



DESTINATIONS

ELBA • LAS PALMAS GC • LIMASSOL • MADEIRA • MALTA • RETHYMNO

CALL FOR TENDER FOR SUBCONTRACTING EXPERTISE

Project title:	CIVITAS DESTINATIONS
Grant Agreement No.:	689031
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THE CIVITAS INITIATIVE
IS CO-FINANCED BY THE
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Abstract

This is a call for a subcontractor to provide expertise as part of the implementation of the CIVITAS DESTINATIONS project (H2020 - Grant Agreement No.: 689031).

In order to ensure a large visibility of this call for tenders and to target the right experts in a short time, ISINNOVA will publish the tender specifications on its website (www.isinnova.org) and use all existing European and local networks of business support.

The call will be published on 31 March 2017, and it will remain open for 29 calendar days (deadline for submission of bids: 28 April 2017).

IMPORTANT

The awarding authority reserves the unchallengeable right:

- To suspend and/or cancel the tender procedure at any moment due to unexpected circumstances arising subsequent to the publication of the tender, for reasons beyond the control of the awarding authority;
- To not award the contract in case of the failure of the CIVITAS DESTINATION project to provide funding;
- To not award the contract if no tenders conform to the essential requirements of the tender documentation and/or if no suppliers satisfy the conditions for participation;
- To not confirm the awarding of the tender due to formal irregularities, for reasons of expediency or lack of guarantees related to the use of funding within the framework of CIVITAS DESTINATION project.

The completion of the tender procedure does not entail an obligation to award or to conclude the contract by the awarding authority; and in no case are the competitors, including the contractor, if selected, owed any compensation or reimbursement for having submitted a bid and/or any other documentation.

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1. Context of the project

The ambition of the DESTINATIONS project is to extend and adapt as appropriate the CIVITAS initiative to the tourist destinations in Europe.

The project will implement a set of mutually reinforcing innovative mobility solutions in six urban laboratory areas with different size and characteristics: Funchal, Madeira, *Portugal*; Las Palmas de Gran Canaria, *Spain*; Limassol, *Cyprus*; La Valetta, *Malta*; Elba, *Italy*; and Rethymno, *Greece*, directly involving 1,2 million inhabitants, 6 million visitors.

In China, associated partners will collaborate with the CIVITAS DESTINATIONS sites to implement innovative solutions in cities that face similar problems.

The DESTINATIONS project aims to change the mind-sets of all stakeholders involved in managing the “mobility for growth” challenge and to demonstrate a set of solutions combining newly emerging technologies, policy-based and soft measures with a strong replication potential.

CIVITAS-DESTINATIONS will test and evaluate ambitious integrated packages of smart measures for enhancing sustainable mobility in a specific context, the one of islands cities facing a high touristic demand; will demonstrate that smart communities are able to combine innovation and planning for boosting the sustainable transport ability to respond all travellers and resident’s needs. Special attention will be paid to issues related to vulnerable groups of citizens and gender issues.

It targets the resident and tourist mobility demand with a holistic and integrated planning approach, delivering sustainable mobility strategies at the destinations and in the countries of origin, with the objectives to:

- develop innovative holistic approach to build sustainable urban mobility systems for both residents and tourists.
- increase the attractiveness of the city, both for tourists and for businesses in the sector
- provide the high quality, sustainable environments desired by tourists
- provide local sustainable employment opportunities and multiplier impacts in the economy for goods and services.
- enhance social cohesion
- provide benchmark for other EU tourist cities

This will be based on:

- Integrated tourism and mobility planning
- Business cases and commercial strategies
- Integrated products/ services for tourism and mobility
- Green mobility
- Shared mobility/economy
- Participation processes and tools
- User generated content, including inputs from visitors
- Behaviour techniques
- Governance: co-operation between tourism and mobility sectors

