



EUROPEAN COMMISSION

DIRECTORATE-GENERAL

Directorate Culture and Creativity  
Creative Europe Unit

## **CALL FOR TENDERS**

N° EAC/05/2017

### **PREPARATORY ACTION**

# **"OPEN MICRO-BUSINESS MODELS FOR INNOVATION IN EUROPEAN FAMILY-OWNED HERITAGE HOUSES"**

## **TENDER SPECIFICATIONS**

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# **1. INFORMATION ON TENDERING**

## **1.1. Participation**

Participation in this procurement procedure is open on equal terms to all natural and legal persons coming within the scope of the Treaties, as well as to international organisations.

For British candidates or tenderers: Please be aware that after the UK's withdrawal from the EU, the rules of access to EU procurement procedures of economic operators established in third countries will apply to candidates or tenderers from the UK depending on the outcome of the negotiations. In case such access is not provided by legal provisions in force candidates or tenderers from the UK could be rejected from the procurement procedure.

It is also open to all natural and legal persons established in a third country which has a special agreement with the Union in the field of public procurement on the conditions laid down in that agreement. Where the plurilateral Agreement on Government Procurement<sup>1</sup> concluded within the World Trade Organisation applies, the participation to this procedure is also open to all natural and legal persons established in the countries that have ratified this Agreement, on the conditions it lays down.

## **1.2. Contractual conditions**

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

## **1.3. Compliance with applicable law**

The tender must comply with applicable environmental, social and labour law obligations established by Union law, national legislation, collective agreements or the international environmental, social and labour conventions listed in Annex X to Directive 2014/24/EU<sup>2</sup>.

## **1.4. Joint tenders**

A joint tender is a situation where a tender is submitted by a group of economic operators (natural or legal persons). Joint tenders may include subcontractors in addition to the members of the group.

In case of joint tender, all members of the group assume joint and several liability towards the Contracting Authority for the performance of the contract as a whole, i.e. both financial and operational liability. Nevertheless, tenderers must designate one of the economic operators as

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<sup>1</sup> See [http://www.wto.org/english/tratop\\_E/gproc\\_e/gp\\_gpa\\_e.htm](http://www.wto.org/english/tratop_E/gproc_e/gp_gpa_e.htm)

<sup>2</sup> Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC (OJ L 94, 28.3.2014, p. 65).

a single point of contact (the leader) for the Contracting Authority for administrative and financial aspects as well as operational management of the contract.

After the award, the Contracting Authority will sign the contract either with all members of the group, or with the leader on behalf of all members of the group, authorised by the other members via powers of attorney.

### **1.5. Subcontracting**

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

Tenderers are required to identify all subcontractors whose share of the contract is above 10% and whose capacity is necessary to fulfil the selection criteria.

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

### **1.6. Structure and content of the tender**

The tenders must be presented as follows:

Part A: Identification of the tenderer (see section 1.7)

Part B: Technical offer

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

Part C: Financial offer

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

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

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

Part D: Non-exclusion (see section 4.3)

Part E: Selection (see section 4.4)

## **1.7. Identification of the tenderer**

The tender must include the annex 1 signed by an authorised representative presenting the name of the tenderer (including all entities in case of joint tender) and identified subcontractors if applicable, and the name of the single contact point (leader) in relation to this procedure.

In case of joint tender, the annex 1 must be signed either by an authorised representative for each member, or by the leader authorised by the other members with powers of attorney. The signed powers of attorney must be included in the tender as well. Subcontractors that are identified in the tender must provide a letter of intent signed by an authorised representative stating their willingness to provide the services presented in the tender and in line with the present tender specifications.

All tenderers (including all members of the group in case of joint tender) must provide a signed Legal Entity Form with its supporting evidence. The form is available on: [http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/legal\\_entities/legal\\_entities\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm)

Tenderers that are already registered in the Contracting Authority's accounting system (i.e. they have already been direct contractors) must provide the form but are not obliged to provide the supporting evidence.

