

ECMWF Copernicus Procurement

Invitation to Tender



Copernicus Climate Change Service Copernicus Atmospheric Monitoring Service

Copernicus Communications Services

Volume II

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Table of Contents

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|---|----|
| 1. Introduction | 3 |
| 2. Technical requirements | 5 |
| 3. General requirements | 17 |
| 3.1. Coordination between Lot 1, Lot 2 and Lot 3 | 17 |
| 3.2. Implementation of schedule | 17 |
| 3.3. Meetings | 18 |
| 3.4. Deliverables | 18 |
| 3.5. Documents and reports | 18 |
| 3.6. Key Performance Indicators | 18 |
| 4. Tender format and content | 19 |
| 4.1. Page limits | 19 |
| 4.2. Specific additional instructions for the Tenderer's response | 20 |
| 4.3. Track Record | 20 |
| 4.4. Quality of Resources to be deployed | 20 |
| 4.5. Management and Implementation | 21 |
| 4.6. Case studies | 22 |
| 4.7. Pricing | 24 |
| 4.7.1. Pricing Table for Lot 1 | 25 |
| 4.7.2. Pricing Table for Lot 2 | 26 |
| 4.7.3. Pricing Table for Lot 3 | 27 |
| 4.7.4. Pricing for Service Contracts | 28 |

1. Introduction

The Copernicus programme is a user-driven programme which provides six free-of-charge operational services to EU, national, and regional institutions, as well as to the private sector (<http://copernicus.eu/main/services>).

The European Centre for Medium-range Weather Forecast (ECMWF) as the entrusted Entity for two of these operational services, namely the Copernicus Atmosphere Monitoring Service (CAMS) and the Copernicus Climate Change Service (C3S), invites tenders for the development of the Copernicus “Communications Services” to reinforce ECMWF Copernicus Department communication and outreach activities for both CAMS and C3S.

The successful bidder(s) shall provide impactful and far-reaching communication activities that are contributing to effective implementation of ECMWF Copernicus Communication strategy in the areas of events, press and public outreach. Those communication activities will be developed and delivered for a wide range of target audiences including policy-makers, scientific community, media and general public.

Since its establishment in 2015 ECMWF’s Copernicus Communications department has supported the European Commission in raising the profile of the Copernicus brand and the Copernicus programme. The department has led a wide range of communications and outreach activities aimed at raising awareness of the Copernicus Climate Change Service and Copernicus Atmosphere Monitoring Service respectively. Those activities included managing and maintaining CAMS and C3S websites and social media platforms, publishing regular newsletters, press releases, brochures and promotional material as well as running internal and external events. For your reference, you can see examples of ECMWF’s Copernicus services communications portfolio in Annex 1.

At the moment of writing, the new Copernicus Climate Change Service and Atmosphere Monitoring Service websites are being developed with additional plans to expand CAMS and C3S presence across digital platforms. Moreover, with Copernicus Climate Change Service entering its fully operational phase we are envisaging a need for increased visibility and presence at a number of regional and international events as well as for creating additional media engagement opportunities.

Therefore, ‘Communications Services’ provided by successful bidders shall fulfil three top level requirements:

1. Increasing visibility of the Copernicus services operated by the ECMWF by organizing major internal events (those run by C3S and CAMS, such as workshops, conferences, general assemblies, media events, public outreach road-shows etc.) from start to end, as well as coordinating and arranging participation at key external (third party run) conferences and other events on behalf of the ECMWF (Lot 1)

2. Expanding media presence of Copernicus services operated by the ECMWF on national, regional and international level (Lot 2)
3. Extending reach of Copernicus services operated by the ECMWF across online, social media and traditional platforms (Lot 3)

It is expected that successful bidder(s) shall regularly harmonize work across the three lots in order to provide coordinated and impactful ECMWF Copernicus services communication activities in line with the ECMWF Copernicus services annual communication plans and budgets.

Specific objectives and technical requirements are described in section 2 of this document. General performance requirements are presented in section 3. Information about the tender format and content is in section 4.

2. Technical requirements

The ITT contains three Lots, which are then split into Work Packages (WP). Tenderers may bid for individual or multiple Lots.

ECMWF is looking for delivery of effective Copernicus Communications Services and the successful Tenderer for each Lot will therefore be expected to work in a collaborative and synergetic way that maximises the impact of all service Lots. In particular, providers of Lot 2 and Lot 3 will be tasked to regularly provide support to the provider of Lot 1, through their supply of services or goods, in order to achieve overall results in line with the ECMWF Copernicus services expectations and vision when delivering, or coordinating participation at, internal and external events for the Copernicus services implemented by ECMWF.

Lot 1: Events activities

Since 2015, ECMWF's Copernicus Communications department has managed a large number of events (10-15 events per year) for both Copernicus Climate Change Service and Atmosphere Monitoring Service. That included management of internal events organized by the ECMWF Copernicus services and coordination of attendance to external events organized by other entities. With expected need for increased visibility and presence at regional and international external events ECMWF has agreed to engage external expertise which will focus on organizing, and managing participation in, events such as workshops, conferences, media events and public outreach road-shows, on behalf of the two Copernicus services operated by ECMWF (20-30 events per year). The successful Tenderer shall be responsible for the successful implementation of the ECMWF Copernicus services annual events plan, together with the evaluation of, and reporting on, each event delivered.

As part of their bid, Tenderers are asked to elaborate their expertise in organising events by detailing the 'start to finish' process they follow using Case studies (see 4.6), with particular emphasis on creating visually striking and functional event exhibition stands, event related displays and promotional material and activities. In particular, Tenderers are expected to provide details of previous experience in running exhibition stands and all related activities on behalf of other preferably international organisation or company. The Tenderer shall also provide ECMWF with pricing details for Scenarios (see 4.7.1) together with a list of subcontractors involved (where appropriate) using the templates as provided in Volume IIIA (Pricing tables) of this ITT.

WP1: Event planning, logistics and implementation for ECMWF Copernicus services participation in external events

The successful Tenderer shall develop and implement ECMWF Copernicus services event participation activities as agreed with ECMWF.