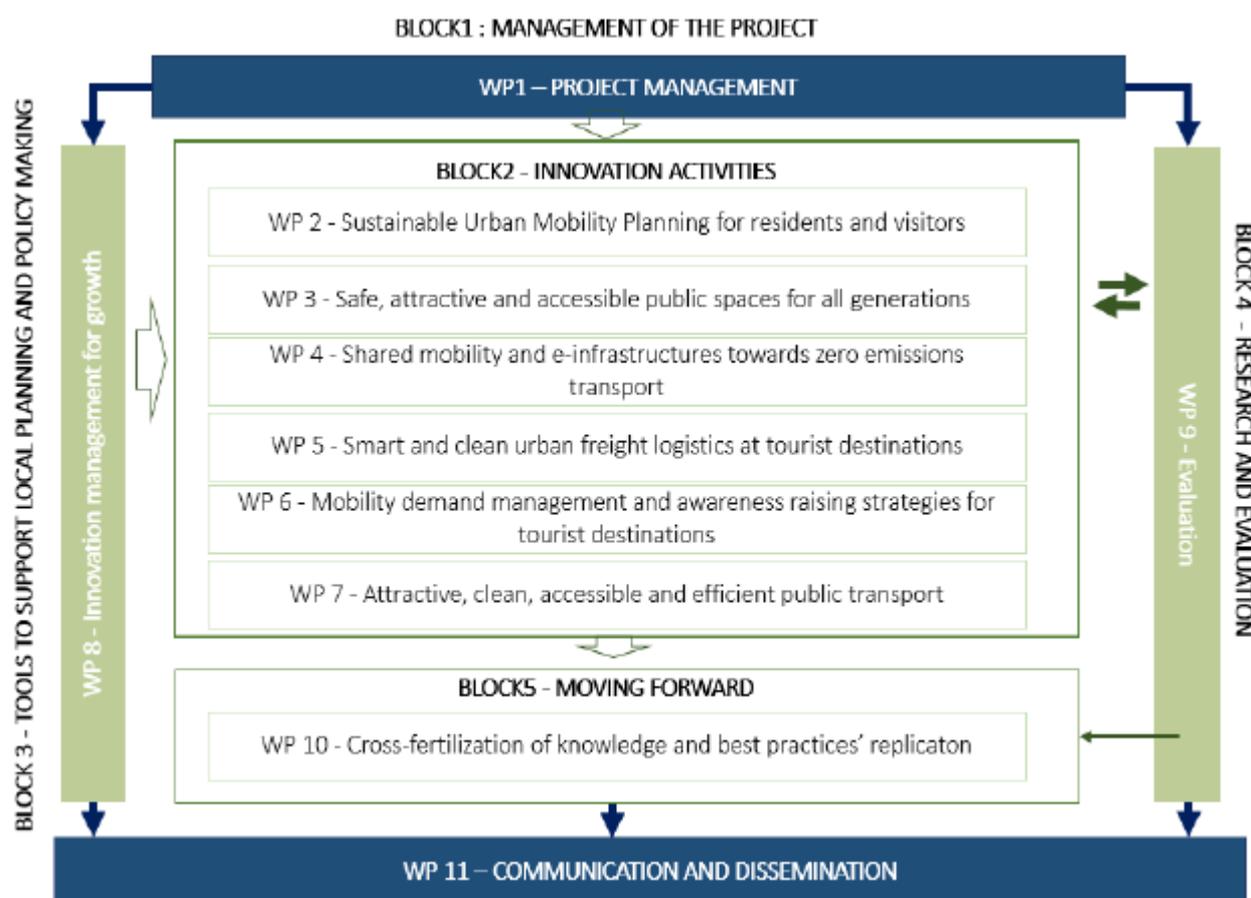
The project will set up a working group of observer touristic cities under the coordination of the Conference of Peripheral Maritime Regions (CPMR). Cross-fertilisation of knowledge and best practices will be

undertaken both at consortium level and beyond and the dissemination strategy will be implemented at local, national, euro-regional and international levels.

An additional impact is expected through the cooperation with China. The project will foster the implementation of the EU China Partnership on Urbanisation through a tangible transfer of know-how and share of experimentations on Green Mobility, particularly regarding touristic situations. The final goal of the collaboration with Chinese partners will be to establish a China-EU Forum of Sustainable Tourist Cities.

All innovative solutions and demonstration activities are planned as part of work-packages 2 to 7, which gather technical elements of the project on 6 cooperation fields, whereas horizontal work packages (workpackages 1, 8 and 11) aim to ensure smooth implementation as well as cross fertilisation, evaluation of impact, dissemination of results and replication of best practices.

Below a figure summarising the workpackages structure:



The tender focuses on Block 3 developing tools and methodologies applied to support the local planning and implementation of demonstration activities in the 6 cities (WP8).

2. Description of the work

Tourist services and products merge into multi-channel ecosystems in which genuine relationships with both customers and stakeholders are crucial. Only an in-depth and holistic understanding of customers, citizens and their environment can create offers making a real difference in terms of impacts and economical sustainability.

WP8 “Innovation management for growth” will provide to local actors methodological guidelines and technical and operational assistance (both on-site and remotely) for the preparation of the demo measures from the business and technological point of view.