The tenderer (or the leader in case of joint tender) must provide a Financial Identification Form with its supporting documents. Only one form per tender should be submitted. No form is needed for subcontractors and other members of the group in case of joint tender. The form is available on: [http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/index\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/index_en.cfm)

## **2. TECHNICAL SPECIFICATIONS**

### **2.1 General Background**

Since the adoption of the European Agenda for Culture in 2007, cultural heritage has been a priority for the European cooperation on culture policy. In fact, in accordance with Article 167 of the Treaty on the Functioning of the European Union, while heritage preservation and protection falls under member's states competences, the European Union may encourage cooperation between Member States and support and supplement their action, with a view to conserving and safeguarding cultural heritage of European significance.

As stated in the Council Conclusions of May 2014, cultural heritage is a strategic resource for a sustainable Europe, a major asset and an important component of the European project. Heritage resources are of great value to society from a cultural, environmental, social and economic point of view and thus their sustainable management constitutes a strategic choice for the 21st century.

To maximize those benefits, the Commission, in its Communication of July 2014 and Council in its Conclusions of November 2014 recalled the importance of activating spill-over effects and synergies across different stakeholders to safeguard, develop and transmit cultural heritage to future generations.

European family-owned heritage houses are an EU cultural heritage key component and contributor to the attractiveness of Europe's regions, cities, towns and rural areas. Lacking the capability to sustain the owned cultural heritage legacies, households and families strive to develop and adopt innovative business models, relying upon traditional solutions (i.e. visits,

events, etc.) and models that aren't adapted to seize the opportunities created by the digital economy and Cultural and Creative Industries spillover effects on the economy and society. Thus innovation is a vital aspect for strengthening the contribution of family-owned heritage houses to the future strategy for cultural heritage. Adopting innovative strategies which may include inter alia the use of technology and ICTs as well as the creation of partnerships and alliances could further strengthen the sustainability of the business models of family-owned heritage houses.

Furthermore, a long-standing lack of maintenance and a weak culture of stewardship increase the risk of deterioration and neglect that should be prevented by targeting family-owned cultural heritage specific challenges.

The preparatory action will run during 2018 European Year of Cultural Heritage, making it an opportunity to raise wider awareness on the contribution of family-owned heritage houses to the protection of cultural heritage and its sustainable management.

## **2.2 Objective**

The objectives of this preparatory action are:

1. To strengthen the capacity of private owners of heritage houses to sustain and maintain such properties and to equip them with innovative business models.
2. To analyse the economic and social potential of such practices and provide policy recommendations.
3. To highlight the importance of education, training and innovation for the maintenance and support of cultural heritage
4. To tackle the issue of transmission of knowledge of cultural heritage to the younger generations and the acquisition of heritage skills by the new generation
5. To tackle the issue of participatory governance for cultural heritage among public and private actors

The action aims finally at contributing to the objectives of the 2018 European Year of Cultural Heritage, through dissemination and awareness raising of the value of Europe's cultural heritage.

## **2.3 Tasks**

The tasks to be undertaken in the framework of this preparatory action are the following:

### **Task I – Socio-economic analysis**

The tenderer will assess (estimate) the quantity and quality of the economic value of family-owned heritage houses in the EU member states and identify their potential to contribute to various EU policies, including culture, innovation, social inclusion, regional and local development, education, youth work and intercultural dialogue.