Activities for this work package shall include, but are not limited to the following:

- Support the ECMWF Copernicus Communications department with producing the events planning

- calendar on an annual basis;
- Scout and identify appropriate European and global events for CAMS and C3S to present their activities and products;
- Define key events attending objectives for each event;
- Develop a participation implementation plan for each external event, which may include arranging and managing travel and accommodation for participants;
- Plan event logistics including the procurement of all support activities included in the scope of costs (for example: exhibition stands rental, provision or update of expo stand design (fixed and portable)) - some of which will be supplied by the successful Tenderers of Lots 2 and 3;
- Prepare, submit for approval, execute and report event budget;
- Identify sub-contractors for outsourced activities in agreement with ECMWF Copernicus services;
- Run exhibition stands and other event related activities on behalf of ECMWF including stand assembly, dismantling, storage and transport;
- Provide other on-site and/or remote event support when requested by ECMWF;
- Prepare and implement cross-media communication plans pre, during, and after events in close collaboration with the successful Tenderers of Lots 2 and 3;
- Ensure that all branding throughout events is in line with ECMWF, Copernicus and European Commission guidelines.

WP2: Event planning, logistics and implementation for ECMWF Copernicus services organised events

The successful Tenderer shall develop and manage internal events such as conferences, workshops, press events, public road shows etc. including all planning, logistics, organisation and delivery activities as agreed with ECMWF. Please note that occasionally some events held in target countries (such as workshops or media briefings) should be delivered in the language most appropriate to the host country. The successful Tenderer may therefore need to consider collaboration with subcontractors for needs in the local language(s).

Activities for this work package shall include, but are not limited to the following:

Horizontal / long term activities:

- Provision of ECMWF event location scouting, venue identification and management;
- Support ECMWF in defining key event objectives and develop event implementation plan;
- Event calendar management and provision of detailed run-down schedules before, during and after an event;
- Ensure that all branding throughout events is in line with ECMWF, Copernicus and European Commission guidelines.

Short term / specific assignments:

- Provision of onsite technical support including set and stage, AV and internet connectivity;
- Provision of event catering;
- Manage event online registration, including payment processing;
- Manage presentations/abstracts submissions process;

- Event database management, online and offline;
- Speaker liaison and briefing;
- Sponsor and co-organisers liaison;
- Manage all other pre-, during and post- event related correspondence and liaison;
- Manage event specific promotional material and products preparation (such as badges, lanyards, event programme etc.) including graphic design ordering, shipment and reshipment process from/to events in close collaboration with Lot 3 Tenderer;
- Manage venue visual decorations preparation (displays, banners, posters etc.) in close collaboration with Lot 3 provider including storage and transportation before and after (for a possible re-use for future events);
- Manage press and public relations support at events in close collaboration with the Lot 2 provider;
- On-site and/or remote support during the event;
- Provision of on-site registration process;
- Manage all activities related to the poster session(s) including submissions, logistics, on-site poster display managements etc;
- Arrange on-site photography, event sessions live-streaming and filming;
- Prepare and implement cross-media communication plans pre, during, and after events in close collaboration with the successful Tenderers of Lots 2 and 3;
- Management of the event related travel reimbursement process for delegates, experts etc;
- Overall event management to ensure the smooth and efficient running of ECMWF Copernicus services organised events;
- Event follow-up including dissemination of results, publication of speeches/addresses etc. on paper and in audio-visual form.

WP3: Event evaluation and reporting

In order to understand the impact and outreach of events, an evaluation process and plan shall be developed by the successful Tenderer for approval by ECMWF Copernicus services. This should detail the proposed tools and methodology to be used. The successful Tenderer shall also provide a final event report for all internal and external events within a pre-agreed timeframe.

Activities for this work package shall include, but are not limited to the following:

- Assessment of implementation of event objectives and plans (defined as part of WP1 and WP2) as well as expected impacts;
- Definition of metrics and tools to report against ECMWF Copernicus services KPIs (KPIs shall be proposed as part of the Tenderers bid and subsequently agreed with ECMWF);
- Application of evaluation methods and tools (audience feedback and response systems);
- Collection and analysis of evaluation data;
- Creation of event reporting procedures and production of post-event reports as well as quarterly and annual operational reports.

WP0: Management and coordination

Under this work package, the successful Tenderer of Lot 1 shall provide the general contract management and coordination of WP1, WP2 and WP3 as well as work cooperatively and in close collaboration with the successful Tenderers of Lot 2 and Lot 3 in order to deliver an events service as agreed, and in line, with ECMWF Copernicus services needs and expectations.

The bid shall include outlines of roles and responsibilities of key-persons involved in the contract.

As part of the general contract management description, the Tenderer shall include the following elements in line with the reporting and planning requirements as laid down in the Terms and Conditions of the Framework Agreement (this is not an exhaustive list):

- Quarterly, annual and final reports shall be provided in accordance with the Framework Agreement Article 2.3.
- Lot1 implementation and management plan for the year N+1 shall be provided for ECMWF approval no later than 60 days from signing of the contract.
- A list of sub-contractors and details of their contribution, key personnel, legal names and addresses shall be provided. The Tenderer shall describe how the Framework Agreement, in particular Clause 2.9, has been communicated down to all their sub-contractors, and is expected to clearly demonstrate how it intends to manage sub-contractors' activities and how it will deal with conflicts and underperformance. The Tenderer may allocate new sub-contractors to specific tasks throughout the contract and should put in place an auditable selection process. Any changes in the list of subcontractors throughout the full duration of the contract shall be communicated to ECMWF for prior acceptance. *A paper on the selection process should be proposed to ECMWF for approval as a deliverable by T0+1month.*
- The Tenderer shall put in place a payment and financial management tool to manage contract expenses, including fees and travel expenses for event attendees such as key note speakers, external experts and specialists, travel grantees or similar. A methodology to assess, accept and pay for travel costs shall be developed and proposed to ECMWF for approval as a deliverable by T0+1 month, an outline of which should be included in the Tenderer's proposal. Following principles may be taken into account (this is not an exhaustive list):
 - only economy rates are accepted for all train and air travel related to ECMWF Copernicus services organised or attended events;
 - per-diem rates for all event attending personnel should be fixed for the full duration of the Framework Agreement;
 - travel costs for grantees, such as early career scientists attending ECMWF Copernicus services organised event, could be reimbursed to the amount agreed with ECMWF's Event Organising Committee;
 - travel costs for external experts or key note speakers could be reimbursed to the amount agreed with ECMWF's Event Organising Committee and if overnight stay needed, per-diem rates (for example based on <https://ec.europa.eu/europeaid/sites/devco/files/perdiems-2017-03->

[17 en.pdf](#)) shall be applied as agreed in advance with ECMWF in the payment methodology report;

- selected and accepted travel mode should be those with the least carbon footprint and ambient air quality impacts.

