

ECMWF Copernicus Procurement

Invitation to Tender



Copernicus Climate Change Service Copernicus Atmosphere Monitoring Service

Copernicus Media Partnership

Volume II

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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 Media Partnership services in support of ECMWF's Copernicus Department communication and outreach activities for both CAMS and C3S.

The successful bidder(s) shall provide impactful and far-reaching media partnership activities that are contributing to effective implementation of ECMWF Copernicus Communication strategy in the areas of media engagement and outreach.

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 communication 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.

With Copernicus Climate Change Service entering its fully operational phase in 2018, we envisaged a need for further increased visibility and presence at a number of regional and international events as well as for creating additional media engagement opportunities.

To meet these needs, ECMWF has established in 2017 and 2018 Framework Agreements with contractors covering the following activities:

- **COP_020 Lot 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;
- **COP_020 Lot 2:** Expanding media presence of Copernicus services operated by the ECMWF on national, regional and international level;

- **COP_020 Lot 3:** Extending reach of Copernicus services operated by the ECMWF across online, social media and traditional platforms;
- **COP_001_024:** Copernicus media partnership with EuroNews: Creation of pan-European TV and digital partnership to raise Copernicus, CAMS and C3S awareness and showcase emblematic products to decision-makers and influencers throughout Europe. TV products include daily TV Air quality bulletins based on the CAMS data and input and monthly Climate Updates centred around C3S flagship monthly temperature reports. Further products include corporate video profiles as well as an online Air quality forecast, a tailor-made European air quality map integrated into the Euronews.com Weather page.

This ITT COP_024b is being launched with the aim

- to retender a contract to guarantee a media partnership with EuroNews (**Lot 1**); and
- to develop and implement additional creative solutions and novel high impact services to further expand media coverage of CAMS and C3S (**Lot 2**).

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 presented in section 4.

2 Technical requirements

The ITT contains two Lots, which are then split into Work Packages (WP). Tenderers may bid for one or both Lots.

ECMWF is looking for delivery of impactful media partnerships and the successful Tenderer for each Lot will therefore be expected to work closely with Copernicus ECMWF Communications team in a collaborative and synergetic way that maximises the impact of both service lots in order to achieve overall results in line with the ECMWF Copernicus services expectations, strategy and vision.

2.1 Lot 1: Media Partnership with EuroNews

2.1.1 Objectives

The main purpose of Lot 1 is the further development of the EuroNews partnership which delivers brand awareness for the Copernicus programme and the specific expertise and products of CAMS and C3S as implemented by ECMWF. This shall include several communication tools both on TV and online.

The overall objectives of the media partnership with EuroNews is to create brand visibility, qualified brand awareness and product and user awareness. Outreach to local stakeholders and decision makers is key and the products are expected to be translated into at least 10 languages.

Following the initial contract established in 2017, this ITT aims to provide continuation of the partnership with EuroNews by retaining the most successful elements of the original contract whilst introducing new multimedia elements that will further showcase Copernicus and its Climate Change and Atmosphere Monitoring Services as implemented by the ECMWF as well as their missions, key tools and products. In particular, these new elements should include longer television formats and extended digital features that would incorporate both web and social media channels. These new media partnership elements should help us reach new audiences and further expand Copernicus brand visibility in Europe.

2.1.2 Workpackages

WPO: Management, Evaluation & Reporting

Objectives

The successful Tenderer shall:

- act as the primary contact for ECMWF liaising with EuroNews on a day to day basis and as the contact for issue management and resolution;
- ensure that deliverables and deadlines are set and met;
- convene and attend meetings with ECMWF and EuroNews in all phases of work.

This work package shall focus on:

- Contract management which includes planning of tasks, deliverables and milestones, internal controls and coordination of subcontractors, quality control, risk management and mitigation plan;
- Daily management of the partnership with EuroNews; and
- Reporting on contractual aspects as well as monitoring of the content production and the media plan and to evaluate performance based on selected key performance indicators.

The Tenderer shall elaborate in the bid the proposed approach on these key managerial, evaluation and reporting tasks.

Timeline

WPO shall run from T0 until T0+24 months.

Tasks and deliverables

Updates of the progress on contract implementation, planning, controls and key performance indicators shall be provided by the successful Tenderer via the deliverables as indicated below.

In addition, it is expected that the successful Tenderer shall regularly monitor, evaluate and report on the impact of each element of the media partnership framework. Reporting should be done on the campaign and quarterly basis and should correspond with timeframe and format requested by Copernicus ECMWF and European Commission.

A list of sub-contractors describing their contribution and key personnel, legal name and address shall be provided. The tenderer shall describe how the Framework Agreement (in particular Clause 2.9) has flown down to all their sub-contractors and how responsibilities and roles are distributed.