More specifically, it is expected that the two above mentioned tasks will result in a **study**, which will include:

- An analysis of peculiarities of family-owned heritage houses and their business ecosystem;
- An assessment of the quantity and quality of the actual and potential social and economic value of family-owned heritage houses in the EU;
- An analysis of the economic and social potential of a stronger interaction with the local communities and the cultural and creative ecosystems of the territories concerned (in particular, but not exclusively, the SMEs linked to services and cultural events which are active in all the sectors covered by Creative Europe<sup>3</sup>), in order to maximise the benefits in the territories while enhancing the attractiveness of the sites.
- Identification of synergies with 1) recurrent EU actions dedicated to cultural heritage, such as the European Heritage Days, EU Prize for Cultural Heritage/Europa Nostra Award, European Heritage Label; 2) the 2018 European Year of Cultural Heritage.
- A mapping of existing funding opportunities within the EU in different policies and programmes, on the basis of the existing mapping realised by the European commission<sup>4</sup> highlighting those that are relevant for heritage houses owners.
- Policy recommendations for the European, national and regional levels;

## **Task II – Mapping of business models**

- The tenderer will perform a mapping of the existing business models that are being used by family-owned heritage houses in the EU member states, compare them, identify best practices and potential innovations, which will then be shared.
- The mapping and comparative analysis of micro business models will aim at identifying innovative models and best practices in order to help private owners of heritage houses to face the problems of maintenance of their property, while increasing the dynamism and create socio-economic opportunities and development in the surrounding territory, at local and systemic level.
- Such mapping will cover a wide variety of models, implemented in rural as well as in urban areas, covering very large properties/lands as well as small size ones, entirely privately owned as well as owned by public/private partnerships, etc
- The geographical balance is very important for the mapping exercise, which should cover case studies from a minimum of 15 EU countries of various sizes from the North, South, East and West of Europe.

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<sup>3</sup> The cultural and creative sectors include inter alia architecture, archives, libraries and museums, artistic crafts, audiovisual (including film, television, video games and multimedia), tangible and intangible cultural heritage, design, festivals, music, literature, performing arts, publishing, radio and visual arts.

<sup>4</sup> Mapping of Cultural Heritage Actions in European Union policies, programmes and activities: [http://ec.europa.eu/assets/eac/culture/library/reports/2014-heritage-mapping\\_en.pdf](http://ec.europa.eu/assets/eac/culture/library/reports/2014-heritage-mapping_en.pdf)

- The tenderer will organise 2 Workshops: one in the first quarter of 2018, to facilitate the identification of case studies; and the second one in the second part of the year, focussing on the sharing and comparing of innovative models between the key stakeholders;
- The tenderer should include in the bid 10 examples of business models already identified and which can illustrate their approach to the mapping.

### **Task III – Dissemination and communication of project results**

The outcomes of the study (the mapping and the comparative analysis of business models, any innovative practices the owners of heritage houses have put in place in EU member states) aim to inspire and should thus be shared among relevant stakeholders.

The offer should therefore include a communication and dissemination strategy in order to make sure that the main findings of the study reach the relevant stakeholders and target group. This should include:

- a) Communication of the results of the study, which will include the production of informative material for a variety of target groups including for example the wider public, historic houses/properties/land owners and schools (ex. guidelines, toolbox, leaflets, educational material, audio-visual material, social media); the identification of interactive communication tools and supports where this material can be publicised.
- b) The organisation of a Conference, in the course of 2018, involving approximately 300 representatives of relevant stakeholders organisations and policy makers at national and regional level, to present and discuss the study results and propose an action plan.

### **Task IV – Building synergies with the 2018 European Year of Cultural Heritage (EYCH) and with the Creative Europe programme**

One of the aims of the 2018 EYCH is to encourage the development of innovative approaches – innovative financing, new forms of governance, unified landscape management, public-private partnerships, etc – to release the potential of cultural heritage. The activities foreseen under this preparatory action are well placed to contribute to this wider objective .

A specific communication effort is therefore expected in the framework of the European Year of Cultural Heritage, in order to give visibility to the findings and activities of this preparatory action, to contribute to the discussion of the Year and to link to its other initiatives.