The methodology may be revised on an annual basis upon acceptance by ECMWF. In their ITT response, Tenderers shall propose an outline of a quality assurance plan, covering both content as well as service delivery. Furthermore, the Tenderer shall also propose to ECMWF a set of Key Performance Indicators (KPIs) suitable for monitoring various aspects of the service performance, together with a detailed risk and mitigation plan. Both KPIs as well as the risk and mitigation plan shall be reviewed, and updated if appropriate, during the course of the contract on a quarterly basis.

Monthly, or when needed, weekly teleconferences with the ECMWF Copernicus Communications team and a proposal for involvement of ECMWF in major contract reviews shall be provided as part of the Lot 1 management plan.

The table below provides the template to be used by the Tenderer to describe the complete list of deliverables, milestones and schedules for WP0. All milestones and deliverables shall be numbered as indicated. All document deliverables shall be periodically updated and versioned as described in the table.

Tenderers shall provide preliminary versions of the completed tables as part of their bid.

Key deliverables include:

- Seamless delivery of the Events services for ECMWF Copernicus services and in line with the agreed KPIs;
- Definition of metrics and tools to report against ECMWF Copernicus services KPIs (KPIs shall be proposed as part of the Tenderers bid and subsequently agreed with ECMWF);
- Detailed plans, updated as appropriate, on how the coordination function with Lot 2 and Lot 3 will be managed, including roles and responsibilities, to be delivered by T0+1 month.

Deliverables for this work package shall include the following reports:

| WP0 Contractual Obligations Template | | | | |
|--------------------------------------|-------------|--------|--|--|
| # | Responsible | Nature | Title | Due |
| D0.y.z-YYYYQQ | Tenderer | Report | Quarterly Implementation Report QQ YYYY QQ YYYY being the previous quarter | Quarterly on 20/01, 20/04, 20/07 and 20/10 |
| D0.y.z-YYYY | Tenderer | Report | Annual Implementation Report YYYY YYYY being the Year n-1 | Annually on 28/02 |

| | | | | |
|-------------|----------|--------|---|---|
| D0.y.z | Tenderer | Report | Final report | 60 days after end of contract |
| D0.y.z-YYYY | Tenderer | Other | Preliminary financial information YYYY <i>YYYY being the Year n-1</i> | Annually on 15/01 |
| D0.y.z-YYYY | Tenderer | Report | Draft Implementation plan YYYY <i>YYYY being the Year n+1</i> | 60 days after signing of contract for Year N+1 Annually on 28/02 |
| D0.y.z-YYYY | Tenderer | Report | Finalised Implementation plan YYYY <i>YYYY being the Year n+1</i> | Annually on 31/10 |
| D0.y.z-YYYY | Tenderer | Other | Copy of prime contractor's general financial statements and audit report YYYY <i>YYYY being the Year n-1</i> | Annually |
| D0.y.z-YYYY | Tenderer | Other | Letter from auditor specific to contract YYYY <i>YYYY being the Year n-1</i> | Annually |

Lot 2: Press activities

The successful Tenderer shall develop and deliver effective, eye-catching press activities aimed at international, regional and national media in target countries, in particular in EU and/or ECMWF member states respectfully. That will be achieved by defining strategies for campaigns and identifying key media outlets (newswires; written press - general and specific; audio-visual media - radio, television and online services). Furthermore, the successful Tenderer shall develop key media messages and deliver impactful press campaigns and other media activities for ECMWF Copernicus services that will result in raising ECMWF's Copernicus services profile as a trusted source of climate data used to help mitigate the impact of climate change in Europe and globally.

As part of their bid, using Case studies (see 4.6), Tenderers are asked to elaborate their expertise and demonstrate creativity in organizing press campaigns for international organisations or companies including any past experience in dealing with complex scientific information. The Tenderer shall also provide ECMWF with pricing details for Scenarios (see 4.7.2) together with a list of subcontractors involved (where appropriate) using the templates as provided in Volume IIIA (Pricing tables) of this ITT.

WP1: Planning and delivery of ECMWF Copernicus services press activities

The successful Tenderer shall develop and implement extensive press activities for ECMWF Copernicus

services including planning and delivering press campaigns, writing, translating and disseminating press releases as well as managing media database and providing extensive media monitoring across the platforms as agreed with ECMWF.

Activities for this work package shall include, but are not limited to the following:

Horizontal / long term activities:

- Develop, together with ECMWF, annual ECMWF Copernicus services press engagement plans, including methods and tools to ensure successful implementation;
- Scout and report media engagement opportunities and events;
- Development of campaign strategy, creative concept, design and targeted delivery for every ECMWF Copernicus services press campaign;
- Together with Lot 1 Provider, develop an annual schedule for pan-European media events;
- Support Lot 1 with the implementation of a cross-media communication plan for press and other ECMWF events by providing and coordinating press engagement activities before, during and after ECMWF Copernicus services events according to annual events planning calendar;
- Provide media buying recommendations (print media advertisements, online and television campaigns, mobile phone campaigns etc.) and manage all related activities including coordination of media partnerships and sponsor relations subject to ECMWF approval;
- Develop and maintain media database and mailing lists;
- Develop and deliver a detailed ECMWF Copernicus services media monitoring and reporting service by researching and implementing the most appropriate media monitoring platform as agreed with ECMWF;
- Regularly attend and contribute to the monthly ECMWF Copernicus services internal Editorial Board via video conference or in person when requested

Short term / specific assignments:

- Creation of key press messages and narratives as well as content for media briefing and similar activities;
- Implement a wide range of press and promotional activities for ECMWF Copernicus services including the preparation of press releases, press packs, generic and specialized factsheets, ad hoc media publications, USB keys content etc. ensuring consistent branding throughout in line with ECMWF, Copernicus and European Commissions guideline;
- The translation of press release or other media material to key (French, Spanish, German and Italian) and/or other target languages and targeted international dissemination to an extensive network of media contacts;
- Support Lot 1 in preparation and delivery of media events (approximately 4-6 events pa) by providing key thematic content and all related media engagement activities;
- Organise press conferences, press breakfasts and similar activities as agreed with ECMWF and in close collaboration with Lot 1 Provider;
- Delivery or arrangement of ad hoc media training for ECMWF Copernicus services staff.

WP2: Evaluation and reporting of ECMWF Copernicus services press activities

The successful Tenderer shall develop a press activities evaluation process and plan detailing tools and methodology used and present it to ECMWF Copernicus services for approval. The successful Tenderer shall also provide final report on the results of ECMWF Copernicus services press activities.

Actions for this work package shall include, but are not limited to the following:

- Develop press activities evaluation plan including definition of metrics and tools to report against ECMWF Copernicus services KPIs;
- Collection and analysis of evaluation data;
- Creation of campaign reporting procedures and production of post-campaign reports as well as quarterly and annual operational reports.