The successful Tenderer is expected to organise monthly progress meetings via teleconference with Copernicus ECMWF and EuroNews.

At quarterly intervals, review meetings between the successful Tenderer and ECMWF shall be organised by teleconference to assess contract implementation and reach of media coverage and to evaluate and assess eventual needs to fine-tune interactions with EuroNews, data and information delivery schemes by ECMWF and the content and format of the purchased media products.

Furthermore, the successful Tenderer is expected to allocate budget to attend a kick-off meeting at the premises of ECMWF in Reading (U.K.), attend at least two General Assembly meetings (locations to be determined) and one ad-hoc meeting relevant to media coverage within Europe, to be activated upon request by ECMWF.

The tables below provide the deliverables and milestones for the work package. Tenderers shall complete Volume III C as part of their bid, which should include the deliverables and milestones already indicated in the tables below and will form a preliminary version. Volume III C will be used by the contractor to describe the complete list of deliverables, milestones and schedules for this work package. All milestones and deliverables shall be numbered as indicated. All document deliverables shall be periodically updated and versioned as described in the tables.

Deliverables for this work package shall include at least the following reports:

WPO Deliverables (not limited):				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D0.y.z-YYYYQQ	Tenderer	Report	Quarterly Implementation Report QQ YYYY <i>QQ YYYY being the previous quarter</i>	Quarterly on 15/01, 15/04, 15/07 and 15/10
D0.y.z-YYYYQQ	Tenderer	Report	Quarterly EC KPIs Report QQ YYYY <i>QQ YYYY being the previous quarter</i>	Quarterly on 15/01, 15/04, 15/07 and 15/10
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>	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 C3S contract YYYY <i>YYYY being the Year n-1</i>	Annually

WP1: Content, Brand Management and Design

Objectives

The Tenderer shall provide for:

- Defining, co-ordinating and delivering the production of any graphical elements to support the proposed approach e.g. adverts, images, logos;
- Co-ordinating the co-branding approach so that Copernicus brand guidelines are adhered to and CAMS & C3S are sufficiently visible in the final execution.

Timeline

WP1 shall run from T0 until T0+24 months.

Tasks and deliverables

In WP1, the Tenderer shall elaborate its approach to produce and broadcast on EuroNews the following contents:

- ***TV Air Quality bulletins***

The status of air quality based on CAMS shall be aired on a daily basis, during 24 months, as a specific 60 seconds program at peak and primetime hours.

This program shall present an index of air quality of the main European cities for the day and the tendency of the next day. Adequate attention shall be paid on the source of information and the branding / logos of the European Union Copernicus Atmosphere Monitoring Service and ECMWF.

The TV air quality bulletins shall be aired globally.

- ***TV Climate Updates***

Every month a specific 90 seconds Climate Update program shall be aired at peak and primetime hours. This program will present the main monthly climate change indicators developed by Copernicus, such as surface air temperature, hydrological climate variables and sea-ice cover.

Adequate attention shall be paid on the source of information and the branding / logos of the European Union Copernicus Climate Change Service and ECMWF.

The TV Climate Updates shall be aired globally.

- ***TV Corporate profile***

60 seconds corporate profiles shall be produced and aired at 4 specific dates during the year as agreed with ECMWF to coincide with key events or occasions.

- ***EuroNews website weather page***

The format of the module will be maintained for 24 months (per city air quality « app », embedded video bulletin with intro Copernicus billboard + Copernicus hub).

- ***Digital Features***

Introduction of new web and social media elements as a fixed digital feature during the full period of the contract.

- ***TV feature program (long duration)***

Introduction of a TV feature program that will be produced and aired at monthly intervals during the full period of the contract.

The Tenderer as a part of the proposal shall define:

- the technical products from the CAMS and C3S portfolio that will be used;
- any datasets, the mechanism and/ or frequency by which they should be provided;

- any specific format for products and data that might be required and that ECMWF would need to support;
- any key staff to whom ECMWF might have to provide access to on a regular basis e.g. scientists, communication team, Heads of Service.

The tables below provide the deliverables and milestones for the work package. Tenderers shall complete Volume III C as part of their bid, which should include the deliverables and milestones already indicated in the tables below and will form a preliminary version. Volume III C will be used by the contractor to describe the complete list of deliverables, milestones and schedules for this work package. All milestones and deliverables shall be numbered as indicated. All document deliverables shall be periodically updated and versioned as described in the tables.