The contractor will therefore additionally:

- Produce informative and educational material (leaflets, brochures) on the value of family-owned heritage for Europe, promoting understanding of European heritage and to be disseminated to stakeholders during the European Year of Cultural heritage 2018;
- Propose actions to stimulate an increased participation of family-owned heritage houses in the events organised during the European Heritage Days in particular and the EYCH in general. This proposal will be delivered as soon as possible, in the first



trimester after the signature of the contract, for the proposed synergies to be actually implemented during the 2018 year.

All communication materials and deliverables should be edited by an English native speaker and if possible made available in more languages than English .

"New business models" is one of the policy priorities of the Creative Europe programme: projects funded under the programme seek, with their project activities, to explore and establish new business models in their different sectors<sup>5</sup>.

The contractor will look for synergies with Creative Europe projects which have developed new business models, even if in other sectors, and which could be easily transferred to the family-owned historic houses, fostering in this way cross-sectoral transfer of knowledge.

Likewise, synergies with other relevant priorities of the Creative Europe programme, such as audience development or capacity building, should be looked closely at, as tools which can support the main aim of this study.

The contractor can rely on and involve the Creative Europe Desks network<sup>6</sup> for promotion and dissemination of the informative material produced.

**The Commission Decision of 12 December 2011 on the reuse of Commission documents applies to the results of this contract.**<sup>7</sup>

This Decision determines the conditions for the reuse of documents held by the Commission or on its behalf by the Publications Office of the European Union (the Publications Office) with the aim of facilitating a wider reuse of information, enhancing the image of openness of the Commission, and avoiding unnecessary administrative burdens for re-users and the Commission services alike.

### **3. CONTENT, STRUCTURE AND GRAPHIC REQUIREMENTS OF THE DELIVERABLES**

The contractor must deliver the study and other deliverables as indicated below.

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<sup>5</sup> Creative Europe programme funds projects active in all cultural and creative sectors: ranging from performing arts (music, dance, theatre, opera, circus and street art, etc), to visual arts and digital arts, from publishing to audiovisual sectors, architecture, design, photography, tangible and intangible cultures, etc.

<sup>6</sup> The Creative Europe Desks, established in each country participating in Creative Europe, have the main task of informing about and promote the Creative Europe programme in their country; assisting the cultural and creative sectors in relation to the opportunities provided by the programme; and stimulating cross-border cooperation within the cultural and creative sectors. Furthermore, they support cultural organisations in drawing up their project applications. Full list of the existing Creative Europe Desks is published here: [https://ec.europa.eu/programmes/creative-europe/contact\\_en](https://ec.europa.eu/programmes/creative-europe/contact_en)

<sup>7</sup> COMMISSION DECISION of 12 December 2011 on the reuse of Commission documents (2011/833/EU) <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2011:330:0039:0042:EN:PDF>

### **3.1. Content**

#### **3.1.1. Inception report and first deliverables**

Within two months after the signature of the contract and following a kick-off meeting with the Commission (which will take place 2 to 3 weeks after the signature of the contract), the contractor shall supply the Commission with an inception report, including:

- a detailed list of business models/case studies identified for the mapping exercise;
- a detailed outline of the communication strategy proposed and of the synergies identified with the EYCH;

It shall not exceed 30 pages, annexes excluded.

#### **3.1.2. Interim study report**

An interim report shall be provided within six months following the signature of the contract. The report shall provide information about the mapping performed and initial analyses of data collected in the field. The Contractor must be in a position to provide a preliminary overview of innovative business models collected during the mapping exercise. It will contain a first analysis of the results. The communication products realised a part of tasks III and IV will be also delivered with the interim report.

It shall not exceed 30 pages, annexes excluded.