WP0: Management and Coordination

WP0 covers the management of Lot 2. The successful Tenderer of Lot 2 shall provide the management and coordination of WP1 and WP2 as well as work cooperatively and in close collaboration with the successful Tenderers of Lot 1 and Lot 3 in order to deliver a first-class Press engagement service as agreed with and in line with ECMWF Copernicus services' needs.

Monthly or, when needed, weekly teleconferences with ECMWF's Copernicus communications team will be arranged as part of the Lot 2 management plan.

As part of the general contract management description, the Tenderer shall include the following elements in line with the reporting and planning requirements as laid down in the Terms and Conditions of the Framework Agreement (this is not an exhaustive list):

- Quarterly, annual and final reports shall be provided in accordance with the Framework Agreement Article 2.3.
- Lot 2 implementation and management plan for the year N+1 shall be provided for ECMWF approval no later than 60 days from signing of the contract.
- A list of sub-contractors and details of their contribution, key personnel, legal names and addresses shall be provided. The tenderer shall describe how the Framework Agreement, in particular Clause 2.9, has been communicated down to all their sub-contractors.

The table below provides the template to be used by the successful Tenderer to describe the complete list of deliverables, milestones and schedules for WP0. All milestones and deliverables shall be numbered as indicated. All document deliverables shall be periodically updated and versioned as described in the table.

Tenderers shall provide preliminary versions of the completed tables as part of their bid.

Key deliverables include:

- Definition of metrics and tools to report against ECMWF Copernicus KPIs (KPIs shall be proposed

- as part of the Tenderers bid and subsequently agreed with ECMWF);
- Seamless delivery of the Press services for ECMWF Copernicus services and in line with the agreed KPIs;
- Prompt/timely and relevant action taken on key or 'breaking' news events;
- Timely and efficient coordination of Lot 2 tasks for projects executed with Lot 1 and/or Lot 3.

Deliverables for this work package shall include the following reports:

| WP0 Contractual Obligations Template | | | | |
|---|-------------|--------|---|---|
| # | Responsible | Nature | Title | Due |
| D0.y.z-YYYYQQ | Tenderer | Report | Quarterly Implementation Report QQ YYYY <i>QQ YYYY being the previous quarter</i> | Quarterly on 20/01, 20/04, 20/07 and 20/10 |
| D0.y.z-YYYY | Tenderer | Report | Annual Implementation Report YYYY <i>YYYY being the Year n-1</i> | Annually on 28/02 |
| D0.y.z | Tenderer | Report | Final report | 60 days after end of contract |
| D0.y.z-YYYY | Tenderer | Other | Preliminary financial information YYYY <i>YYYY being the Year n-1</i> | Annually on 15/01 |
| D0.y.z-YYYY | Tenderer | Report | Draft Implementation plan YYYY <i>YYYY being the Year n+1</i> | 60 days after signing of contract for Year N+1 Annually on 28/02 |
| D0.y.z-YYYY | Tenderer | Report | Finalised Implementation plan YYYY <i>YYYY being the Year n+1</i> | Annually on 31/10 |
| D0.y.z-YYYY | Tenderer | Other | Copy of prime contractor's general financial statements and audit report YYYY <i>YYYY being the Year n-1</i> | Annually |
| D0.y.z-YYYY | Tenderer | Other | Letter from auditor specific to contract YYYY <i>YYYY being the Year n-1</i> | Annually |

Lot 3: Public Outreach activities

The successful Tenderer shall develop and implement extensive ECMWF Copernicus services public outreach activities including, but not limited to, developing written and multimedia content for CAMS and C3S digital and traditional outreach platforms, developing graphic design and content for promotional and other purposes and executing ECMWF Copernicus services social media activities. In addition, the successful Tenderer shall provide support and work closely with Lot 1 and Lot 2 Tenderers in order to provide multimedia content for events and press activities as well as multiplatform coverage.

As part of their bid, using Case studies (see 4.6), Tenderers are asked to especially elaborate their expertise in planning and delivering successful digital and social media campaigns as well as and demonstrate creativity and expertise in providing innovative, distinct and memorable multimedia content such as videos and animations to support digital and other outreach activities. The Tenderer shall also provide ECMWF with pricing details for Scenarios (see 4.7.3) together with a list of subcontractors involved (where appropriate) using the templates as provided in Volume IIIA (Pricing tables) of this ITT.

WP1: Planning and delivery of ECMWF Copernicus public outreach activities

The successful Tenderer shall plan and deliver ECMWF Copernicus services public outreach activities including development of high-quality stand-out digital and traditional content across platforms as agreed with ECMWF.

Activities for this work package shall include but are not limited to the following:

Horizontal / long term activities:

- Develop a public outreach engagement plan, which should include the necessary implementation methods and tools for target audiences as agreed with ECMWF;
- Develop and deliver strategies for proactive online and offline public outreach campaigns that exhibit creativity and are impactful;
- Through the expert use of a wide range of software and Content Management Systems, including Drupal CMS applications, maintain, create and regularly update content for CAMS and C3S websites and special mini-sites for events. That might include creating news, feature stories, event reports, blogs, FAQs and other content for wide range of target audiences including policy-makers, scientific community, media and general public;
- Maintain, develop and post content for existing or new ECMWF Copernicus services social media platforms with special emphasis on Twitter, YouTube and Instagram;
- Create and disseminate quarterly ECMWF Copernicus services Newsletter including creating and maintaining mailing lists;
- Support Lot 1 in preparation and delivery of ECMWF Copernicus services organised or participated events including pan-European public outreach roadshows by designing and providing wide range of promotional materials for events and public outreach activities;
- Support Lot 1 by providing event coverage across ECMWF Copernicus services digital and social media platforms including on-site support for major ECMWF organised events as agreed with ECMWF;
- Support Lot 2 in successful delivery of ECMWF Copernicus services press activities by providing wide range of multimedia content;
- Regularly attend and contribute to the monthly Editorial Board via video conference or in person when requested.