Object of this subcontract is **to select experts performing business model training and coaching activities to local actors to support the development of business model related to the most promising demo measures selected by each site.**

Tentative timetable

Date	Type of event
31 March 2017	Launch of a call for tender to select an external experts to carry out business model training and coaching activities
28 April 2017	Deadline for applications
10 May 2017	Experts selection and communication of the results
26 May 2017	Contract signature and starting of the activities

3. Task to be performed by the subcontractor

The selected subcontractor will be required:

- **TASK 1: To organise and manage 2 days of Kick-Off training (KOT) workshops in the 6 sites** in national languages.
 - The KOTs will aim to explain the concept of service design and business modelling and the methodologies and tools to be adopted. This training will enable the trainees (Site Managers) to define an exploitation strategy, identifying measures and modalities for business development;
 - Subcontractor will work in close cooperation with the Site Managers to select which of the planned DESTINATIONS measures will need a supporting business model to be developed. Business models will be carefully crafted for at least three measures per site (18 measures in total) which have a particular requirement for both their success during the project lifetime, and for expansion after 2020;
 - The organization of the Trainings will follow a co-creation approach (working tables with restricted number of participants, high-level of interactions, use of supporting materials to develop ideas and concepts (post-it., map chart, etc.). As result of the Kick Off Trainings a Canvas model will be developed for the most relevant measures;
 - The methods to be used by the subcontractor will mix research tools to create a better understanding of tourists and citizens needs, to identify touch-points and expectations to design an outstanding service experience to support a change of mindsets towards a more sustainable lifestyle, Business Model Canvas to create sustainable business solutions based on hypothesis driven development and testing to enable the cross-fertilization of measures;
- **TASK 2: to provide coaching support** to the trainees in each site for the business development feasibility and launching stage (up to 6 months after the Kick-Off training).
 - The coaching process will start at the end of each kick-off-training session and it will be based on the double diamond design process (Discover - gathering insights using divergent thinking and exploring the related fields, Define - developing a clear creative brief that frames the measure, Develop - where solutions or concepts are created, prototyped, tested and iterated, Delivery – finalization and launch of the resulting outcome).
 - Coaching will be ordinarily delivered with monthly calls and periodic reports used as supporting tools to monitor the process (periodic reports must be part of the TASK 1 reports). However, detailed coaching plans for each plans are expected to be included in the Kick—Off Training reports delivered by the subcontractor. Webinars will be used on the crucial identified milestones.

In performing these tasks, the subcontractor will work under close supervision of ISINNOVA.

Cities involved in the action: Elba, Las Palmas GC, Limassol, Madeira, Malta and Rethymno.

4. Expertise, experience and skills required

Sound experience is required in the following areas:

- Formulating and carrying out a tailored methodology in order to carry out TASK 1 and TASK 2 as defined above. In particular, selected subcontractor must have proven expertise in the organisation and management of Kick off trainings aiming to explain the concept of service design and business modelling and the methodologies and tools to be adopted related to the selected measures;
- Writing activities reports in English containing sound analysis and meaningful evaluation of training and coaching outcomes.

Skills required:

- Report drafting skills in English (eligibility criteria);
- Proven research and presentation skills in the national languages of the project (Italian, Spanish, Greek, Portuguese);
- Ability to work within specified deadlines and to respect budgetary limits;
- Ability to work in a multicultural context and understanding of different industrial relations culture & traditions;
- Good administration and project management skills.

5. Time schedule and reporting

The subcontractor will be asked to perform the work during the period: June 2017 – January 2018.

The subcontractor will be responsible for submitting the abovementioned reports within the following time frame:

Activity	Time plan	Expected product
TASK 1: Organisation and management of the Kick-Off training (KOT) workshops	June - October 2017	<u>By October 2017</u> 6 reports (one per site - approximately 30 pages) summarising the results of the KOTs and the plan for action 2 “coaching support activity”. Report must be in English. Template will be defined in agreement with the subcontract at the project start
TASK 2: Coaching support activity	June 2017 - January 2018	<u>By February 2018</u> 6 reports (one per site - approximately 10 pages) summarising the results of the coaching support activity. Report must be in English. Template will be defined in agreement with the subcontract at the project start

6. Payment

The total maximum budget available for the fees of the subcontractor is the following:

Contract with ISINNOVA	
Main activities	
- Prepare and conducting the Kick-Off Training workshops	
- Drafting the KOTs reports	
- Provide coaching support along the business development to trainees	
Total budget for the subcontract:	90,000 € (all taxes included)

The subcontractor will be remunerated in various instalments:

- 1st payment: 20% of the total budget at the signature of the contract;
- 2nd payment: 28,33% of the total budget at the submission and approval of the TASK 1 reports (end of October 2017);
- Final payment: 51,67% of the total budget after the submission and approval of the TASK 2 reports by ISINNOVA (in February 2018) and the European Commission. The final payment will be processed soon after the reception of the Interim Payment from the EC (tentative date: June 2018).