#### **3.1.3. Final study report**

The final study report must include:

- an abstract of no more than 200 words and an executive summary of maximum 6 pages, in English;
- Comprehensive information on all the activities and approaches carried out in pursuit of the results set out in the technical specification;
- Problems encountered, solution found and their impact on the outcomes achieved;
- An evaluation of outcomes and conclusions;
- Key recommendations for the European Commission, national, regional and local authorities
- The two deliverables as mentioned in Tasks I and II (socio-economic analysis and mapping)
- The communication products realised as part of tasks III and IV.
- A glossary of key terms and a bibliography.
- Specific identifiers which must be incorporated on the cover page provided by the Contracting Authority;
- the following disclaimer:

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

### **Indicative timetable**

T0	Contract start
T0 + 2 to 3 weeks	Kick-off meeting with the Commission
T0 + 2 months	Inception report and first deliverables (see point 3.1.1.)
T0 + 6 months	Submission of the Interim Report (see point 3.1.2.)
T0 + 10 months	Submission of the draft Final Study Report (see point 3.1.3)
T0 + 11 months	Submission of the Final Study (see point 3.1.3)

#### **3.1.4. Publishable executive summary**

The publishable executive summary of maximum 6 pages must be provided in both in English and French and must include:

- Outcomes and conclusions of the research and mapping
- Key findings and recommendations
- Specific identifiers which must be incorporated on the cover page provided by the Contracting Authority;
- the following disclaimer:

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

#### **3.1.5. Requirements for publication on Internet**

The Commission is committed to making online information as accessible as possible to the largest possible number of users including those with visual, auditory, cognitive or physical disabilities, and those not having the latest technologies. The Commission supports the Web Content Accessibility Guidelines 2.0 of the W3C.

For full details on the Commission policy on accessibility for information providers, see: [http://ec.europa.eu/ipg/standards/accessibility/index\\_en.htm](http://ec.europa.eu/ipg/standards/accessibility/index_en.htm)

For the publishable versions of the study, abstract and executive summary, the contractor must respect the W3C guidelines for accessible pdf documents as provided at: <http://www.w3.org/WAI/>.

### **3.2. Graphic requirements**

The contractor must deliver the study and all publishable deliverables in full compliance with the corporate visual identity of the European Commission, by applying the graphic rules set out in the European Commission's Visual Identity Manual, including its logo. The graphic rules, the Manual and further information are available at:

[http://ec.europa.eu/dgs/communication/services/visual\\_identity/index\\_en.htm](http://ec.europa.eu/dgs/communication/services/visual_identity/index_en.htm)

The specific logo of the European Year of Cultural Heritage will be included in publications and communication material when available (end 2017).

#### **Standard WORD template**

A simple Word template will be provided to the contractor after contract signature. The contractor must fill in the cover page in accordance with the instructions provided in the template. The use of templates for studies is exclusive to European Commission's contractors. No template will be provided to tenderers while preparing their tenders.

### **4. EVALUATION AND AWARD**

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

1. Verification of compliance with the minimum requirements set out in these tender specifications
2. Verification of exclusion and selection criteria based on Declaration on the honour.
3. Evaluation of tenders on the basis of the award criteria
4. Verification of evidence for selection of tenderers whose tenders have been ranked first and second in relation to the assessment of the award criteria and to the ranking formula

The contracting authority may reject abnormally low tenders, in particular if it established that the tenderer or a subcontractor does not comply with applicable obligations in the fields of environmental, social and labour law.

The tenders will be assessed in the order indicated above. Only tenders meeting the requirements of one step will pass on to the next step.

#### **4.1. Award criteria**

The contract will be awarded based on the most economically advantageous tender, according to the 'best price-quality ratio' award method. The quality of the tender will be evaluated based on the following criteria. The maximum total quality score is 100 points.

- **Quality of the proposed methodology** (40 points – minimum score 50%)

This criterion will assess the relevance and quality of the methodology proposed in relation to the tasks described in section 2.3 and in particular:

- The diversity of countries covered, and the geographical balance proposed in the mapping exercise requested in Task II
- The methodology proposed to identify and collect innovative relevant business-models, and to devise a typology
- The scope and design of the socio-economic analysis requested in Task I;
- The quality, relevance and feasibility of data collection, data analysis and recommendations.