Short term / specific assignments:

- Develop audio-visual content for use on CAMS and C3S digital platforms by creating stock-shots, illustrations, animations, motion graphics, infographics etc. as well as provide audio-visual content for other ECMWF Copernicus communications activities such as events, press activities, meetings and other public engagement and outreach purposes;
- Produce videos of different lengths and nature (television spots, web spots, documentaries, video news release material etc.) including scripting, storyboarding, filming, editing, dubbing, subtitling, production of graphical and animated content, etc. for use on CAMS and C3S digital platforms, events, press activities, meetings and other public engagement and outreach purposes;
- Create CAMS and C3S articles and other content for the Copernicus Observer Newsletter (<http://newsletter.copernicus.eu/>);
- Draft, edit, re-write and fine-tune written content for various printed or electronic information products such as magazines, factsheets, brochures, information sheets, features, e-books, etc.;
- Other content development including, but not limited to, presentation material and briefings;
- Design and production of graphic material for various printed or electronic information products including magazines, posters, leaflets, brochures, information sheets, newsletters, web pages, USB keys, as well as banners, roll ups and promotional and presentational material etc. ensuring consistent branding and style for all produced content and material across platforms according to ECMWF, Copernicus and European Commissions guidelines.

WP2: Evaluation and reporting of ECMWF Copernicus services public outreach activities

The successful Tenderer shall develop a public outreach activities evaluation process and plan detailing tools and methodology used and present it to ECMWF Copernicus services for approval. The successful Tenderer shall also provide regular reports on the impacts of ECMWF Copernicus services public outreach activities including monthly and quarterly website and social media analytics.

Actions for this work package shall include, but are not limited to the following:

- Develop a public outreach activities evaluation plan including definition of metrics and tools to report against ECMWF Copernicus services KPIs;
- Provide extensive websites and social media analytics by measurement, collection, analysis and reporting of data for purposes of understanding and optimizing digital platforms usage;
- Creation of public outreach activities reporting procedures;
- Production of post-campaign / outreach activity reports and quarterly and annual operational reports

WP0: Management and Coordination

WP0 covers the management of Lot 3. The successful Tenderer of Lot 3 shall provide the management and coordination of WP1 and WP2 as well as work cooperatively and in close collaboration with the successful Tenderer of Lot 1 and Lot 2 in order to deliver a wide-ranging Public outreach service as agreed with and according to ECMWF Copernicus services needs.

Monthly, or when needed, weekly teleconferences with ECMWF's Copernicus communications team will be arranged as part of the Lot 3 management plan.

As part of the general contract management description, the Tenderer shall include the following elements in line with the reporting and planning requirements as laid down in the Terms and Conditions of the Framework Agreement (this is not an exhaustive list):

- Quarterly, annual and final reports shall be provided in accordance with the Framework Agreement Article 2.3.
- Lot 3 implementation and management plan for the year N+1 shall be provided for ECMWF approval no later than 60 days from signing of the contract.
- A list of sub-contractors and details of their contribution, key personnel, legal names and addresses shall be provided. The tenderer shall describe how the Framework Agreement, in particular Clause 2.9, has been communicated down to all their sub-contractors.

The table below provides the template to be used by the successful Tenderer to describe the complete list of deliverables, milestones and schedules for WP0 (cf template in Volume IIIB Section 4.5). All milestones and deliverables shall be numbered as indicated. All document deliverables shall be periodically updated and versioned as described in the table.

Tenderers shall provide preliminary versions of the completed tables as part of their bid.

Key deliverables include:

- Definition of metrics and tools to report against ECMWF Copernicus services KPIs (KPIs shall be proposed as part of the Tenderers bid and subsequently agreed with ECMWF);
- Seamless delivery of the Public outreach services for ECMWF Copernicus services, in line with the agreed KPIs;
- Timely and efficient coordination of Lot 3 tasks for projects executed with Lot 1 and/or Lot 2.

Deliverables for this work package shall include the following reports:

| WP0 Contractual Obligations Template | | | | |
|---|-------------|--------|---|--|
| # | Responsible | Nature | Title | Due |
| D0.y.z-YYYYQQ | Tenderer | Report | Quarterly Implementation Report QQ YYYY <i>QQ YYYY being the previous quarter</i> | Quarterly on 20/01, 20/04, 20/07 and 20/10 |
| D0.y.z-YYYY | Tenderer | Report | Annual Implementation Report YYYY <i>YYYY being the Year n-1</i> | Annually on 28/02 |
| D0.y.z | Tenderer | Report | Final report | 60 days after end of contract |
| D0.y.z-YYYY | Tenderer | Other | Preliminary financial information YYYY <i>YYYY being the Year n-1</i> | Annually on 15/01 |

| | | | | |
|-------------|----------|--------|---|---|
| D0.y.z-YYYY | Tenderer | Report | Draft Implementation plan YYYY <i>YYYY being the Year n+1</i> | 60 days after signing of contract for Year N+1 Annually on 28/02 |
| D0.y.z-YYYY | Tenderer | Report | Finalised Implementation plan YYYY <i>YYYY being the Year n+1</i> | Annually on 31/10 |
| D0.y.z-YYYY | Tenderer | Other | Copy of prime contractor's general financial statements and audit report YYYY <i>YYYY being the Year n-1</i> | Annually |
| D0.y.z-YYYY | Tenderer | Other | Letter from auditor specific to contract YYYY <i>YYYY being the Year n-1</i> | Annually |

3. General requirements

3.1. Coordination between Lot 1, Lot 2 and Lot 3

The successful Tenderers will work in close collaboration, ensuring harmonization of their work across three Lots and related work packages in order to provide smooth, coordinated, far-reaching and impactful communication activities that are contributing to effective implementation of the ECMWF Copernicus Communication strategy and ensuring consistent branding throughout in line with ECMWF, Copernicus and European Commissions guidelines.

3.2. Implementation of schedule

Tenderers for each Lot should provide an outline time plan and schedule as part of the tender response (a detailed plan will need to be provided by the successful Tenderer in T0 + 1 month) The proposed time plan and schedule shall address the main tasks, inputs, outputs, intermediate review steps, milestones, deliverables and dates. Regular progress meetings will be held with ECMWF during the contract to assess projects status, risks and actions.

Activities shall be performed in the context of a framework agreement(s) which is expected to run until 31.12.2020 with individual Service Contracts. Depending on the nature of activities, different Service Contracts will be issued within each of the Lots.

For WP0, , as well as for horizontal and long term activities, and evaluation and reporting, **annual Service Contracts** will be issued. These Service Contracts are planned to be renewed on an annual basis upon a successful review of service delivery. The kick-off (KO) of the first service contract is scheduled to commence in the second quarter of 2018.

Short term and specific assignments as planned within WP1 will be covered by **short term Service Contracts**. Content and price will be based on the annual plans as agreed between ECMWF and the successful Tenderer but will be refined and updated for each individual short term Service Contract. ECMWF may also launch occasional Service Contracts on an ad-hoc basis. Some Service Contracts may be launched in parallel and the successful Tenderer should be able to mobilise the necessary resources accordingly. The process of requests for Service Contracts are specified in the Terms and Conditions (cf. Volume V Framework Agreement).

