

## Terms of Reference

### Framework Agreement to support the activities of the EIB Project Advisory Support Team

#### TA20190625 FWA

Awarding Authority	The European Investment Bank hereinafter also referred to as the “EIB” or the “Bank”
Purpose	<p>The EIB aims at establishing a number of framework agreements with specialised service providers, under four lots, to support the activities of the EIB PAS (Project Advisory Support) Team.</p> <p>The maximum number of framework agreements for each lot is the following:</p> <ul style="list-style-type: none"> <li>- Lot 1: 5 framework agreements,</li> <li>- Lot 2: 5 framework agreements,</li> <li>- Lot 3: 3 framework agreements,</li> <li>- Lot 4: 5 framework agreements.</li> </ul>
Duration of the contract	4 years
Lots	<p>There are 4 lots as follows:</p> <ul style="list-style-type: none"> <li>- Lot 1: Transport,</li> <li>- Lot 2: Environment &amp; Energy,</li> <li>- Lot 3: Healthcare,</li> <li>- Lot 4: Programme management support</li> </ul>
Framework Agreement	Yes
Variants	Not permitted
Procedure	Call for Tenders with publication in the Official Journal – open procedure
Subcontracting	Permitted

**DEFINITIONS**

Those words and terms, which are defined in this document are defined below.

“**Agreement**” or “**FWA**” means the Framework Agreement to be established by the EIB to support the activities of the EIB PAS Team.

“**Assignment**” means either a punctual assignment to meet defined objectives of the Bank or a long-term assignment to meet on-going needs of the Bank.

“**Assignment Completion Report**” means the final report that the Service Provider must submit to the Bank upon completion of an Assignment.

“**Assignment Terms of Reference**” or “**AToR**” means an assignment request distributed to the Service Provider pursuant to Article 3.2

“**Bank General Terms and Conditions**” means the Bank’s general terms and conditions for framework agreements for the provision of services.

“**Business Day**” means a day on which the EIB is open for business.

“**Call for Tenders**” means the present call for tenders, published by the Bank.

“**Call-off**” means a request for Proposal initiated by the Bank pursuant to Article 3.2, in order to select a Service Provider for an Assignment.

“**Closure Date**” means the deadline for sending a Proposal to the Bank pursuant to Article 3.2.

“**Contract**” means a contract entered into between the Bank and the Service Provider pursuant to Article 3.2 in relation to an Assignment.

“**Offer**” means the offer submitted by the Service Provider in response to the Call for Tenders

“**PAS Team**” means the Project Advisory Support Team, part of the EIB

“**PASSA**” means Project Advisory Support Services Agreement, an agreement signed between EIB and an EU Member State authority or a project promoter for the provision of advisory services by the PAS Team

“**Proposal**” means an offer submitted by a Provider in response to Assignment Terms of Reference distributed by the Bank pursuant to Article 3.2.

“**Service Provider**” or “**Framework Contractor**” means the service provider whose offer has been selected by the Bank following the Call for Tenders.

“**Framework Agreement Management Team**”: comprises the Sector Leader and the Framework Manager appointed by the Framework Contractor in the Offer to be submitted in response to the Call for Tenders.

“**Services**” means those services which will be provided by the Service Provider pursuant to this Agreement.

In order to clearly differentiate the wording used in relationship with the Framework Agreement on the one side and with specific Assignments on the other side, the following table has been drawn:

<b>At the level of Framework Agreement</b>	<b>At the level of specific Assignments</b>
Terms of Reference (present document)	Assignment Terms of Reference (AToR)
Call for Tenders	Call-off or Request for Proposals
Offer	Proposal
Framework Agreement	Contract

## 1. Background information

### 1.1. General Information and objectives

The scope of the Framework Agreement is to provide to the EIB PAS Team specialised support by Service Providers in the delivery of a number of high-quality consultancy assignments.

The EIB PAS Team is providing advisory services to EU Member States authorities and project promoters, aiming at supporting the implementation of EU funded investment projects. This initiative started in 2013 and is planned to continue at least until end of 2023.

The countries of operation to date have been Romania and Bulgaria. The initiative could however also include other EU cohesion countries, such as, for example, Poland and Croatia.

The EIB PAS Team activities are being performed under the framework of PASSAs signed between the EIB and Member State authorities/project promoters. PASSAs are funded by the relevant Member State authority, acting as client, usually under EU funds. Typically, a PASSA includes the provision of services by EIB experts, which are part of the PAS Team as well as provision of third party services, performed by service providers hired by the EIB. In this configuration, the service providers are performing advisory services with the EIB PAS Team acting as a client and the Member State authority being the final recipient.

In the context of existing and future PASSAs, the EIB PAS Team intends to use the Framework Agreements in order to contract Service Providers for the delivery of specific assignments as third party services.

Four lots have been defined, as per the following table:

Number	Sector	Maximum number of Framework Contractors	Maximum amount spendable under each lot (million Euro)
Lot 1	Transport	5	5.5
Lot 2	Environment & Energy	5	8
Lot 3	Healthcare	3	8.5
Lot 4	Programme management support	5	4.5

These lots correspond with the key areas of involvement of the PAS Team.

For each of the four lots, a maximum number of Framework Contractors has been defined. Whenever an Assignment is to be contracted under one of the lots, all Framework Contractors under this lot will be invited to submit a Proposal, in accordance with the procedure defined under Section 3.2 below of these Terms of Reference. The Contract for such specific Assignment will be awarded to the Framework Contractor having submitted the most economically advantageous Proposal.

### 1.2. Background

The following table presents the list of past and present PASSAs.

	Past and current PASSA	Client	Country	Implementation period
1	Support to implementation of Large Infrastructure Projects under EU funds	Ministry of European Funds (MEF)	Romania	mid 2016 – beginning 2020
2	Support to implementation of Public Procurement reform (ex-ante control, internal control, Centralised Procurement Bodies)	National Agency for Public Procurement (ANAP)	Romania	mid 2016 – beginning 2018

3	Support to Bulgarian railways: planning and implementation of ITS projects, deployment of ETCS along the railway line, implementation of Train Operation Management/Control System,	National Railway Infrastructure Company (NRIC)	Bulgaria	mid 2017 – end of 2018
4	Support for the establishment of a modern system for RDF (Refuse-Derived Fuel) utilization, producing combined heat and power – capacity building and procurement support	Sofia Municipality	Bulgaria	beginning 2018 – beginning 2021
5	Support to Managing Authority for the implementation of 16 regional infrastructure water projects	Ministry of Environment and Water (MoEW)	Bulgaria	end 2018 – mid 2023

The following table present a tentative list of PASSAs currently being considered:

	<b>Tentative future PASSAs</b>	<b>Client</b>	<b>Country</b>	<b>Implementation period</b>
1	Support to implementation of Large Infrastructure Projects under EU funds	Ministry of European Funds (MEF)	Romania	2020-2023
2	Support to implementation of 3 regional hospitals	Ministry of Health (MoH)	Romania	2019-2023
3	Support to design of training centres for disaster risk management	General Inspectorate for Emergency Situations	Romania	2019-2020
4	Support to operationalisation of National Office for Centralised Procurement	National Office for Centralised Procurement	Romania	2019-2023
5	Support in implementation of Public procurement reform (control systems, monitoring and supervision systems, centralised procurement at regional level)	National Agency for Public Procurement (ANAP)	Romania	2019-2022
6	Support to strengthening of policy in the solid wastes sector	Ministry of Environment	Romania	2020-2023

For information purposes, a list of contracts concluded for the scope of the PAS Team activities under previous framework agreements is presented in Annex 1. The purpose of such Annex is to present information on the type of activities for which the EIB PAS Team has contracted consultants in the past.

### 1.3. Sectors covered, expertise required and geographical coverage

A detailed description of each of the four lots, including the sectors covered and the expertise required is presented in the following annexes:

- Annex 2 – Lot 1 – Transport
- Annex 3 – Lot 2 – Environment and Energy

- Annex 4 – Lot 3 – Healthcare
- Annex 5 – Lot 4 – Programme management support.

The countries of operation of PAS Team to date have been Romania and Bulgaria. The initiative could however also include other EU cohesion countries, such as, for example, Poland and Croatia.

## 2. Organisation and Coordination

### 2.1. EIB Contact Persons

The EIB will appoint upon signature of the Agreement a member of its staff in charge of the overall management of the Framework Agreement.

Upon signature of each Contract implementing the Agreement, the EIB will appoint an Assignment Manager whose role will be to oversee the implementation of the Assignment and to liaise with the Framework Contractor in that respect.