- **Organisation of the work and resources** (30 points – minimum score 50%)

This criterion will assess the relevance and feasibility of the approach for the management of the work in general, the concrete work plan and timetable, as well as how the roles and responsibilities of the proposed team and of the different economic operators (in case of joint tenders, including subcontractors if applicable) are distributed for each task.

It also assesses the global allocation of time and resources to the project and to each task or deliverable, and whether this allocation is adequate for the work. The tender should provide details on the allocation of time and human resources and the rationale behind the choice of this allocation. Details should be provided as part of the technical offer. It is not a budget requested as part of the financial offer.

- **Quality of the proposed communication strategy and tools** (30 points – minimum score 50%)

This criterion will assess the quality and relevance of the communication strategy proposed to disseminate the results of the study, and to communicate to the stakeholders as well as to the wider public. In particular it will be assessed:

- The methodology proposed to facilitate the exchange and sharing of innovative practices and business models among stakeholders;
- The communication tools identified for interactive communication and information and measures put in place to facilitate their efficient use;
- The communication strategy in the framework of the EYCH, linking to the other relevant initiatives taking place during the year and establishing synergies with the EYCH and with Creative Europe programme.

#### **4.2. Ranking of tenders**

The contract will be awarded to the most economically advantageous tender, i.e. the tender offering the best price-quality ratio determined in accordance with the formula below. A weight of 60/40 is given to quality and price.

score for tender X	=	$\frac{\text{cheapest price}}{\text{price of tender X}}$	*	100	*	40%	+	total quality score (out of 100) for all award criteria of tender X	*	60%
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### **4.3. Verification of non-exclusion**

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

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

In case of subcontracting, all subcontractors whose share of the contract is above 10% and whose capacity is necessary to fulfil the selection criteria must provide a declaration on honour signed by an authorised representative.

The Contracting Authority reserves the right to verify whether the successful tenderer is in one of the situations of exclusion by requiring the supporting documents listed in the declaration of honour.

The successful tenderer must provide the documents mentioned as supporting evidence in the declaration on honour before signature of the contract and within the standstill period.

The standstill period is a period of 10 days during which the contract cannot be signed by the contracting authority. This period counts from the day after simultaneous dispatch of the notification by electronic means to all tenderers whose tenders have been considered regular at the opening phase (Art. 161 RAP).

If, due to technical reasons, the dispatch is made when using other means, the standstill period is 15 days (Article 171 RAP). If the requested evidence is not submitted in due time, the Contracting Authority can award the Contract to the Tenderer evaluated as the next-best.

This requirement applies to each member of the group in case of joint tender and to all identified subcontractors whose share of the contract is above 10% and whose capacity is necessary to fulfil the selection criteria.

The obligation to submit supporting evidence does not apply to international organisations.

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit the documentary evidence if it has already been submitted for another procurement procedure and provided the documents were issued not more than one year before the date of their request by the contracting authority and are still valid at that date. In such cases, the tenderer must declare on its honour that the documentary evidence has already been provided in a previous procurement procedure, indicate the reference of the procedure and confirm that there has been no change in its situation.

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit a specific document if the contracting authority can access the document in question on a national database free of charge.

#### **4.4. Selection criteria**

Tenderers must prove their legal, regulatory, economic, financial, technical and professional capacity to carry out the work subject to this procurement procedure.

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

The tender must include the proportion of the contract that the tenderer intends to subcontract.

The tenderer (and each member of the group in case of joint tender) must declare whether it is a Small or Medium Size Enterprise in accordance with [Commission Recommendation 2003/361/EC](#). This information is used for statistical purposes only.