7. Exclusion criteria

Candidates are excluded from participation in the selection procedures if:

- they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- they have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
- they have been guilty of grave professional misconduct proven by any means which the contracting authority can justify;
- they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed;
- they have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests;
- following another procurement procedure or grant award procedure financed by the Community budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations.

Nor may contracts be awarded to candidates who, during the procurement procedure,

- are subject to a conflict of interest;
- are guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the contract procedure or fail to supply this information.

Where subcontracting is envisaged, candidate must certify that the subcontractor(s) is (are) not in one of the situations referred to above.

8. Eligibility criteria

A proposal must satisfy all of the following eligibility criteria in order to be retained for evaluation:

- It is submitted before the deadline stated in the call text;
- It is complete in all elements required in the Application Form;
- It is submitted in English (official language of the CIVITAS DESTINATION project).

Applicant must be able to draft report in English.

9. Selection criteria

The offers will be examined against the following three selection criteria:

1. Evidence of ability to carry out a tailored **methodology** to prepare and conduct KOTs. The application must include description of previous experiences in the topic including other supporting materials (e.g. business model canvas credentials/certify). Relative weight: 25%
2. Ability to conduct meetings and draft documents in the **national languages** of the project (Italian, Spanish, Greek, Portuguese). Relative weight: 50%
3. Profiles of the staff involved in the activities. Detailed CVs of the people working on the listed activities must be attached to the application form. Relative weight: 25%

Weighting

When assigning weights, ISINNOVA will ensure that all selection criterion to be used are assigned a weight (the sum of all weights totals 100%).

Range		Criteria	Weight
Non-Price	100%	Methodology and past experiences	25%
		Languages	50%
		Technical Skills and staff profiles	25%
Price	0%	As fixed price	-

In case of tie, the winner is who had send the proposal first.

10. Form, structure and content of the tender

Tenders must be written in English. They must be signed by the tenderer or his duly authorised representative and perfectly legible so that there can be no doubt as to words and figures.

Tenders must be clear and concise and assembled in a coherent fashion.

Since tenderers will be judged on the content of their written bids, they must make it clear that they are able to meet the requirements of the specifications. All tenders must include two sections:

- I. **Technical proposal** which must provide all the information needed for the purpose of awarding the contract. Specific information covering the technical and professional capacity as required in particular:
 - A proposed methodology for delivering the tasks listed in section 3, and description of previous experiences in the topic;
 - Detailed curriculum vitae of the experts with description of relevant professional experiences with emphasis on the specific fields covered by the invitation to tender and on the the ability to

work in English (eligibility criteria) and in the other project languages (Italian, Spanish, Greek, Portuguese).

- II. **Financial proposal** Prices of the financial proposal must be quoted in euros, including the countries which are not in the euro-area. As far as the tenderers of those countries are concerned, they cannot change the amount of the bid because of the evolution of the exchange rate. The tenderers choose the exchange rate and assume all risks or opportunities relating to the rate fluctuation. Price is a fixed amount and it includes all expenses related to the subcontractor implementation.

The flat amount available for this contract is EUR 90,000 (all taxes and expenses included).

Prices shall be fixed and not subject to revision during the performance of the contract.

11. Award Criteria

The contract will be awarded to the tender offering the best value for money, taking into account the specific objectives, requirements and selection criteria of the tender. The principles of transparency and equal treatment will be respected with a view to avoiding any conflicts of interest.

12. Content and selection of the bids

Offers must be sent to ISINNOVA in electronic format to **Ms. Loredana MARMORA** (lmarmora@isinnova.org) by 28 April 2017 (17:00 CET).

A pool of 3 experts from ISINNOVA and 2 experts from the City of Madeira will evaluate the tenders that have been deemed admissible. An evaluation report and classification of participation requests will be drawn up and transmitted to CIVITAS DESTINATION Project Coordinator for final approval.

This report will include:

1. The name and address of the contracting company, the purpose and value of the contract or framework contract;
2. The names of any excluded candidates and the reasons for their rejection;
3. The names of candidates selected for consideration and the justification for their selection;
4. The names of candidates put forward and justification of their choice in terms of the selection or award criteria.

For further information, please contact:

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