### 2.2. Internal Organisation of the Framework Contractor

#### 2.2.1. Organisation of the Consortium (in case the FWA is awarded to a grouping of economic operators)

The consortium leader is the sole interlocutor for financial and contractual aspects of the Agreement and the Assignments as well as the only formal contact point between the Framework Contractor and the EIB. The consortium leader shall be responsible for the invoicing, its accuracy and the delivery of the supporting documents when required.

The consortium leader must ensure that all consortium members as well as staff deployed to carry out Assignments are made aware of and respect the contractual provisions (including the contractual methodology), as well any of the EIB's communications related to the implementation of the Agreement.

The consortium leader shall inform the EIB of any change concerning the consortium members. Any change in the composition of the consortium is subject to the prior authorisation of the EIB. Any change in administrative data (address, bank account, etc.) must be notified without delay to the EIB Contact Person.

#### 2.2.2. Framework Agreement Management Team

The Framework Agreement Management Team will have at least the following tasks:

1. responsibility for the day-to-day management of the Agreement and each Contract;
2. monitoring of the services rendered and of the performance of the experts implementing the Assignments;
3. technical backstopping;
4. ensuring that quality control of the Contract outputs is carried out;
5. participation in briefing/debriefing when required for an Assignment (The AToR will define whether the presence of a member of the Framework Agreement Management Team for the briefing and/or debriefing session is required, see section 3.2.1. below).

The composition of the Framework Agreement Management Team is determined by the Framework Contractor in the Offer to be submitted in response to this Call for Tenders and comprises a Framework Manager and one or several Sector Leaders, as per the following table:

Number	Sector	Number of Sector Leaders for each FWA
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Lot 1	Transport	1
Lot 2	Environment & Energy	2
Lot 3	Healthcare	1
Lot 4	Programme management support	2

Should the Agreement be awarded to a grouping of economic operators, both the Framework Manager and the Sector Leader(s) should be fully embedded in the consortium leader's organisation in order to be able to respond quickly and independently to any request of the EIB related to an Assignment.

- **Framework Manager**

The Framework Manager has the overall responsibility for the implementation of the Agreement and the formal contacts with the EIB. He/she will be the point of contact for all Assignments under the Framework Agreement. He/she is required to react within two working days to any communication made by the EIB.

Each tenderer shall propose one Framework Manager for the lot under which it submits a tender. Should a **tenderer submit tenders for one, several or all lots, either as an individual tenderer or as leader of a consortium submitting a tender, he is allowed to propose the same candidate as Framework Manager.**

- **Requirements for the Framework Manager:**

*Minimum qualifications:*

a University degree:

*Preferable general professional experience*

2 years professional experience in managing framework agreements for international financial institutions or international donor organisations

*Preferable specific professional experience*

1 year of working experience in a coordinating role in an international environment

*Minimum language skills*

Excellent knowledge of English (CEFR C1).

- **Sector Leader(s)**

The Sector Leader has the overall responsibility for technical oversight and coordination of the Framework Agreement implementation and for providing high-level guidance to the sectoral experts assigned to Contracts. He/she signs off all outputs required under the Contracts and all reports on the Framework Agreement implementation as defined in Article 6 hereafter. He/she maintains the final responsibility for the quality control of the work carried out at the level of the Assignments independent on whether he/she has carried out the quality checks himself/herself or this was done by any other staff of the consortium (if applicable).

- **Requirements for the Sector Leader proposed by tenderers submitting a tender for Lot 1 (Transport):**

*Minimum qualifications*

MA/MSc Degree, or academic equivalent, in engineering or economics.

*Preferable general professional experience*

15 years of general professional experience in the Sector (i.e., Transport).

*Preferable specific professional experience*

Experience in managing preferably at least 10 technical assistance contracts in the road, or rail or metro Sub-Sectors, with a preferable minimum value of 250,000 EUR each.

*Minimum language skills*

Excellent knowledge of English (CEFR C1).

- **Requirements for the Sector Leaders proposed by tenderers submitting a tender for Lot 2: Environment and Energy)**

Each Tenderer should propose a Sector Leader for each sub-sector namely:

- one Sector Leader for Environment and
- one Sector Leader for Energy.

**Requirements for the Sector Leader for Environment:**

*Minimum qualifications*

MA/MSc Degree, or academic equivalent, in engineering or economics.

*Preferable general professional experience*

15 years of general professional experience in the Environment Sub-Sector.

*Preferable specific professional experience*

Experience in managing preferably at least 10 technical assistance contracts in the Environment Sub-Sector, with a preferable minimum value of 150,000 EUR each.

*Minimum Language skills*

Excellent knowledge of English (CEFR C1).

**Requirements for the Sector Leader for Energy:**

*Minimum qualifications*

MA/MSc Degree, or academic equivalent, in engineering or economics.

*Preferable general professional experience*

15 years of general professional experience in the Energy Sub-Sector.

*Preferable specific professional experience*

Experience in managing preferably at least 10 technical assistance contracts in the Energy Sub-Sector, with a preferable minimum value of 150,000 EUR each.

*Minimum language skills*

Excellent knowledge of English (CEFR C1).

- **Requirements for the Sector Leader proposed by tenderers submitting a tender for Lot 3: Health Care)**

*Minimum Qualifications*

Master's Degree in healthcare studies, medical studies, engineering, management, economy, law or business administration, or academic equivalent or in lieu of Master's Degree, a Bachelor's degree in aforementioned fields together with minimum 15 years of professional working experience;

*Preferable general professional experience*

At least 15 years of general professional experience in one or both of the sub-sectors;

*Preferable Specific professional experience*

Experience in managing preferably at least 10 technical assistance contracts in one or both of the sub-sectors with a preferable minimum value of 250,000 EUR each;

*Minimum language skills*

Excellent knowledge of English (CEFR C1);

- **Requirements for the Sector Leader proposed by tenderers submitting a tender for Lot 4: Programme Management Support)**

Each Tenderer should propose a Sector Leader for each sub-sector namely:

- one Sector Leader for R&D and Innovation and,
- one Sector Leader for Public Procurement.

**Requirements for the Sector Leader for R&D and Innovation:**

*Minimum qualifications*

At Least Master's Degree in a field relevant to his/her respective sub-sectors, or academic equivalent or in lieu of Master's Degree, a Bachelor's degree in a field closely related to the Master's degree together with minimum 20 years of professional working experience in the sub-sector;

*Preferable general professional experience*

At least 15 years of general professional experience in the sub-sector;

*Preferable specific professional experience*

Management experience in preferably at least 10 complex technical assistance projects in the sub-sector;  
In depth knowledge of the relevant EU directives and industry practices demonstrated by practical experience;

*Minimum language skills*

Excellent knowledge of English (CEFR C1);

**Requirements for the Sector Leader for Public Procurement:**

*Minimum qualifications*

At Least Master's Degree in a field relevant to his/her respective sub-sectors, or academic equivalent or in lieu of Master's Degree, a Bachelor's degree in a field closely related to the Master's degree together with minimum 20 years of professional working experience;

*Preferable general professional experience*



At least 15 years of general professional experience in the sub-sector;

*Preferable specific professional experience*

Management experience in preferably at least 10 complex technical assistance project in the sub-sector;  
In depth knowledge of the relevant EU directives and industry practices demonstrated by practical experience.