##### **4.4.1. Declaration and evidence**

The tenderers (and each member of the group in case of joint tender) and subcontractors whose capacity is necessary to fulfil the selection criteria must provide the declaration on honour (see Annex II), signed and dated by an authorised representative, stating that they fulfil the selection criteria applicable to them. In case of joint tender or subcontracting, the criteria applicable to the tenderer as a whole will be verified by combining the various declarations for a consolidated assessment.

This declaration is part of the declaration used for exclusion criteria (see section 4.3) so only one declaration covering both aspects should be provided by each concerned entity.

The Contracting Authority will evaluate selection criteria on the basis of the declarations on honour. Nevertheless, it reserves the right to require evidence of the legal and regulatory, financial and economic and technical and professional capacity of the tenderers at any time during the procurement procedure and contract performance. In such case the tenderer must provide the requested evidence without delay.

After contract award, the successful tenderer will be required to provide the evidence mentioned below before signature of the contract and within a deadline given by the contracting authority. This requirement applies to each member of the group in case of joint tender and to subcontractors whose capacity is necessary to fulfil the selection criteria.

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit the documentary evidence if it has already been submitted for another procurement procedure and provided the documents were issued not more than one year before the date of their request by the contracting authority and are still valid at that date. In such cases, the tenderer must declare on its honour that the documentary evidence has already been provided in a previous procurement procedure, indicate the reference of the procedure and confirm that there has been no change in its situation.

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit a specific document if the contracting authority can access the document in question on a national database free of charge.

#### **4.4.2. Legal and regulatory capacity**

Tenderers must prove that they are allowed to pursue the professional activity necessary to carry out the work subject to this call for tenders. The tenderer (including each member of the group in case of joint tender) must provide the following information if it has not been provided with the Legal Entity Form:

- For legal persons, a legible copy of the notice of appointment of the persons authorised to represent the tenderer in dealings with third parties and in legal proceedings, or a copy of the publication of such appointment if the legislation applicable to the legal person requires such publication. Any delegation of this authorisation to another representative not indicated in the official appointment must be evidenced.
- For natural persons, if required under applicable law, a proof of registration on a professional or trade register or any other official document showing the registration number.

#### **4.4.3. Economic and financial capacity criteria**

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

- Annual turnover of the last two financial years above € 500.000
- Satisfactory results following the analysis of the financial capacity which will be performed by the Contracting Authority based on the following methodology:

[http://ec.europa.eu/dgs/education\\_culture/calls/evaluation-procurements-2016\\_en.htm](http://ec.europa.eu/dgs/education_culture/calls/evaluation-procurements-2016_en.htm)

The following evidence should be provided:

***a. Contracts worth EUR 135 000 or less***

For contracts of this type, proof of financial capacity consists of a declaration on the honour by the economic operator (see Annex 2, 'Declaration on the honour').

***b. Contracts worth more than EUR 135 000 but equal to or less than EUR 260 000***

For this category of contracts, in addition to the declaration on the honour in Annex 2, proof of financial capacity is also provided by a statement of overall turnover and turnover specifically related to the supplies or services covered by the contract for the last two financial years for which accounts have been closed.

However, in case of doubt, the evaluation committee reserves the right to request supporting documents and to carry out the financial analysis described in point 4 of the abovementioned methodology.

Along similar lines, entities falling into one of the following high-risk categories must provide proof of their financial capacity (see points 3.3, 3.4 and 3.5 of the methodology) and are required to undergo the financial analysis provided for in point 4 of the methodology:



- newly-established entities which have existed for less than a year and for which no financial history is available;
- new entities which have existed for between one and three years;
- entities against which one or more expired and unpaid recovery orders have been issued by DG EAC;
- entities that are the subject of suspicions of or findings relating to serious administrative errors or fraud;
- entities against which legal proceedings have been brought for serious administrative errors or fraud.