3.3. Meetings

As well as the regular progress meetings mentioned above, the successful Tenderers for Lot 1, Lot 2 and Lot 3 are required to participate in monthly and, when needed, weekly implementation meetings via tele or video conferences. For Lots 2 and 3, there will be additional monthly Editorial Board video conference meetings.

3.4. Deliverables

Expected top level deliverables are outlined in section 2. Some additional deliverables may be agreed with the successful tenderer during the negotiation stage.

The IPR of the communications and outreach content produced as part of the contract will rest with the European Commission.

Tenderers are advised to take into account the relevant terms and conditions on IPR as laid down in “Clause 3: Intellectual Property Rights” of Volume V Framework Agreement.

3.5. Documents and reports

All project reports, material and other documents shall be produced in English. The quality of these shall be equivalent to the standard of peer-reviewed publications and practice. Unless otherwise agreed by ECMWF, documents and reports shall be made available to ECMWF in electronic format (PDF/Microsoft Word/Microsoft Excel or compatible).

3.6. Key Performance Indicators

The service shall be delivered in iterative cycles on a quarterly and annual basis. At the end of each year, a service readiness review shall take place that will include assessment of a set of Key Performance Indicators (KPIs). The KPIs shall be designed to quantify different aspects of quality of service against the requirements described in this document.

As part of their bid, Tenderers shall specify a proposed set of KPIs appropriate for the service, e.g. relating quality of organised events, increased ECMWF Copernicus services coverage/mention in major media outlets in Europe and/or globally, number of unique website visitors or new followers on social media platforms, etc. These KPIs may be refined, in agreement with ECMWF, during the lifetime of the contract.

4. Tender format and content

General guidelines for the tender are described in Volume IIIB. Specific requirements to prepare the proposal for this particular tender are described in the next subsections.

The Tenderer shall provide an executive summary of the proposal, describing the objectives, team and service level.

For Lot 1, the proposal shall contain a description of suggested organisational, delivery and reporting approaches for each of different types of events (workshop, conference, press event, road show, general assembly etc.). In addition, bidders should provide Lot 1 related examples from their existing portfolio. As part of the proposal, Tenderers should also clearly specify a methodology that will be used to assess to what level the expected impacts and KPIs have been met.

For Lot 2, the proposal shall contain a description of planning and delivery approaches for press campaigns executed on behalf of clients. Proposals should also include Lot 2 related examples from the Tenderers current portfolio including any previous examples in presenting complex scientific information to the media. As part of the proposal, Tenderers should also clearly specify a methodology that will be used to assess to what level the expected impacts and KPIs have been met.

For Lot 3, the proposal shall contain a description of planning and delivery approaches for public outreach campaigns across digital platforms. Proposals should also include Lot 3 related examples from the Tenderers current portfolio, including any previous examples of compelling multimedia outreach content including examples of design for displays, promotional material, visuals etc, as well as examples in presenting complex scientific information in a creative way. Tenderers should also clearly specify a methodology that will be used to assess to what level the expected impacts and KPIs have been met.

Section 4 also includes Case Studies (4.6 - one per Lot), as an example of quality, and Pricing Scenarios (4.7), for price evaluation purposes only, which Tenderers must respond to.

4.1. Page limits

As a guideline, it is expected that individual sections of the Tenderer's response do not exceed the page limits listed below. These are advisory limits and should be followed wherever possible, to avoid excessive or wordy responses.

| <i>Section</i> | <i>Page limit</i> |
|--|--|
| <i>Track Record</i> | 2 (for general) and 2 (per entity) |
| <i>Quality of Resources to be Deployed</i> | 2 (excluding Table 1 in Volume IIIB and CVs with a maximum length of 2 pages each) |
| <i>Case Studies</i> | 3 per scenario |

| | |
|--------------------------------------|---|
| <i>Management and Implementation</i> | 10 (excluding Table 3, Table 5 and Table 6 in Volume IIIB) + 2 per each work package description (Table 4 in Volume IIIB) |
| <i>Pricing Table</i> | No limitation |

4.2. Specific additional instructions for the Tenderer's response

The following is a guide to the minimum content expected to be included in each section, additional to the content described in the general guidelines of Volume IIIB. This is not an exhaustive description and additional information may be necessary depending on the Tenderer's response.

4.3. Track Record

ECMWF encourages creativity and innovation in creating memorable and effective events, public outreach campaigns, and multimedia content for its communications activities. When detailing experience, and examples or case studies, as requested below, Tenderers are encouraged to provide evidence of such, and how this could be of benefit to ECMWF Copernicus services. ECMWF may ask for evidence, reference or performance review related to the examples provided.

The Lot 1 Tenderer shall demonstrate for itself and for any proposed subcontractors that they have experience with relevant projects in the public or private sector at international level, including solid experience in organising, planning and managing key events on behalf of clients.

The Lot 2 Tenderer shall demonstrate for itself and for any proposed subcontractors that they have experience with relevant projects in the public or private sector including solid experience in organising, planning and delivering extensive press campaigns and media activities at an international level. Proposals should also include any previous examples in dealing with presenting complex scientific information to the media.

The Lot 3 Tenderer shall demonstrate for itself and for any proposed subcontractors that they have experience with relevant projects in the public or private sector at international level, including solid experience in drafting, planning, organising and delivering online and social media content and campaigns for complex organization or company with international reach. Proposal should also mention any previous examples in dealing with presenting complex scientific information in a creative way.

4.4. Quality of Resources to be deployed

The Tenderer shall propose a team with the skills required for providing operational services that meet the technical requirements set out in section 2. The team shall include a Service Manager with at least 5 years of experience in management of similar projects to that of the ITT. The Tenderers shall describe the experience of the Service Manager and the technical project team in performing activities related to the various aspects of this tender.