*Minimum language skills*

Excellent knowledge of English (CEFR C1);

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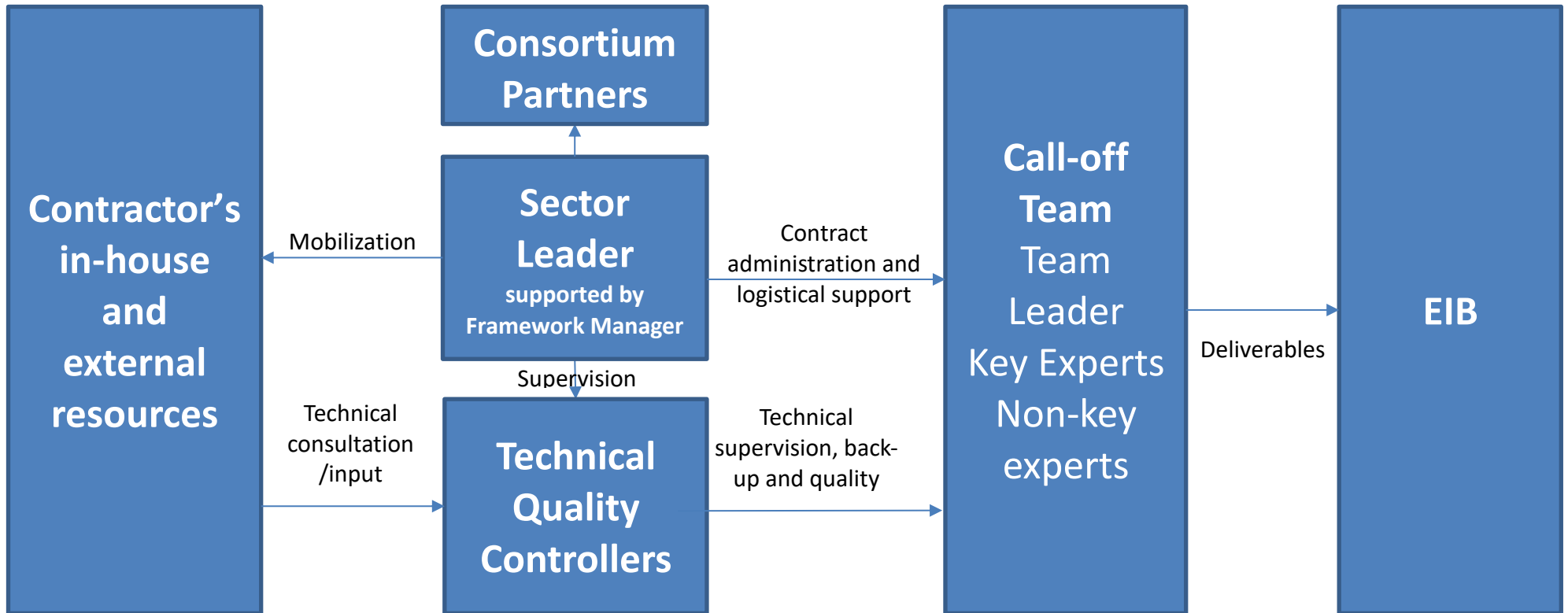
Should the Agreement be awarded to a grouping of economic operators, both the Sector Leader(s) and the Framework Manager should be fully embedded in the consortium leader's organisation in order to be able to respond quickly and independently to any request of the EIB related to an Assignment.

Should the Sector Leader(s) be temporarily absent, the Framework Manager shall act as his/her/their back-up and, should the Framework Manager be temporarily absent, the Sector Leader(s) shall act as his/her back-up. At least one member of the Framework Agreement Management Team shall be available and formally take over each time another member is temporarily absent.

Any change to the composition of the Framework Agreement's Management Team must be previously approved by the EIB.

The Sector Leader(s) or the Framework Manager may act as expert for an Assignment. However only member of the Framework Management Team may be occupied on a given Assignment at any given time and coverage for the Sector Leader(s) and Framework Manager positions must be maintained as outlined above.

The following chart presents in a graphical way the main elements of the Framework Agreement Management Team and structure, including in relationship with specific Assignments.



### **2.2.3. Technical quality controllers and support staff assisting the Framework agreement Management Team**

For the purpose of managing individual Assignments, the Framework Management Team will be assisted by a team of technical quality controllers, as described in the following paragraphs.

In the technical proposal for each Contract, the Framework Contractor shall define who among the involved consortium members (in case the agreement has been awarded to a grouping of economic operators) and who among their staff, ensures the quality supervision over the Contract, with indication of the reasons justifying that choice. Such a contract quality supervision function implies that an effective quality control takes place for each Assignment in order to guarantee that all outputs are conform to the requirements set in the Assignment ToR. The person identified for that function in a particular Contract is called technical quality controller. While the Sector Leader bears the overall responsibility for quality under the FWC, the technical quality controller is directly responsible for quality control under a specific Assignment, in relationship with the activities performed under that Assignment. In function of the scope of services of specific Assignments, several Technical Quality Controllers might be required for a single Assignment. The CVs of the technical quality controllers will be submitted as part of the technical proposals for each Contract.

The main tasks and duties of the technical quality controller will include:

1. Drafting methodologies for the technical proposals in response to the call-offs,
2. Ensuring that the Assignment project team delivers the Assignment in accordance with the technical proposals and good practices<sup>1</sup>,
3. Providing guidance and technical advice to the Assignment project team, in particular for implementing complex activities,
4. Reviewing and providing input to the content of the deliverables under Assignments falling under their expertise from the following perspectives: relevance, completeness, accuracy, compliance with industry practices,
5. Approving the deliverables before they are submitted to the EIB.

The Framework Agreement Management Team will also be assisted by a team of support staff with the qualifications required in order to inter alia:

1. provide the experts with all the necessary logistical support both before and during the Assignment to allow the experts to concentrate on their primary responsibilities,
2. support the Framework Agreement Management Team in dealing with the administrative work such as handling the AToR and the Contracts,
3. support to the Framework Agreement Management Team in the follow up of the Assignments;
4. ensure an efficient invoicing to the EIB and payment to the consortium members (when applicable), experts and service providers engaged in Assignments.

### **2.2.4. Facilities to be provided by the Framework Contractor**

All secretarial and other office-related costs (which may include office rental, communications such as fax, telecommunications, mail, courier etc., and report production) both in the Framework Contractor's

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<sup>1</sup> In the present context, good practices refer to guides and methodologies issued by the EIB, the European Commission or other international organisations, as well as, in the absence of such documents, to methods and techniques generally recognized as being efficient and effective in order to achieve the objective pursued.

headquarters and/or expert's home office and for experts in the field are included in the experts' fee rates. No costs of this nature may be charged in addition.

The role of the technical quality controllers in each Assignment is described above, as well as, generally, quality control and supervision requirements. The related costs are included in the experts' fee rates. No costs of this nature may be charged in addition.

Unless specified in the AToR, no office, secretarial, communication or transport facilities are due to be provided by the EIB.

Unless specified differently in the Assignment ToR, no equipment may be purchased in the context of this Agreement nor in the context of Assignments.

The AToR may exceptionally allow the purchase of documents (for example, reports, maps or statistical information), consumables (for example, chemicals for environmental tests) or other items strictly necessary for the experts to achieve the Assignment under the Contract.

Hiring of (equipped) training facilities, office space, meeting rooms for debriefing sessions (for workshops, seminars), etc. is generally not seen as eligible for reimbursement by the EIB (such expenses are generally covered by the EIB's counterparts in the Assignment). However, in exceptional cases, if expressly laid down in the AToR, the reimbursement of such costs by the EIB will be authorised.

### **3. The Framework Agreements: General Management and procedure for awarding specific assignments**

The Framework Agreement will start at a 0 EUR (zero EUR) value. There will be no payment on the signature of the Agreement with the Service Provider. The maximum amount spendable under an Assignment is fixed at the level of each Contract.

No guarantee can be provided as to the number of requests for services sent to the Framework Contractor, as to the number of Contracts it will be awarded or as to the total amount to be contracted.

#### **3.1. Framework agreement management**

The Framework Contractor must make available an appropriate management and backstopping mechanism, a quality control system, a secretariat and any other support staff that it considers necessary for the implementation of the relevant Framework Agreement.

The EIB will issue its AToR in English. The Framework Contractor must ensure that the Framework Agreement Management Team has the necessary knowledge or means to process the documents received in such language (i.e. issue their requests for clarifications and their Proposals in English, as defined in sections 3.2. below).

All overheads and basic expenses, including, but not limited to the cost of the Framework Agreement Management Team and of the support staff assisting the Framework Agreement Management Team, such as quality control, backstopping mechanism, translation support, logistic and administrative support, are considered as integrated in the experts' fee rates. Should the participation of a Framework Agreement Management Team member in the briefing/debriefing session of a particular Contract be requested in the related Assignment ToR, he/she would not be remunerated (his/her remuneration being part of the experts' fees) but the travel and accommodation expenses he/she would have to undergo to attend such briefing/debriefing session would be considered eligible for reimbursement and shall be budgeted and offered separately in the Proposal.

### **3.2. Procedure for awarding specific assignments**

#### **3.2.1. Assignment Terms of Reference (AToR)<sup>2</sup>**

As the Bank determines a need for Services, it will send the AToR to the Service Provider by e-mail. The Bank will specify in the AToR for each proposed Assignment the nature of the Services required. The Framework Agreement Management Team has to acknowledge the reception of the AToR.

The EIB will issue its AToR in English.

