authorised representative** of each tenderer may attend the opening of the tenders. Companies wishing to attend are requested to notify their intention by sending an e-mail at least 5 calendar days in advance to tenders@gsa.europa.eu indicating the name of the attending person and the tenderer (s)he represents. This notification must be signed by an authorised officer of the tenderer and specify the name of the person who will attend the opening of the tenders on the tenderer's behalf.

4.8. Period of validity of the tenders

Period of validity of the tenders, during which tenderers may not modify the terms of their tenders in any respect: nine (9) months from the closing date for the reception of the tenders.

4.9. Contact with tenderers

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

At the request of the tenderer, the contracting authority may provide, before the final date of submission, additional information solely for the purpose of clarifying the nature of the contract.

Any requests for additional information (clarifications) must be made in writing only to tenders@gsa.europa.eu. The subject line of the e-mail has to quote the reference of the procurement procedure. Requests for additional information received after deadline specified in section 1.2 will not be processed (*for practical reasons*).

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

4.10. Information on the outcome of the procedure

The tenderer must appoint a single point of contact who will be informed of the outcome of this procurement procedure by e-mail only. It is tenderer's responsibility to provide a valid e-mail address together with your contact details in your tender and to check this e-mail address regularly.

The GSA will inform tenderers on the grounds for any decision not to award the contract or to recommence the procedure.

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

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.

4.11. Data protection

If processing your reply to the invitation to participate involves the recording and processing of personal data. Such data will be processed pursuant to Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data.

Identity of the Controller: Unless indicated otherwise, your replies to the questions and any personal data requested are required to evaluate your request to participate in accordance with the request to participate documentation and will be processed solely for that purpose by the Executive Director of the GSA (the Controller), Head of Administration and Head of Galileo Security Monitoring Centre (the Delegated Controllers).

Purpose of processing: Upon reception of your request to participate by the Controller, your personal data is collected and further processed for the purpose of the management and administration of the selection of procurement by GSA services.

Data concerned: personal data collected and further processed concern the tenderer and its staff or subcontractors (natural persons). Information can relate to the following data: name; function; contact details (e-mail address, business telephone number, mobile telephone number, fax number, postal address, company and department, country of residence, internet address); certificates for social security contributions and taxes paid, extract from judicial records; bank account reference (IBAN and BIC codes),



VAT number, passport number, ID number; information for the evaluation of selection criteria or eligibility criteria: expertise, technical skills and languages, educational background, professional experience including details on current and past employment; declaration on honour that they are not in one of the exclusion situation referred to in article 93 and 94 of the FR.

Legal bases: The FR and the RAP.

Lawfulness of processing: The lawfulness of the processing is based on Article 5(a), 5(c) and 5(d) of Regulation (EC) No 45/2001.

Recipients of the data processed: For the purpose detailed above, access to your personal data is given to the following persons, without prejudice to a possible transmission to the bodies in charge of a monitoring or inspection task in accordance with European Union law: (i) the GSA staff as well as outside experts and members of opening or evaluation committee (notably including the staff of European Commission and European Space Agency) and contractors who work on behalf of the GSA for the purposes of management of the procurement procedure and request to participate evaluation, and the bodies charged with a monitoring or inspection task in application of European Union law (e.g. internal audits, Financial Irregularities Panel, European Anti-fraud Office - OLAF); (ii) members of the public; In case you are awarded a contract by the GSA, your personal data will be made public, in accordance with the GSA's obligation to publish information on the outcome of the procurement procedure and on the beneficiaries of funds deriving from the budget of the European Community (Article 90, 110 (2) and Article 30(3) of the FR, respectively). The information will concern in particular your name and address, the amount awarded and the name of the project or programme for which you are awarded a contract. It will be published in supplement S of the Official Journal of the European Union and/or on the website of the GSA.

Information on the retention period of personal data: Files relating to tender procedures, including personal data, are to be retained by the GSA until procurement procedure is finalised, and in the archives for a period of 7 years following the end of the year when last payment has been made under the contract signed as a result of the procurement procedure. However, requests to participate from unsuccessful tenderers have to be kept only for 7 years following the signature of the contract. Files may have to be retained also until the end of a possible audit if one started before the end of the above periods.

Technical storage information: Files relating to tender procedures, including personal data, are retained both in soft (electronic) and hard (paper) format in GSA servers/premises where access is granted in controlled manner strictly on basis of justified need-to-know.

Your personal data may also be registered in the Early Detection and Exclusion System (EDES) of European Commission if you are in one of the situations mentioned in Article 106 of the FR. For more information, see the Privacy Statement on http://ec.europa.eu/budget/explained/management/protecting/protect_en.cfm)

The data subject's rights and contact data: Data subjects have the right of access and rectification (modification, correction or deletion) of their personal data at any time. Requests shall be addressed to the Controller via GSA Data Protection Officer at dpo@gsa.europa.eu by describing your request



explicitly. Any rectification of your personal data will be taken into consideration from the data protection point of view. Special attention is drawn to the consequences of a request for deletion, as this may lead to an alteration of the terms of the request to participate and lead to exclusion as stated in Article 148 of the RAP. Data subjects are entitled to lodge an appeal with the European Data Protection Supervisor (EDPS) at edps@edps.europa.eu should they consider that the processing operations do not comply with Regulation (EC) 45/2001.

5. List of Annexes

These Tender Specifications (Annex I to Invitation to Tender) have the following annexes (separate documents):

- Annex I.A - Template Identification Sheet of the Tenderer (separate document)
- Annex I.B - Template Legal Entity Form (link provided hereinafter)
- Annex I.C - Template Financial Identification Form (link provided hereinafter)
- Annex I.D – Not applicable
- Annex I.E - Template Declaration of Honour for exclusion and selection criteria (separate document)
- Annex I.F - Template financial statements form relating to selection stage (separate document)
- Annex I.G.1, I.G.2, I.G.3, I.G.4, I.G.5 – Template table for technical answers (separate document)
- Annex I.H - Template Financial Offer (separate document consisting of 2 parts)
- Annex I.I - Declaration on confidentiality and absence of conflict of interests (separate document)
- Annex I.J. - Subcontractor Letter of Intent (separate document)
- Annex I.Ka. - Non-disclosure agreement for Lot1-4 (separate document)
- Annex I.Kb. - Non-disclosure agreement for Lot5 (separate document)
- Annex I.L. – Instructions for the definition of the “PRS Information Management Plan” (separate document)
- Annex I.M. – SAL-Security Aspect Letter (separate document)



- Annex I.N.1 – I.N.5 – Simulation Exercises for Lot 1-5 (separate document)
- Annex I.O – Declaration for minimum requirement (separate document)

Annex I.B- Legal Entity Form

To be downloaded, depending on the tenderer's nationality and legal form, from the following website:

http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm



Annex I.C- Template Financial Identification Form

To be downloaded, depending on the tenderer's nationality and legal form, from the following website:

http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial_id_en.cfm