Deliverables for this work package shall include at least the following:

WP1 Deliverables (not limited):				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D1.y.z-YYYY	Tenderer	TV 60" daily bulletins	TV 60" daily air quality bulletins Air quality TV bulletins	<i>To be determined</i>
D1.y.z-YYYY	Tenderer	TV 90" monthly bulletins	Climate Update	<i>To be determined</i>
D1.y.z-YYYY	Tenderer	Air Quality online	Digital air quality Weather page module	<i>To be determined</i>
D1.y.z-YYYY	Tenderer	60" TV spots	TV Corporate profile	<i>To be determined</i>
D1.y.z-YYYY	Tenderer	Web features	Copernicus digital hub	<i>To be determined</i>
D1.y.z-YYYY	Tenderer	Social media features	Copernicus social media campaigns	<i>To be determined</i>
D1.y.z-YYYY	Tenderer	TV programme feature	Copernicus themed tv programme	<i>To be determined</i>

2.2 Lot 2: Development and implementation of new creative solutions and novel high impact services to further expand media coverage of CAMS and C3S

2.2.1 Objectives

The main objectives of the contract under Lot 2 is the development and implementation of new creative solutions to reach unfamiliar audiences and further extend brand awareness in the media of the Copernicus programme and the Copernicus Climate Change and Atmosphere Monitoring Services implemented by ECMWF specifically.

The Tenderer should propose novel, high impact media products and solutions to showcase Copernicus and in particular, products and services of the Copernicus Climate Change and Atmosphere Monitoring Services as implemented by ECMWF.

In particular, creative media solutions that will lead to a further expansion of Copernicus media exposure via additional long-term partnerships with one or more prominent media outlets or networks shall be proposed. This will be in addition to, and independent from, the Copernicus ECMWF media partnership with Euronews (Lot 1 of this ITT) and communication and outreach activities already covered under COP_020 contracts for events, press and public outreach (*cf.* <https://climate.copernicus.eu/cop020-copernicus-communications-services>).

Tenderers are encouraged to propose a variety of potential solutions in their bid. Each solution shall be accommodated by a preliminary indication of the expected impact and price.

The proposed solutions of the successful tenderer will be developed in further detail during the initial phase of the contract (WP1) which will serve as a base for ECMWF to select one or more solutions for actual implementation (WP2).

For Lot 2, one or more successful tenderers may be selected.

2.2.2 Work packages

WPO: Contract Management, Evaluation & Reporting

Objectives

This work package shall focus on:

- Contract management, including internal controls and coordination of subcontractors, quality control, risk management and mitigation plan;
- Reporting on contractual aspects as well as monitoring of the content production and the media plan and to evaluate performance based on selected key performance indicators.

The Tenderer shall elaborate in the bid the proposed approach on these key managerial, evaluation and reporting tasks.

Timeline

WPO shall run from T0 until T0+24 months.

Tasks and deliverables

Updates of the progress on contract implementation, planning, controls and key performance indicators shall be provided by the successful Tenderer via the deliverables as indicated below.

A list of sub-contractors describing their contribution and key personnel, legal name and address shall be provided. The tenderer shall describe how the Framework Agreement (in particular Clause 2.9) has flowed down to all their sub-contractors and how responsibilities and roles are distributed.

The successful Tenderer is expected to organise monthly progress meetings via teleconference with ECMWF and eventually proposed media providers.

At quarterly intervals, review meetings between the successful Tenderer and ECMWF shall be organised by teleconference, to assess contract implementation and reach of media coverage.

Upon delivery of the draft proposal of WP1 at T0+2months, a ½ day review meeting at ECMWF (Reading, U.K.) will be organised at which the successful Tenderer will present its detailed media partnership and related product(s) proposal for discussion.

Furthermore, the successful Tenderer is expected to attend at least two General Assembly meetings (locations to be determined) and one ad-hoc meeting relevant to media coverage within Europe, to be activated upon request by ECMWF.

The tables below provide the deliverables and milestones for the work package. Tenderers shall complete Volume III C as part of their bid, which should include the deliverables and milestones already indicated in the tables below and will form a preliminary version. Volume III C will be used by the contractor to describe the complete list of deliverables, milestones and schedules for this work package. All milestones and deliverables shall be numbered as indicated. All document deliverables shall be periodically updated and versioned as described in the tables.