The AToR should typically (but not exclusively) include the following information:

- Background information on the Assignment
- An overview of the services to be provided;
- If applicable, a comprehensive list of the major deliverables together with a delivery schedule;
- Indications on the basis on which the Assignment shall be remunerated (fixed price basis, time and material basis including expenses, time and material basis excluding expenses - if deemed necessary, nature of expenses eligible for reimbursement -, etc.)
- The terms of payment which shall apply to the Assignment
- Expected content of the proposals
- Number and type of key experts required, including their professional profiles
- The reporting requirements (number of copies format, language(s), periodicity etc).
- The Evaluation grid shall contain the details and relative weights of the technical evaluation criteria for the Proposal. The Grid shall also indicate whether an interview of expert(s) will be carried out as part of the technical evaluation and, if so, fix the indicative dates of interview and the position for which the interview is envisaged.

The AToR shall specify if the financial proposal should be submitted as a separate file.

They will also indicate under which PASSA the Assignment will be financed.

The AToR will define whether the presence of a member of the Framework Agreement Management Team for the briefing and/or debriefing session is required.

#### **Sectorial Ad-hoc Support (SAS) Assignments**

Under each lot, the EIB reserves the possibility to award contract, through the above-described reopening of competition process, for specific Assignments called Sectorial Ad-hoc Support (SAS). An SAS Assignment is a Contract through which the Service Provider provides a permanently available support, mobilising teams of experts in a very short time period (a few days) so as to answer ad-hoc, specific requests issued by the Assignment Manager. Such SAS Assignment might be contracted for one or more countries of operation. Any such SAS Assignment will however not exceed 400,000 Euro nor 2 years of implementation.

At any time, for a given country and for each lot, there may not be two such SAS Assignments running in parallel.

#### **3.2.2. Clarifications**

The AToR will specify up to how many working days before the Closure Date points of clarification may be addressed in writing to the Bank's designated Contact Person and at which point the Bank will provide a single written response to all questions raised by the Service Provider. The EIB Contact Person might fix a new

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<sup>2</sup> See template as Appendix A

deadline for submission of the Proposal if a substantial change is introduced by the clarification or has an impact on the preparation of the Proposal, notably on the identification of experts.

The Service Provider is expected to issue its request for clarifications in English.

The written response of the EIB to questions raised by the Service Provider shall be issued in English.

### **3.2.3. Proposals**

The Service Providers will be required to submit their proposal (each a "Proposal") no later than the closure date for Proposals (the "Closure Date") set out in the AToR. Typically, the Proposals shall be sent to the EIB by e-mail (in Adobe Acrobat compatible format, in a single file or with a series of files following a structure that makes it easy to print and generate hard copies, with all support files also attached).

The Service Providers shall issue their Proposal in English.

Unless otherwise specified in the AToR, the Proposal should typically include the following information:

- A critical review of the AToR, demonstrating the Service Provider's understanding of the tasks to be performed and of the services to be delivered;
- A methodology which, amongst others, will describe the Service Provider's approach, support facilities, potential security arrangements and quality control measures proposed for the Assignment. This Methodology will identify the consortium members involved in the Assignment (if the Agreement was awarded to a grouping of economic operators) and list all sub-contractors with their tasks and nationalities.
- A detailed description of the delivery approach to be adopted;
- A comprehensive schedule for delivery of the services;
- A list of the proposed experts and their professional profiles, along with, if applicable, their expected contribution in working days and their statements of exclusivity and availability;
- A list of the proposed Technical Quality Controllers and their professional profiles;
- A financial Proposal.

By signing the statement of availability, the expert commits himself to:

- a) allow only one Framework Contractor to present his professional profile for a given Assignment;
- b) work exclusively for a given assignment during the days charged to the related Contract (one working day may not be charged to more than one Assignment);
- c) remain available to start and perform the Assignment as scheduled in the AToR.

The statement is required only for the experts proposed in the Proposal; the statement is specific to the Assignment and can hence not be a general overall commitment signed prior to the sending of the AToR by the EIB Contact Person.

### **3.2.4. Validity of the Proposals**

The Proposal is valid 21 calendar days after the Closure Date. The EIB Contact Person can ask for an extension of this validity period.

### **3.2.5. Evaluation**

Upon reception of the Proposal, the EIB decide if it is admissible and will undergo an evaluation. The Proposal will be evaluated if it fulfils the following criteria of admissibility:

- the deadline for the submission of the Proposal has been respected;

- the fee rates (including those in the Budget Breakdown of a global price Contract) do not exceed the contractual maxima;
- when a maximum budget is fixed, it is not exceeded.

The EIB chooses the Proposal with the best value for money using a weighing between technical quality and price which will be specified in the Assignment ToR. The weightings applied for such awards shall range from 60% to 80% for Quality and from 20% to 40% for Price (as required by the specific case).

- a) For the evaluation of the technical quality, the EIB defines the detailed criteria and their respective weights in the Evaluation Grid attached to the Assignment ToR. The AToR will specify if a minimum technical threshold will have to be met by the Technical Proposal submitted by the Service Providers to be awarded a Contract.
- b) Interviews can be conducted if announced in the AToR which will specify the criteria to be evaluated during such interviews and their respective weights, the indicative dates of interview and the expert(s) for which the interview is foreseen. They should be conducted for the experts envisaged of all the admissible proposals by videoconference, phone or in person at the EIB premises. In such case, the costs for the related business trips will be borne by the Framework Contractor.
- c) The Assignment ToR will specify the method for preparing and scoring the financial Proposals.
- d) Overall, the Proposal which obtains the highest weighted score including the technical and financial proposals will be awarded the Assignment Contract.
- e) The EIB will have up to 21 calendar days to evaluate (including interviews) and notify the results to Framework Contractor which submitted a Proposal. In the absence of any notification within that period, the Framework Contractor is no longer bound by his Proposal and may disband the team proposed.
- f) If the Proposal does not meet the objectives of the Assignment or are otherwise unacceptable to the Bank, the Framework Contractors may be requested to submit a new Proposal.
- g) Following notification, the validity of the selected Framework Contractor's Proposal is automatically extended by 15 calendar days in order to allow the signature of the Contract.

The notification does not commit the EIB to award the Contract to the Framework Contractor. No costs can hence be made prior to the conclusion of the Assignment Contract.

### **3.2.6. Contract signature**

A Contract, using the Bank's standard contract template, will be concluded between the Bank and the Framework Contractor for the performance of the Assignment.

Within 5 (five) Business Days of receiving from the Bank the execution copies of the Contract, the Framework Contractor shall return the original copies of the Contract, duly signed and dated, thereby acknowledging receipt of the Contract and acceptance of its terms. The EIB will counter-sign the original copies and will return one fully signed original.

The EIB reserves the right to cancel any procurement procedure at any time before the signature of the Contract by both Parties. In case of cancellation, tenderers will not be entitled to any form of compensation from the Bank

## **4. Experts to be proposed for the performance of specific assignments and their availability.**

### **4.1. Categories of experts to be proposed for the performance of specific assignments.**

The following categories of experts will be required for the implementation of the Assignments. The general profiles and qualifications defined hereunder shall be used as a basis to prepare the Financial Offer for this Call for Tenders (see annex 4 of Document C of the tender dossier “Financial offer”), however, no individual profile of experts are requested as part of the Technical Offer for this Call for Tenders (other than the Framework Agreement Management Team, see annex 3 “Template List of experts and template CV” of Document C of the tender dossier). The professional profiles of the experts will be requested only at the level of the request for Proposals, as specified in section 3.2.).

#### **Category I**

- Qualifications: Master’s Degree or equivalent. The AToR will further define the required education sector and type and duration of the equivalent experience (equivalent experience which must be above the general professional experience duration fixed below);
- General professional experience: At least 15 years’ experience in sectors or fields relevant to the position, as specified in the AToR;
- Specific professional experience: The technical skills required shall be specified in the AToR;
- Language and other skills: the language skills required for each assignment will be specified in the AToR. If required, other skills will be specified in the AToR

#### **Category II**

- Qualifications: Master’s Degree or equivalent. The AToR will further define the required education sector and type and duration of the equivalent experience (equivalent experience which must be above the general professional experience duration fixed below);
- General professional experience: At least 10 years’ experience in sectors or fields relevant to the position, that will be specified in the AToR;
- Specific professional experience: The technical skills required shall be specified in the Assignment ToR;
- Language and other skills: the language skills required for each assignment will be specified in the AToR. If required, other skills will be specified in the AToR

#### **Category III**

- Qualifications: Master’s Degree or equivalent. The AToR will further define the required education sector and type and duration of the equivalent experience (equivalent experience which must be above the general professional experience duration fixed below);
- General professional experience: At least 5 years’ experience in sectors or fields relevant to the position, that will be specified in the AToR ;
- Specific professional experience: The technical skills required shall be specified in the AToR;
- Language and other skills: the language skills required for each assignment will be specified in the AToR. If required, other skills will be specified in the AToR

#### **Others**

In case of doubt on the professional profile received, the EIB may require evidence of the above skills.