**c. *Contracts worth more than EUR 260 000***

For contracts worth more than EUR 260 000, proof of economic and financial capacity is provided by the following documents:

- the declaration on the honour in Annex 2.
- the economic and financial capacity analysis form showing the financial data of the economic operator, completed and signed by the operator (see Annex 3, 'Economic & financial capacity form');
- for economic operators required under national law to keep a complete set of accounts: the annual accounts (balance sheet, income statement and annexes) for the last two years for which accounts have been closed;
- for economic operators required under national law to keep a simplified set of accounts: the statement of expenditure and revenue and the annex showing assets and liabilities for the last two financial years for which accounts have been closed;
- in all cases, a statement of overall turnover and turnover specifically related to the supplies or services covered by the contract for the last two financial years for which accounts have been closed.

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

**4.4.4. Technical and professional capacity criteria and evidence**

**A. Criteria relating to tenderers**

Tenderers (in case of a joint tender the combined capacity of all members of the group and identified subcontractors) must comply with the criteria listed below.

The project references indicated below consist in a list of relevant services provided in the past three years, with the sums, dates and clients, public or private, accompanied by statements issued by the clients.

- **Criterion A1:** The tenderer must prove experience in the fields of cultural heritage economics and/or management and/or business analysis.

**Evidence A1:** the tenderer must provide reference for 2 studies/applied researches in the field in the last 5 years with a minimum value for each project of 25.000 €.

- **Criterion A2:** The tenderer must prove capacity to work and draft reports in English

**Evidence A2:** the tenderer must provide references by providing copies or web links to at least 2 reports and publications delivered in the last 5 years in English.

- **Criterion A3:** The tenderer must prove experience in survey techniques and drafting reports and recommendations in the field of cultural heritage, based on evidences collected in EU member states

**Evidence A3:** the tenderer must provide references by providing copies or web links to at least 2 evidence-based reports and publications delivered in the last 5 years

- **Criterion A4:** The tenderer must prove its capacity to work in several EU countries.

**Evidence A4:** the tenderer must provide references for a minimum of 2 projects delivered in the last 5 years. The combination of projects must cover at least 10 different EU countries. In addition, the tenderer must prove that it has contacts in the EU countries not covered by its project experience in order to ensure the required geographical coverage mentioned in task I; for this purpose, the tenderer must provide letters of intent from the contact points.

## **B. Criteria relating to the team delivering the service:**

The team delivering the service should include, as a minimum, the following profiles.

Evidence will consist in CVs of the team responsible to deliver the service. Each CV should indicate the intended function in the delivery of the service.

**B1 - Project Manager:** At least 7 years' experience in project management, including overseeing project delivery, quality control of delivered service, in project of a similar size and coverage (geographical scope at least one third of the one subject to this call for tender).

**Evidence:** CV

**B2 - Expert in the field of cultural heritage management and/or cultural heritage economics:** Relevant higher education degree and / or 10 years' professional experience, if possible in the field of cultural heritage economics.

**Evidence:** CV

**B3 - Team for data collection and management:** collectively the team of 3 people should have knowledge of 3 EU languages and proven experience of 5 years in data collection and management techniques. At least 2 people should have knowledge of data on heritage economics and management and legal frameworks, standards for safeguarding and conservation of cultural heritage.

**Evidence:** CV and language certificate or past relevant experience

**B4 – Communication and marketing team:** collectively the team of 2 people should have knowledge of 3 EU languages and proven experience of 5 years in marketing, events organization and communication activities, if possible in the field of cultural heritage.

**Evidence:** CV

**B5 - Language quality check:** all personnel involved in the contract should be fully operational in English, as guaranteed by a certificate (at least level C1 in the Common European Framework for Reference for Languages) or past relevant experience.

**Evidence:** a language certificate or past relevant experience.

## 5. ANNEXES

The following documents are annexed to these Tender Specifications and form an integral part of them:

- Annex 1 : Information on the tenderer
- Annex 2 : Declaration on Honour
- Annex 3 : Economic & Financial Capacity Form
- Annex 4 : Price
- Annex 5 : Draft Contract