4.5. Management and Implementation

As part of their response, it is imperative that Tenderers demonstrate strong management skills, with particular emphasis on the following areas:

- Resources management: skillsets/availability of experts/geographic coverage
- Time management: ability for quick mobilisation of necessary resources
- Subcontract management / Conflict resolution
- Planning: which tools will be used?
- Quality assurance: how this is controlled/monitored / thresholds applied
- Cost control and financial management: procurement and accounting policies/procedures/systems
- Risk management: how this is assessed and mitigated

With regards to cost control and financial management, and in line with ECMWF's principles of transparency, non-discrimination, equal treatment and effective competition when procuring, together with economy and sound financial management, it is a requirement that Tenderers are able to evidence the necessary policies, procedures and controls necessary to achieve the following:

- Procurement procedures that ensure a proper framework and identification of conflicts of interest
- Selection based on a combination of efficiency, economy and effectiveness to achieve best value for money (ie not necessarily the cheapest)
- Not include any requirements that may unjustifiably prevent bids
- Ensure that potential bidders are given the same information to allow them to bid and, if applicable, to refine their bids during the evaluation phase
- Sound contractual relationships with suppliers
- Auditable payment process from purchase order (or equivalent) to payment following receipt of goods / service that has a robust checks and /or controls hierarchy
- Adequate records to evidence payments made on behalf of ECMWF under this contract

At this stage, Tenderers should outline how they would achieve these principles using existing, or to be implemented, practices. The successful Tenderer(s) will subsequently need to evidence such during the contract negotiation stage, and should be willing to make amendments where the controls are considered inadequate by ECMWF.

Additionally, for each Lot, the Tenderers shall also provide an overview of their methodology / approach to the proposed activities, typical timescales to complete the activities, and how the activity would be planned and managed.

Deliverables should be consistent with the technical requirements specified in section 2, additional deliverables may be added if required. The number of milestones is not restricted, but they should be designed as markers of demonstrable progress in service development and/or quality of service delivery.

Elements as described in the chapters on WPO for Lot 1, Lot 2 and Lot 3 shall be taken into account in the response to this section.

Tenderers are free to make proposals that they consider necessary for the effective management and implementation of the contract.

Tenderers shall also provide a list of sub-contractors (if applicable) describing their contribution and key personnel, legal names and addresses, and complete an organigram as described in section 4.2 of Volume IIIB.

Reference is also be made to the further requirements detailed in Section 4 of Volume IIIB.

4.6. Case studies

As part of the bid, we ask Tenderers to explain and demonstrate how they would manage case studies detailed below in order to **provide the most impactful and creative solutions whilst achieving the best value for money for ECMWF Copernicus services**. Tenderers are expected to outline case study solutions as well as to include reference to, and examples of, creative solutions used for in previously executed projects. Please note that the case study should not exceed a maximum of 3 pages per case, however, additional material such as illustrations and links to other multimedia, videos or websites may be included as an annex to illustrate proposed solutions.

Further, responses should detail how Tenderers will manage the whole case study project on behalf of ECMWF Copernicus services from planning to delivery, detailing methodology and tools used as well as any other suppliers involved at any stages. The Tenderers will also need to demonstrate that they have the ability to deliver communication activity across Europe, ideally to the same or similar audiences and sectors outlined.

As ECMWF Copernicus services consider measurement and evaluation of communication outcomes and KPIs important, the Tenderers are also required to present evidence related to this as well as solutions for high level risk mitigation.

Lot 1 – Event case study

The European Commission has entrusted the two Copernicus services run by the ECMWF to organize and coordinate the main Copernicus event to mark Earth Day 2018 (22nd April). The event should be organized in one of the EU member states in a stand-out venue most suitable for the main theme of the event. It should include representatives from all entrusted entities and stakeholders implementing the Copernicus Programme. In addition, a Copernicus Committee meeting, involving 40 representatives from each the 28 EU Member States and the European Commission, will be held at the same venue on 21st April.

Overall budget: Not to exceed 350,000 Eur

Expected attendance per event – 2,000

Duration: 1 + 1 day

Main theme: European climate observations

Target audience for the event: General public and businesses

As part of the case study Tenderer should propose the most suitable venue and format for the event describing how it will manage the whole project on behalf of ECMWF Copernicus services from planning to delivery, including space rental and logistics for both the high level meeting on the Copernicus Committee and the Earth day event. The Tenderer should specify the criteria and parameters taken into account to come up with a solution.

The case study should also include an outline of the Earth Day event programme, with suggested speakers and any creative solutions related to the displays, visuals and takeaway material (which should be presented in both English and, if different from English, the local language). Details of the event publicity campaign, with tools and platforms used, should be also included.

The Tenderer should outline their management and implementation plan for the proposed event and meeting including resources and cost planning and the subcontractor selection and management process for each stage of the case study. An evaluation methodology and tools for assessing project KPIs should be also incorporated in the case study proposal.

Copernicus is a flagship programme run by the EC and hence it is expected that the venue, displays and visuals, and the management of such, proposed under this case study will reflect an appropriate level of quality, professionalism and finesse.

Lot 2 – Press activities case study

The ECMWF wants to launch a press campaign in order to raise awareness of the ECMWF Copernicus services around Europe and reach a wider audience. The campaign should include a series of articles and related visual content targeted at specific European media outlets with the aim to inform decision makers and policy makers about the scope of the Copernicus programme, especially C3S and CAMS products.

Overall budget: Not to exceed 150,000 Eur.

Campaign duration: 6 months

As part of the case study Tenderer should detail the preferred approach for each chosen media outlet with a suggested theme and key message for each.

In addition, the Tenderer should indicate creative solutions for any accompanying visual content with examples from Tenderer's current or previous projects used to illustrate proposed multimedia content.

The Tenderer should outline the management and implementation plan for proposed events including resources and cost planning and subcontractor selection and management process for each stage of the case study. An evaluation methodology and tools for assessing project KPIs should also be incorporated in the proposal.

Lot 3 – Public Outreach case study

The Copernicus Atmosphere Monitoring Service wishes to launch a social media campaign in order to support and widen the reach of a soon to be launched recruitment campaign for the new Head of Stakeholder Engagement and External Relations based in Reading, UK. By designing a targeted and stand out campaign you will help ECMWF HR department with attracting top talent across Europe for this senior management position.

Geographic coverage/target: EU Member States

Campaign duration: 4 weeks

Overall budget: Not to exceed 15,000 Eur

As part of the case study, the Tenderer should develop key messages and propose a creative solution for this social media campaign, detailing the preferred approach for each chosen social media platform, together with why these are targeted, stating the number and type of audience aiming to be reached.

Case study should include:

-Written content: Main storyline for each platform

-Visual content: Draft outline of any visual content that will be used. Examples from Tenderer's current or previous projects should be used to illustrate proposed multimedia content.

Tenderers should outline their management and implementation plan for the proposed campaign including subcontractors that will be involved in any stage of the project. An evaluation methodology and tools for assessing project KPIs should be also incorporated in the proposal.