If during the implementation of a Contract, the EIB judges the expert(s) unable to meet the level of quality required for preparing the written outputs such as reports, the Framework Contractor will provide, at no additional cost to the EIB, immediate additional support for these outputs to meet the appropriate standards. Should the EIB require the replacement of an expert for important reasons (i.e. for consistently failing to meet the requirements of the AToR), the Framework Contractor will take the necessary steps to propose a replacement solution to the EIB at the shortest term possible.

The AToR may not impose more years of general professional experience, nor impose a number of years of specific experience which exceeds the years of general professional experience defined for each category.

The AToR may indicate either the profile/skills per expert or the expertise required from a team, in which case the Framework Contractor is responsible for proposing a team covering all the expertise required. The AToR may also require expertise from other experts (non-key experts) and they will specify if the professional profile for such experts shall be examined prior to the signature of the Contract. In any case, the maximum fee rate payable for non-key experts will be of a category I, II or III expert. Unless indicated otherwise in the AToR, the Framework Contractor will identify the expert who will be the Team Leader for the given Assignment.

Fluency in a local language required by the AToR can be replaced in the Proposal by calling on interpreter/translator unless otherwise specified in the Assignment ToR. If so, for the purpose of the Proposals' financial evaluation, this service cost will be added to the total fees.

## **4.2. Availability of experts proposed in the Framework Contractor's Proposal**

Having selected a Proposal partly on the basis of the professional profiles and CVs of the experts proposed in such Proposal, the Assignment is expected to be executed by these experts. As the expected date of mobilisation is given in the relevant Assignment ToR and as each expert has signed a Statement of exclusivity and availability for the given assignment, he/she is obliged to remain available to start the Assignment as envisaged and all through the Assignment's implementation.

After the deadline for submission of Proposals, a replacement of an expert may be proposed in the following cases: unexpected delays in the commencement date or any of the reasons beyond the Framework Contractor's control. The replacement may not have any effect on the selection of the Proposal with best value for money.

In the other cases, the non-availability of an evaluated expert may constitute a reason to reject a Proposal or, after signature of the Contract, may qualify as an error which affects the Contract award procedure and lead to the termination of the Contract.

Under a Framework Agreement, several Assignments can run in parallel. The desire of a Framework Contractor to use an expert on another project or a change of mind on the part of an expert about the Contract will not be accepted as a reason for substitution of any of the experts.

## **5. Contractual arrangements and conditions of implementation**

The AToR shall specify if the requested services shall take the form of punctual assignments to meet defined objectives (hereinafter referred to as "Discrete Services") or of long-term assignments to meet on-going needs of the Bank (hereinafter referred to as "Continuous Services").

Both in the case of Discrete Services and of Continuous Services, the Services may be provided on a time & materials basis or on a fixed-price basis or a combination of both.<sup>3</sup>

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<sup>3</sup> Prices shall be expressed in euro and shall be exclusive of VAT for Services provided within the European Union (the Bank is exempt from having to pay value-added tax pursuant to Article 21 of the Protocol on Privilege and Immunities).

As regards Services provided outside the European Union: If an agreement with a Beneficiary Country outside the European Union partially or fully exonerates local taxes levied by the Beneficiary Country, the Assignment ToR will contain details regarding that agreement and the administrative formalities for the Service Provider to obtain such exoneration. If no such details are given in the Assignment ToR, while the prices shall be expressed in euro, they may be inclusive of local taxes.

**5.1. Services to be provided on a time and material basis exclusive expenses eligible for reimbursement**

If the Contract is made on a time and material basis exclusive of expenses eligible for reimbursement, the Service Provider shall be paid on the basis of the daily rates quoted in the Proposal (which cannot exceed the contractual maxima set in the Offer for the FWA), based on the category of expertise of each expert proposed. Should the Service Provider quote prices above the contractual maxima set in the Offer for the FWA, the Proposal would be rejected.

Upon submission of such relevant invoices received from the Service Provider, the EIB shall reimburse expenses incurred during business trips necessary to deliver the requested tasks outside the Service Provider’s home office subject to prior authorisation by the EIB Assignment Manager. All authorised travel and accommodation expenses shall be refunded according to the rules and conditions of the EIB, provided that all original invoices are submitted, including all airplane boarding passes (where applicable). Before undertaking any business trip, the Service Provider shall address a request for travel authorisation to the EIB Assignment Manager responsible. Such request shall provide a detailed budget estimate ((see here-under for information the main categories of expenses eligible for reimbursement).

- Air	- Economy Class. Business class shall be authorized only where the air travel includes three or more hours of actual flight
- Rail	- Day: first class                      Night: single sleeper
- Hotel expenses	- Only room and breakfast charges in categories of hotel approved by the Bank
- Taxis	- Each journey to be itemized and supported by a receipt where possible (N.B. Reasonable use of taxis without prior agreement will be accepted).
- Other	- Eligibility of other expenses should be verified, if possible in advance.

**5.2. Services to be provided on a fixed-price basis**

If the Contract is made on a fixed-price basis, the Service Provider shall be entitled to be paid fees inclusive of all expenses.

The ATor might request, for information purpose only, the Financial Proposal to include a detailed breakdown of the fees, based on the allocation of resources which the Service Providers expects to mobilise to perform the Assignment. Such breakdown shall be based on daily rates per category of staff which cannot exceed the contractual maxima set in the Offer for the FWA and shall provide an overview of the expenses the Services Provider expects to undergo while undertaking the Assignment. Such breakdown shall in no case be considered as a binding part of the Contract.

**5.3. Services to be provided on a time & materials basis inclusive of expenses.**

If the Contract is made on a time and material basis inclusive of expenses, the Service Provider shall be paid on the basis of an all-inclusive daily rate which shall include, not only daily rates based on the category of expertise of each expert proposed (not exceeding the contractual maxima set in the Offer), but also any type

of additional expenses to be undergone by the Service Provider to enable its staff member to perform the services requested in the AToR, including travel and accommodation costs should business trips outside the expert's home office be deemed necessary to the performance the Assignment.

As a consequence of the above, the all-inclusive daily rate to be proposed by a Service Provider in the case of an Contract made on a time & materials basis inclusive of expenses might exceed the contractual maxima set per category of staff in the Offer.

#### **5.4. Other combinations**

Depending on the complexity of an Assignment and on the different phases or technical requirements its implementation requires, some AToR might request the Financial Proposals to be submitted to show a combination of the above three structures.

For instance, should an Assignment require a share of the Services to be performed by an expert for a particular category of expertise from his/her home office and a share of the services to be performed by an expert from the same category of expertise but from some specific onsite premises, the Assignment ToR might require the Financial Proposal to include two different daily rates:

- a daily rate not exceeding the contractual maxima quoted in the Offer for services performed from the home office
- an all-inclusive daily rate, inclusive of a rate which does not exceed the contractual maxima quoted in the Offer and of any type of expenses to be undergone by the Service Provider to enable its staff member to perform the services from the specific onsite premises.

In the above example the two different rates might apply to two different experts belonging to the same category of expertise or to a single expert if the timetable of the Assignment allows it.

## **6. Reporting**

### **6.1. For the FWA**

A yearly report will be provided to the EIB within one month following each year of operations (counting from the entry into force date of the FWA). This report will summarise the Services provided under the FWA in the reporting period, particularly those related to Assignments under implementation or completed, indicating inter alia both positive and well-functioning aspects of the FWA as well as problems and obstacles met. It will propose recommendations aiming to improve the administrative and/or operational aspects of the FWA and/or of the Assignments. The core part of the report will not exceed 10 pages. The report will additionally contain annexes which will provide information on a number of statistical/administrative issues such as the number of requests received, the number to which the Framework Contractor has replied, the number of Contracts received, the amounts contracted and paid etc.

Each yearly report shall be submitted in English to the attention of the EIB Contact Person. They shall be made available in electronic format (in Microsoft Word compatible format, in a single file or with a series of files following a structure that makes it easy to print and generate hard copies, with all support files also attached). All produced spreadsheets have to be provided in Microsoft Excel compatible format, including all underlying formulas. Such formulas shall be unprotected and available to the EIB.

The EIB will have 15 working days to examine each yearly report. Should the EIB request amendments, the Service Provider will be requested to re-submit the yearly report within 5 working days following the request, completed and adequately amended.