Deliverables for this work package shall include at least the following reports:

WPO Deliverables (not limited):				
#	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 15/01, 15/04, 15/07 and 15/10
D0.y.z-YYYYQQ	Tenderer	Report	Quarterly EC KPIs Report QQ YYYY <i>QQ YYYY being the previous quarter</i>	Quarterly on 15/01, 15/04, 15/07 and 15/10
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 YYYY being the Year n-1	Annually on 15/01
D0.y.z-YYYY	Tenderer	Report	Draft Implementation plan YYYY YYYY being the Year n+1	Annually on 28/02
D0.y.z-YYYY	Tenderer	Report	Finalised Implementation plan YYYY YYYY being the Year n+1	Annually on 31/10
D0.y.z-YYYY	Tenderer	Other	Copy of prime contractor's general financial statements and audit report YYYY YYYY being the Year n-1	Annually
D0.y.z-YYYY	Tenderer	Other	Letter from auditor specific to C3S contract YYYY YYYY being the Year n-1	Annually

WP1: Development of new creative solutions and novel high impact services to further expand media coverage of CAMS and C3S

Objectives

- This work package shall focus on the development of creative solutions that will serve as a backbone of this new long-term media partnership.
- Each proposed solution should include detailed production and implementation process as well as an assessment of the impact and price per media outlet or network.

Please note that we are looking for high impact solutions with great appeal to help us reach even wider audiences and provide consistent Copernicus media exposure. This could be done via partnership(s) with global TV networks, film, gaming or media production outlets that are able to create innovative products that will have a global reach.

Timeline

WP1 shall be concluded not later than at T0+3months.

Tasks

- During initial 3 months of the contract under WP1 the Tenderer shall work on developing details of the creative products and their production and implementation process.
- During this period, the successful Tenderer shall regularly liaise with partner organisation(s) on creation of most impactful and cost-effective product(s) that will support ECMWF objectives for this ITT
- During this period, the successful Tenderer shall regularly liaise with and inform ECMWF Communication team about ongoing project development phase and arrange face-to-face and teleconference meetings between all parties involved as needed.
- At T0+2months, the successful Tenderer shall deliver and present to ECMWF the first results of a analysis for each media partnership and related product(s) that were included in the initial ITT response. The analysis should include details of the:
 - Partner(s) and their relevance in their specific sector;

- Partner’s audience segment and total estimated audience population size;
- Countries reached and languages used;
- Communication channels used in scope of the contract;
- Particulars of production, delivery and distribution of each product;
- Estimated campaign/product reach and impact;
- Total price, gross-rating point and price per proposed campaign/product.
- Based on the proposed product(s), its impact and price, ECMWF will select media partnership solutions for actual implementation under the scope of WP2. Upon the presentation of the first results of the analysis, ECMWF may request the successful Tenderer to further fine-tune selected products and prices. At the end of T0+3 months, the successful Tenderer shall deliver the final version, reflecting revisions requested by ECMWF.

Deliverables

- Draft of a detailed media partnership and related product(s) proposal (Report and Price overview) (Month T+2)
- Final version of the selected and agreed media partnership and related product(s) proposal (Report and Price overview) (Month T+3)

WP2: Implementation of selected solutions and services to further expand media coverage of CAMS and C3S

Objectives

Upon completion of WP1 and selection of creative solutions that best correspond to Copernicus ECMWF’s objectives for this ITT, this work package shall focus on the implementation and management of media partnership(s) established under WP1.

Timeline

Maximum 21 months, starting at T0+3 months.

Tasks

- Ongoing day-to-day management of partnership(s)
- Ongoing liaison with and between Copernicus ECMWF and the partner organisation, acting as the primary contact for issue management and resolution;
- Prompt resolution of any production or delivery issues that arise;
- Guaranteeing product branding, making sure that all products created under Lot 2 media partnership(s) include appropriate Copernicus branding as per Copernicus brand guidelines;
- Regular reviewing, evaluation, reporting and presenting results and impact of activity to Copernicus ECMWF;
- Provide recommendations for any adjustments or changes needed to the products according to regular impact assessments.

The price of WP2 shall be based on negotiated actual prices, value for money and impact assessments as agreed in the final version of the proposal delivered under WP1.

Deliverables

- Service delivery and reporting linked to the selected media partnership(s)

3 General requirements

3.1 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.

The Framework Agreements for both Lots are aimed to start on **1 June 2019** for a duration of maximum **2 years**.

For the Framework Agreement agreed for Lot 1, 2 consecutive annual Service Contracts are expected to be issued.

For the Framework Agreement agreed for Lot 2, ECMWF expects to issue a Service Contract of 3 months covering WP1, followed by one Service Contract covering WP2.

Both Framework Agreements shall end at the latest on 31 May 2021.

3.2 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.

3.3 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).

3.4 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.

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>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

Tenderers are required to demonstrate expertise in media partnership buying and management and planning skills. In addition, for Lot 2 Tenderers are required to illustrate the ability to identify and implement innovative and creative solutions in the domain of media partnerships. When detailing experience, and examples or case studies, 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.

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 (i.e. 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.

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 Prices and resources

Person-months and prices for personnel, travel and other direct costs shall be provided per WP and year using the provided Pricing Table template in Volume IIIA.