4.7. Pricing

Tenderers are expected to determine their price using the MS Excel files as included in Volume IIIA:

- COP_020_Volume IIIA_Pricing tables_Lot 1
- COP_020_Volume IIIA_Pricing tables_Lot 2
- COP_020_Volume IIIA_Pricing tables_Lot 3

Daily Fee rates shall be calculated on salary costs, profit rates and indirect costs per different levels of experts involved:

- L1_Manager
- L2_Senior expert
- L3_Expert
- L4_Support staff

Actual titles and roles may alter and should be specified for Lot 1, Lot 2 and Lot 3 but the breakdown of the fees categories should be followed throughout the Framework Agreement.

4.7.1. Pricing Table for Lot 1

For Lot 1, a price should be given for the scenario as described below. **This price is used for evaluation purposes of the tender only.** Daily fee rates should also be proposed for the different roles of experts involved. Tenderers are required to complete the dedicated sheet in the MS Excel Pricing Tables as included in Volume IIIA.

Price determination scenarios for Lot 1:

Event Scenario 1: Copernicus Climate Change Service organised conference

The Copernicus Climate Change Service is organising an international conference in Rome, Italy that will be attended by scientists and experts from across the world.

Attendance - 350 attendees

Duration - The event will take place over 5 days

Format:

The conference will consist of various sessions, panel discussions and presentations to all attendees on all days, requiring one theatre style room that can accommodate this number. An additional space will be needed for 2 poster sessions (50 posters each) along with display boards and support in printing the posters, setting up the room and dismantling.

Schedule:

- *Day 1 will start at 13.00 for delegates (no lunch)*
- *Day 2 the Ice-breaker will start at 17.30 – 19.30*
- *The Conference Dinner on Day 4 will start at 19.00- 21.00*
- *Day 5 will finish at 15.00 at Friday (no coffee break in the pm)*

Event catering:

Day 2-4: Coffee breaks x 2 + Day 1 pm coffee break + Day 5 am coffee break

Day 2-5: Lunch

Day 2: Finger food and drinks for evening Ice-breaker

Day 4: Conference Dinner for up to 350 people

The Tenderer should take into account all following costs:

- *Venue sourcing and management (minimum requirements: 4 star hotel or similar)*
- *Setting up event website*
- *Online registration, fee payment and abstract submission management*
- *Provision and delivery of name badges and lanyards*
- *On-site set up and support including running of Registration desk (4 persons)*
- *Provision of on-site technical support facilities including 1 projector, 3 laptops, 2 screens, 4 wireless microphones and Wi-Fi*
- *Provision of catering*
- *Provision of event live-streaming*

- Provision and delivery of on-site event banners, take-away promotional materials (pens and USB sticks) and event programme
- Arranging on-site support office facilities including printer, stationary and storage
- Evaluation of the event for presentation to ECWMF

Event Scenario 2: Science Fair attended by ECMWF Copernicus services

The ECMWF Copernicus Communication team have identified a science fair in San Francisco, US where they would like to promote the Copernicus Services.

Overall event attendance - 2000

Duration - The fair takes place over four days, from Thursday to Sunday with Wednesday prior available for set-up.

Format - The ECMWF Copernicus services require an exhibition stand at the fair and sponsorship option for promoting the Services and Copernicus brand. The exhibition stand space and sponsorship needs booking and paying for by Tenderer.

In addition, the exhibition stand needs designing, constructing and de-constructing once the event is finished.

On-site running of the expo-stand on behalf of the ECMWF is also required (2 persons).

Stand specifications:

- Stand size: 12m²
- Two x iPad + two large screens for websites display
- 1 additional large screen for videos
- 1 high table
- 4 high chairs
- 1 display stand as lockable storage cupboard
- 2 wall brochure holders

Promotional material will need delivering and displaying/setting up at the stand (brochures, USBs, videos etc.).

4.7.2. Pricing Table for Lot 2

For Lot 2, a price should be given for the scenario as described below. **This price is used for evaluation purposes of the tender only.** Daily fee rates should also be proposed for the different roles of experts involved. Tenderers are required to complete the dedicated sheet in the MS Excel Pricing Tables as included in Volume IIIA.

Price determination scenario for Lot 2:

Press Scenario: Press release campaign

The Copernicus Climate Change Service (C3S) has observed that last month's global average temperatures have dropped for the first time in 3 decades and would like to generate and issue a press release (within a week) and achieve global press coverage.

Duration - 1 week

Format - Press release will be drafted in English and based on the C3S scientists input that would need turning into more media friendly content with attention grabbing headline.

The press release would need to be translated into French, German, Spanish and Italian and sent to relevant journalists in those languages (Please state your chosen distribution channels and key media outlets/journalists targeted, together with your reasoning).

The release would be published on the Copernicus Climate Change Service website as well as any other digital platforms used in campaign.

Please note that ECMWF has a Copernicus Press and Events Manager who would be the main point of contact for approval, queries and any interview requests.

4.7.3. Pricing Table for Lot 3

For Lot 3, a price should be given for the scenario as described below. **This price is used for evaluation purposes of the tender only.** Daily fee rates should also be proposed for the different roles of experts involved. Tenderers are required to complete the dedicated sheet in the MS Excel Pricing Tables as included in Volume IIIA.

Price determination scenario for Lot 3:

Public Outreach Scenario: United Nations COP24 conference digital coverage campaign

The Copernicus Climate Change Service (C3S) and Copernicus Atmospheric Monitoring Service (CAMS) are organising two side events at the forthcoming COP24 in Poland in 2018. The events will be organised in the European Pavilion together with European Commission and other Copernicus services. ECMWF would like to generate extensive and impactful digital coverage of these two events using CAMS and C3S websites and social media platforms.

Duration - 2 days (1st at the first day of COP24 and 2nd on the last day of COP24)

Format - Digital coverage campaign for each event with pre- and post- event articles on CAMS and C3S websites and social media coverage with an emphasis on skilful use of visuals for Twitter and Instagram coverage. Social media coverage should include live event tweeting for 2nd event only. In addition, one 90" wrap-up post-event video should be produced for use on Copernicus ECMWF YouTube channel and to be embedded in the post-event website article.

Please note that ECMWF has a Copernicus Web Officer who would be the main point of contact for any queries or approvals needed.

4.7.4. Pricing for Service Contracts

For each new Service Contract launched within the Framework Agreements of Lot 1, Lot 2 or Lot 3, price will be determined with the successful Tenderer for the specific activities covered within that Service Contract.

The price will be based on the daily fee rates fixed at the signature of the Framework Agreement, eventual travel costs and other direct costs such as event logistics, promotional material, etc.