A Final report summarizing the aspects above among others will be required at the end of the FWA. It must be delivered within one month following the end of the Agreement.

The Final report shall be submitted in English to the attention of the EIB Contact Person. They shall be made available in electronic format (in Microsoft Word compatible format, in a single file or with a series of files following a structure that makes it easy to print and generate hard copies, with all support files also attached). All produced spreadsheets have to be provided in Microsoft Excel compatible format, including all underlying formulas. Such formulas shall be unprotected and available to the EIB.

The EIB will have 15 working days to examine the Final report. Should the EIB request amendments, the Service Provider will be requested to re-submit the Final report within 5 working days following the request, completed and adequately amended.

The EIB may organise a meeting inviting all Framework Contractors to report on and analyse the functioning of the FWA. If so, the travel and accommodation costs for the Framework Contractors to attend that meeting will not be reimbursed by the EIB.

## **6.2. For each Contract**

The reporting requirements (number of copies format, language(s), periodicity etc.) for each Assignment will be detailed in the AToR for the Assignments.

Reports and other documents required in the Assignment ToR will be made available in electronic format (DVD, EIB SmartShare system, etc.). They will have to be provided in Microsoft Word compatible format, in a single file or with a series of files following a structure that makes it easy to print and generate hard copies, with all support files also attached). All produced spreadsheets have to be provided in Microsoft Excel compatible format, including all underlying formulas. Such formulas shall be unprotected and available to the EIB.

Up to a maximum of 2 hard copies (the precise number will be stated in the AToR) of these reports and other documents might be request and shall be provided by the Framework Contractor at no extra charge.

All required reports and/or documents will be delivered by and under the responsibility of the Framework Contractor. In the case of a consortium, this responsibility lies with the consortium Leader.

The Framework Contractor must ensure a quality control of the required outputs, before delivering them. In particular, the draft outputs should not be submitted before the departure of the expert(s) from the field if it prevents a sound quality control by the Framework Contractor to be carried out.

Annexes:

Annex 1: List of contracts under previous framework agreements for the benefit of the EIB PAS Team

Annex 2: Description of the Services to be provided under lot no. 1 (Transport), technical description of sub-sectors and horizontal expertise

Annex 3: Description of the Services to be provided under lot no. 2 (Environment and Energy), technical description of sub-sectors and horizontal expertise

Annex 4: Description of the Services to be provided under lot no. 3 (Health Care), technical description of sub-sectors and description of themes

Annex 5: Description of the Services to be provided under lot no. 4 (Programme Management Support), technical description of sub-sectors and description of themes

## Annex 1 – list of contracts under previous framework agreements for the benefit of the EIB PAS Team

(for information purposes)

<b>PASSA MEF</b>				
	<b>Contract Title</b>	<b>Contract amount</b>	<b>Sector</b>	<b>Implementation period</b>
1	Option analysis for Bucharest Ring Road	300,000.00	transport	Nov 2016 - April 2018
2	Pilot project – assessment of the internal control system ANAR (Water company)	190,800.00	programme management	Nov 2016 - April 2017
3	Establish the Railway Reform Authority (RRA)	300,000.00	transport	Dec 2016 - Dec 2017
4	Pilot project – assessment of the internal control system CNAIR	175,500.00	programme management	Feb 2017 - May 2017
5	Support to the Transport – LIOP Beneficiaries: CFR SA - Opinions on Claims	110,000.00	transport	July 2017 - Sept 2018
6	Support to the Transport - LIOP Beneficiaries - CFR SA - Simeria - KM614 Project	59,276.00	transport	May - Nov 2017
7	Support to the Railway Reform Authority for acquisition of passenger rolling stock	741,620.00	transport	May 2018 - Jan 2020
8	Support to the Ministry of Environment in preparation of application for air quality sector	150,000.00	environment	Nov 2018 - Dec 2020
9	Support to Metrorex	244,000.00	transport	April - Dec 2020
10	Support to CNAIR for Claims 1	110,000.00	transport	Oct - Dec 2019
11	Support to CNAIR for Claims 2	110,000.00	transport	Oct - Dec 2019

12	Support to CFR and Metrorex– claims 2	150,000.00	transport	Oct - Dec 2019
13	Build Implementation Capacities and skills for LIOP 2014-2020 - organization of events for Beneficiaries	356,672.00	programme management	April 2018 - Jul 2019
14	Project preparation and implementation support to CFR	249,500.00	transport	March - Dec 2019
15	Support to the MA LIOP, the IB for Transport and MA SOPT	380,000.00	transport	Dec 2016 - Dec 2019
16	Support to the Energy Sector of LIOP	380,000.00	energy	Jan 2017 - Nov 2018
17	Support to the Environment Sector of LIOP	380,000.00	environment	Feb 2017 - Aug 2018
18	Support to MA LIOP in Programming Activities in the water sector	400,000.00	environment	Oct 2018 - Dec 2019
19	District Heating	399,940.00	energy	Oct - April 2019

<b>PASSA ANAP</b>				
	<b>Contract Title</b>	<b>Contract amount</b>	<b>Sector</b>	<b>Implementation period</b>
1	Elaboration of internal control guidance document	150,000.00	programme management	Dec 2016 - June 2017
2	Training for persons in charge with internal preventive financial control within contracting authorities	146,260.00	programme management	May - Dec 20117
3	Support the reform and streamlining of the ex-ante control system	310,000.00	programme management	Dec 2016 - Nov 2017

4	Support the reform and streamlining of the ex-ante control system - phase 2	310,000.00	programme management	March - August 2018
5	Analysis of options for mapping of utilities and guidance note for management of utilities	114,990.00	programme management	Feb - Sept 2017

<b>PASSA NRIC</b>				
	<b>Contract Title</b>	<b>Contract amount</b>	<b>Sector</b>	<b>Implementation period</b>
1	Project Implementation Support to NRIC Bulgaria	499,999.00	transport	Jul 2017 - Nov 2018

<b>PASSA Sofia Municipality</b>				
	<b>Contract Title</b>	<b>Contract amount</b>	<b>Sector</b>	<b>Implementation period</b>
1	Project Implementation Support to Toplofikacia Sofia EAD relating to the Toplofikacia CHP	499,999.00	energy	May 2018 - June 2021

## **Annex 2: Description of the Services to be provided under lot no. 1 (Transport), technical description of sub-sectors and horizontal expertise**

Services will be provided to support the implementation of:

- infrastructure projects including, but not limited to, the following sub-sectors: roads sector, rail sector, urban transport sector, air sector, waterborne transport sector, logistic platforms, intermodal terminals, and analysis of horizontal issues;
- strategic projects in specific transport sub-sectors (e.g., in the rail sector: ERTMS/ETCS, public service contracts for railway passenger operators, procurement of passenger rolling stock),

as well as for the evaluation of Financing Applications for EU funded projects.

Punctual support may also be provided in the preparation of the above mentioned types of projects.

The services may be for the preparation/review of the project documentation (i.e., among others, technical feasibility including option analysis, traffic analysis and forecasting, cost benefit analysis, environmental and social impact assessment, climate risk and vulnerability assessment, operational and institutional viability, and procurement strategy) or implementation (e.g., preparation and review of detailed designs and tender documents). Also the services may refer to other areas that are necessary for the preparation for funding and feasibility studies (e.g. sector strategies, master plans, national tariffs, unit cost studies etc.). Services may also be required in the analysis of horizontal issues affecting more than one project, such as the development of methodological guidelines, model project approaches, legal and/or State aid issues, IT tools, etc. Support may be provided in drafting/reviewing relevant legislation as well.

The services will be provided to support the projects/programmes in the Transport sector, but also in other sectors if the specific areas of expertise can be extended over the latter. The services will include sectoral, as well as transversal thematic areas (e.g., construction of buildings, procurement of specialised intervention transport means under disaster risk management programmes, horizontal issues, etc.).

When providing advice for the benefit of a specific country of operation, the Service Provider shall ensure that this advice is coherent / compatible with the country context, including institutional and legal framework.

### **A. TECHNICAL DESCRIPTION FOR SUB-SECTORS**

1. **Roads Sector:** roads – motorways – bridges – tunnels – urban roads – road bypasses.
2. **Rail Sector:** conventional railways – high-speed railways – railway infrastructure (track, bridges, tunnels, construction/rehabilitation) – power supply and overhead contact line – buildings – railway signalling, including ERTMS/ETCS – public service contracts for passenger operators – passenger rolling stock.
3. **Urban Transport Sector:** metro – light rail/suburban rail – tramways – bus/trolleybus – metro/tram infrastructure (track, tunnels, stations) – metro/LRT signalling systems - electromobility.
4. **Air Sector:** airports (infrastructure and operations) – air traffic management – airlines – aerospace industry (including spacecraft).
5. **Waterborne Transport Sector:** ports (infrastructure and operations) and maritime transport – inland waterways and ports – dredging – shipping and maritime industry (including shipyards) – logistic platforms.
6. **Disaster risk** preparedness and civil protection – procedures - infrastructure – vehicles – equipment.

### **B. HORIZONTAL EXPERTISE**

1. **Project Preparation Support:** e.g. supporting the preparation/review of the project documentation (for instance technical feasibility including demand and option analysis, cost benefit analysis, environmental impact assessment, climate risk and vulnerability assessment, institutional viability, and procurement strategy) and EU funding applications (e.g., ESIF).
2. **Project Implementation Support:** e.g., supporting the implementation of projects and investment programmes with specialist input in the areas of procurement, contract management, cost engineering,



claims management and institutional arrangements related to EU funded programmes, including capacity–building assignments.

3. **Capacity building, institutional building, knowledge creation and dissemination:** e.g., capacity building and training needs assessments, delivery of training modules and programmes, guidance documents and other training material, event organisation.
4. **Provision of advice on regulatory matters:** e.g. environmental impact and strategic environmental assessment, climate risk and vulnerability assessment, EU ESIF funds regulations affecting projects and competition issues (i.e., State aid issues, preparation of notifications, etc.), drafting/reviewing relevant legislation.
5. **IT**, including software development

### **Annex 3: Description of the Services to be provided under lot no. 2 (Environment and Energy), technical description of sub-sectors and horizontal expertise**

#### **Sub-lot A: Environment**

Services will be provided to support the preparation and implementation of infrastructure projects including, but not limited to, the following sub-sectors: water and wastewater (including flood risk management, etc.), solid waste, urban development, circular economy, agro-industry, climate change, analysis of horizontal issues. This support may be for the preparation and review of the complete project documentation (i.e. among others, technical feasibility including demand and option analysis, cost benefit analysis, environmental impact assessment, climate risk and vulnerability assessment, institutional viability, and procurement strategy) or implementation (e.g. preparation and review of detailed designs and tender documents). Also the support may refer to other areas that are necessary for the preparation for funding and feasibility studies (e.g. sector strategies, master plans, national tariffs, unit cost studies etc.). Services may also be required in the analysis of horizontal issues affecting more than one project or more than one country, such as the development of methodological guidelines, model project approaches, PPP-grant blending or legal and/or State-aid issues, IT Tools. When providing advice for the benefit of a specific country of operation, the Service Provider shall ensure that this advice is coherent / compatible with the country context, including institutional and legal framework.

#### **A. TECHNICAL DESCRIPTION FOR SUB-SECTORS**

1. **Water, Wastewater and Flood Protection:** Services will be provided to specifically support water resources and water supply, wastewater collection and treatment including reuse, flood prevention, hydrology and flood risk management projects, as well as other projects in the field of water and environment such as catchment management, water quality, piloting new (water) technology or overall environmental monitoring etc.).
2. **Solid Waste:** Services will be provided to support the preparation of infrastructure projects including, but not limited to, the following sub-sectors: waste collection, treatment and disposal equipment and facilities, including closure and rehabilitation of old dumpsites, management and rehabilitation of polluted areas and hazardous waste management treatment and disposal.
3. **Climate change mitigation and adaptation; climate change resilience; climate risk and vulnerability assessment**
4. **Circular economy** apart from solid waste and water sector projects, will include support to bio-economy and industrial projects.
5. **Ecosystem services and Biodiversity – green infrastructure – forestry – pollution abatement**

#### **B. HORIZONTAL EXPERTISE**

1. Support in **Planning** activities: e.g. supporting the preparation and review of Master Plans, Pre-Feasibility Studies, National or Regional Management Plans
2. **Project Preparation Support:** e.g. supporting the preparation and review of the complete project documentation (for instance technical feasibility including demand and option analysis, cost benefit analysis, environmental impact assessment, Climate risk and vulnerability assessment, institutional viability, and procurement strategy) and EU funding applications (e.g. ESIF).
3. **Project Implementation Support:** e.g. supporting the implementation of infrastructure projects and investment programmes with specialist input in the areas of procurement, contract management, cost engineering, claims management and institutional arrangements related to EU funded programmes, including capacity–building assignments.

4. **Capacity building, institutional building, knowledge creation and dissemination:** e.g. Capacity building and training needs assessments, delivery of training modules and programmes, guidance documents and other training material, Event organisation.
5. **Provision of advice on regulatory matters:** e.g. environmental impact and strategic environmental assessment, climate risk and vulnerability assessment, EU ESIF funds regulations affecting infrastructure projects and competition issues (i.e. state aid issues, preparation of notifications etc.).
6. **Project Assessment:** e.g. technical and financial evaluation of application forms based on the procedures and checklists prepared by the Managing Authority
7. **IT, including software development**

### **Sub-lot B: Energy**

Services will be provided to support the preparation of projects including, but not limited to, the following sub-sectors: power generation, transmission & distribution networks, oil & gas, energy efficiency, renewable energy. This support may be for the preparation and review of the complete project documentation (i.e. among others, technical feasibility including option analysis, cost benefit analysis, environmental impact assessment, climate risk and vulnerability assessment, institutional viability, and procurement strategy), implementation (e.g. preparation and review of detailed designs and tender documents, support over implementation of construction works), or monitoring and verification of project results. Also the support may refer to other areas that are necessary for the preparation for funding and feasibility studies (e.g. sector strategies, master plans, project screening, pre-feasibility, national tariffs, unit cost studies etc.). Services may also be required in the analysis of horizontal issues affecting more than one project or more than one country, such as the development of methodological guidelines, model project approaches, PPP-grant blending or Legal and/or State-aid issues, IT Tools. When providing advice for the benefit of a specific country of operation, the Service Provider shall ensure that this advice is coherent / compatible with the country context, including institutional and legal framework.

#### **A. TECHNICAL DESCRIPTION FOR SUB-SECTORS**

1. **Energy Efficiency:** energy efficiency in buildings (residential and non-residential sectors); energy efficiency in street lighting; energy efficiency in municipal infrastructure; energy efficiency in transport; energy efficiency in industry; district heating/cooling networks, small-scale cogeneration, including micro-generation.
2. **Renewable Energy:** hydropower (dam, run-of-the-river, regulating, pumped storage); wind energy, onshore, offshore, ocean (tidal, wave, current); photovoltaic and concentrated solar thermal power; solar thermal; geothermal heat and power; biomass heat-only, power and cogeneration, biogas and waste incineration.
3. **Power Generation, Transmission and Distribution Networks:**; carbon capture and storage (CCS), electricity transmission (HVAC, HVDC, terrestrial, offshore); electricity distribution networks (active distribution and smart meters included); energy storage
4. **Gas:** gas transmission & distribution networks including storage; LNG.

#### **B. HORIZONTAL EXPERTISE**

1. **Project Preparation Support:** e.g. supporting the preparation and review of the complete project documentation (for instance technical feasibility including demand and option analysis, cost benefit

analysis, environmental impact assessment, Climate risk and vulnerability assessment, institutional viability, and procurement strategy) and EU funding applications (e.g. ESIF).

2. **Project Implementation Support:** e.g. supporting the implementation of infrastructure projects and investment programmes with specialist input in the areas of procurement, contract management, cost engineering, claims management and institutional arrangements related to EU funded programmes, including capacity–building assignments.
3. **Capacity building, institutional building knowledge creation and dissemination:** e.g. Capacity building and training needs assessments, delivery of training modules and programmes, guidance documents and other training material, Event organisation.
4. **Provision of advice on regulatory matters:** e.g. environmental impact and strategic environmental assessment, climate risk and vulnerability assessment, EU ESIF funds regulations affecting infrastructure projects and competition issues (i.e. state aid issues, preparation of notifications etc.).
5. **IT, including software development**

#### **Annex 4: Description of the Services to be provided under lot no. 3 (Health Care), technical description of sub-sectors and description of themes**

Services will be provided to support the preparation and implementation of projects in the field of health care sector including, but not limited to, the following sub-sectors: health care facilities and health care services. Services will be provided to support preparation, implementation and management of projects that contribute to providing a variety of services, facilities and equipment to support the healthcare needs of the citizens. The services will include but not limited to the following thematic areas: planning, project management, engineering, construction management, technology and equipment and operational support. Services may also be required for addressing horizontal issues affecting more than one project and/or more than one country, such as assisting policy development and formulation process, development of methodological guidelines, model project approaches, PPP–grant blending or State–aid issues. When providing advice for the benefit of a specific country of operation, the Service Provider shall ensure that this advice is coherent / compatible with the country context, including institutional and legal framework.

#### **A. TECHNICAL DESCRIPTION FOR SUB-SECTORS**

1. **Healthcare facilities:** All kinds of hospitals, nursing care facilities, emergency services, urgent care centres, mental health and residential developmental handicap facilities, community care facilities, nursing care facilities, community care facilities for the elderly and other residential care facilities, scientific or diagnostic laboratories, pathology clinics.
2. **Healthcare services:** All kinds of outpatient care, inpatient care, preventative care, rehabilitative care, emergency service.

#### **B. DESCRIPTION OF THEMES**

1. **Planning:** providing advisory support in planning of healthcare facilities and services (for instance: **development** of functional medical concepts, capacity modelling, simulation modelling, functional relationships, schedules of accommodation, healthcare process design, business flow charts; **providing** benchmarking studies, option analysis, planning input for engineering studies; **planning** of manpower, quality systems; **providing advices** in setting up public private partnership models, staffing profile, industry practices; **collecting, sorting, correcting and analysing** sectorial data and similar)
2. **Technology and Medical Equipment:** providing technical support in planning, procurement and installation of technological solutions and medical equipment<sup>4</sup> (e.g. **providing** technology assessment, training; **planning** of medical equipment and supplies; **advising** on strategic technology and IT solutions, drafting tender documentation, tender management, commissioning, etc.)
3. **Operational Support:** providing support in operation of the healthcare facilities and services (e.g. **providing** transition plans, facility management manuals, sectorial/operational trainings; **providing advices** with regard to day-to-day management and operations, etc.)
4. **Project Management:** assisting the beneficiary in governing projects and maintaining the project results (for instance: **formulation** of procurement strategy, project control systems, **providing recommendations** on the implementation modalities and on integration of different component parts that they fit together properly to make the intended purpose; **delivering** cost engineering, and scheduling services, **providing technical assistance** in monitoring the progress of the programme, **providing** strategic business and managerial advices with regard to implementation of major construction projects, legal advice on the matters related to the management of major construction projects, planning and monitoring of the move services, day-to-day implementation/operational support - specialist input in the areas of procurement and contract management and similar)
5. **Engineering:** supporting the preparation and/or review of the complete documentation for capital investment projects (for instance: technical feasibility including demand and option analysis, technical design, tender documentation and similar).

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<sup>4</sup> whole spectrum of medical equipment, hospital supplies, and products, including but not limited to: medical instruments, devices and supplies, diagnostic equipment and systems, medical imaging machines, surgical instruments, appliances and supplies, emergency services equipment, life support equipment, medical monitors, medical laboratory equipment, cleaning equipment, hospital beds, furniture, hospital management hardware and software, office equipment and similar.

6. **Construction Management:** providing support during the feasibility, design, construction, installation and operation phases of the construction projects (for instance: **providing** tender management, contract administration, commissioning, consultant management, facility planning, cash-flow management value engineering, claim management, construction scheduling services; **coordination** among different disciplines and contracts; **monitoring** the progress in order to avoid delays, changes and disputes; **providing advices on** constructability, project design, construction quality, resolving disputes, commissioning, permits, etc.).

## **Annex 5: Description of the Services to be provided under lot no. 4 (Programme Management Support), technical description of sub-sectors and description of themes**

Services will be provided to support management of programmes that will bring transformational changes for or within an organization with the intention of improving an organization's performance in areas relevant to smart development and delivery of public services that meet the varied needs of citizens. Management of programmes will require coordination, directing and overseeing implementation of a set of interrelated projects/assignments to deliver outcomes and their benefits, which are aligned to an organization's strategic objectives. The projects under a programme usually include one or more of the following; capital investments, capacity building, business transformation, designing and implementing reforms, change management and operational support. The programmes that will be supported in this Lot will include, but not limited to, the following sub-sectors: research, development (R&D) and innovation, and public procurement. The services will include sectorial as well as horizontal thematic areas. In addition to above-mentioned sub-sectors, services in the horizontal themes may also be required for other relevant sub-sectors, such as: health and education. Services may also be required in the analysis of horizontal issues affecting more than one programme or more than one country, such as the development of methodological guidelines, model project approaches, PPP-grant blending or State-aid issues. When providing advice for the benefit of a specific country of operation, the Service Provider shall ensure that this advice is coherent / compatible with the country context, including institutional and legal framework.

### **A. TECHNICAL DESCRIPTION FOR SUB-SECTORS**

- 1. R&D / Innovation:** research-intensive industries, research processes, research management, research infrastructure, the development of university R&D-centres, the development of Science Parks, smart specialisation and the creation of innovation and incubation support services. Services may also focus on evaluating and improving access-to-finance conditions related to areas/companies part of the Horizon 2020 programme, and in particular, the review of specific markets, identification of market gaps/failures, and the review of specific companies / projects planning fund raising activities to improve their investment readiness, climate resilience and adaptation.
- 2. Public Procurement:** legislative framework, institutional framework, regularity and quality of the public procurement process, capacity of the contracting authorities, professionalization, monitoring and supervision of national public procurement systems to enhance competition in the public procurement market.

### **B. DESCRIPTION OF THEMES**

- 1. Sectorial Themes:**
  - a) Policy:** assisting policy development and implementation process (for instance: **providing** technical secretariat to working groups/task forces/committees services; **analysing** the problem, the policy objectives; **conducting** researches, benchmarking studies, option analysis; **collecting, sorting, correcting and analysing** data to support policy development process; **assessing** the legislative framework, the institutional framework, impact of previous programmes/projects; **reviewing and drafting** legislation proposals, **supporting the preparation and/or implementation** reform programmes, etc.)
  - b) Sectorial Implementation and Operational Support :** providing advisory services on the sector specific matters (for instance: **providing** sectorial input for engineering studies, technology assessment, option analysis; **preparing** business plans, marketing strategies, benchmarking studies; **providing advices** on the industry practices, strategic technology and IT solutions, etc.) and providing support in operation of the facilities and services (e.g. **providing** transition plans, facility management manuals, day-to-day operational support, sectorial/operational trainings; **providing advices** with regard to day-to-day management and operations, etc.)
  - c) Programme Management:** assisting the beneficiary in governing the programme and maintaining the programme results (for instance: **formulating** programme objectives, success indicators at the programme level, projects, success indicators for individual projects; **providing recommendations** on the implementation modalities, financing mechanisms; **providing services** related to cost estimating, claims management, master planning and monitoring the progress of the programme;

**providing** work breakdown/packages structure for the programme, strategic business consulting/managerial advices, legal advice on the matters related to the management of the programme, day-to-day implementation/operational support, specialist input in the areas of procurement and contract management, programme management related trainings; etc.)

## 2. Horizontal Themes:

- a) **Institutional Capacity Building and Change Management:** assisting the beneficiary in building its and/or end users institutional capacity and in managing the changes (for instance: **defining** the roles and responsibilities within the Programme Management Office (PMO) and/or within the new institutions/units to as well as the processes and metrics to assess their progress; **supporting** the Programme Owner in making organizational changes and organizational restructuring; **providing** stakeholder management and engagement strategies, communication plans, training needs assessments, soft-skills trainings; **organizing** events, etc.).
- b) **Engineering:** supporting the preparation and review of the complete documentation for capital investment projects (for instance: **preparing** technical feasibility studies including demand and option analysis, engineering design, constructability reviews, cost estimates, bill of quantities, technical specifications, soil investigations, cost benefit analysis, environmental impact assessment, technical design, accessibility studies; **assessment of** climate risk, vulnerability, institutional viability; **development of** procurement strategy; **review of** engineering design, etc.) and EU funding applications (e.g. ESIF, etc.).
- c) **Construction Management:** providing support during the feasibility, design, construction, installation and operation phases of the construction and equipment supply projects (for instance: **securing** optimum use of available funds; **controlling** of the scope of the work; **providing** project scheduling, construction supervision, cash-flow management, real estate development services; **coordinating** the design firms, **monitoring** the progress in order to avoid delays, changes and disputes; **enhancing** project design and construction quality, **supporting** the Clients in the contracting and procurement, obtaining permits, resolving disputes, etc.)
- d) **Software Development:** providing informatics tools/software.