

FINANCE AND PROCUREMENT

RES/PRO/CALU/RB(2014)00631
Thessaloniki, 18 March 2014

OPEN INVITATION TO TENDER

Designing a new user experience for the EU Skills Panorama web portal - AO/RPA/AZU/EUSP-WEB-SERVICES/002/14

REFERENCE: Contract notice ref.: 2014/S 053-087482 of 15/03/2014

Dear Sir/Madam,

We thank you for the interest you have shown in this tender procedure.

The purpose of this call for tenders and additional information necessary to present a tender can be found in the attached Tender Specifications. You should note however the following important points concerning the submission of a tender and its implications.

1. Tenders (and documents included in them) should be submitted preferably in English, but in any case in one (or in any) of the official languages of the European Union.
2. Tenders may be submitted exclusively in one of the following ways:

(a) by post to be dispatched **not later than the date and time specified in the timetable in point 8 below**, in which case the evidence shall be constituted by the date of dispatch on the postmark or the date of the deposit slip, to the following post address of Cedefop :

**European Centre for the Development of Vocational Training (Cedefop),
Procurement Service, Attention of Mr G. Paraskevaïdis
PO Box 22 427
GR – 55102 Thessaloniki, Greece**

Important:

If using a postal service, tenderers must use a registered, reliable one. If no postmark has been stamped or if the postmark is not legible, Cedefop will accept deposit slip issued by the postal service, provided that this clearly indicates the date as filled in by the post office and not by the tenderer.

Tenderers shall inform Cedefop by e-mail (c4t-services@cedefop.europa.eu) or fax (+30 2310 490028)

- ✓ that they have submitted an offer in time, and
- ✓ that they request Cedefop to confirm receipt of the e-mail or fax.

Tenderers should not attach their offer to any of the above informative e-mail or fax.

or

(b1) by courier service to be dispatched not later than **the date and time specified in the timetable in point 8 below**, in which case the evidence shall be constituted by the date of dispatch to the address below or the date of the deposit slip,

or

(b2) delivered by hand not later than **the date and time specified in the timetable in point 8 below**, in which case a receipt must be obtained as proof of submission, signed and dated by the official in the above mentioned Service who took delivery,

to the following address (for points **(b1)** and **(b2)** above):

**European Centre for the Development of Vocational Training (Cedefop),
Procurement Service, Attention of Mr G. Paraskevaïdis
123, Europe Str,
GR-57001 Thessaloniki-Pylea, Greece
Tel: +30 2310 490111 / 490 064**

Please note that Cedefop is open from 09h00 to 17h00, Monday to Friday. It is closed on Saturday, Sunday and Cedefop holidays.

3. Tenders must be submitted strictly adhering to the following.

Tenders must be submitted in a sealed envelope itself enclosed within a second sealed envelope. If self-adhesive envelopes are used, they must be sealed with adhesive tape and the sender must sign across this tape.

The **outer envelope**, addressed simply to Cedefop (address depending on the means of submission, see point 2 above), should only bear additionally **the name and address** of the sender.

The **inner envelope**, addressed to the Procurement Service as indicated under point 2 above, must bear a self-adhesive label with the indication **“Open Invitation to tender – Not to be opened by the internal mail service”** and all the necessary information, as shown below:

<p>OPEN INVITATION TO TENDER</p> <p>CEDEFOP No: AO/RPA/AZU/EUSP-WEB-SERVICES/002/14</p> <p><i>‘Designing a new user experience for the EU Skills Panorama web portal’</i></p> <p>Name of tenderer:</p> <p>NOT TO BE OPENED BY THE INTERNAL MAIL SERVICE</p>
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The inner envelope must also contain three sealed envelopes, namely, Envelope A – “Supporting Documents”, Envelope B – “Technical Proposal” and Envelope C – “Financial Proposal”. The content of each of these three envelopes is described in point 6 of the attached Tender Specifications.

Tenderers should not disclose their financial offer in any part of their tender other than the sealed envelope C, not even disclose the total amount of their financial offer on the cover letter.

4. Tenderers must ensure that their tenders are signed by an authorised representative and that tenders are legible. It is mandatory to include in the offer a **Cover Letter, signed by the person/s that is/are authorised to sign the contract in case of contract award**,

stating that the tenderer accepts in full and without restriction the requirements of these Tender Specifications, and the Special and General conditions governing this contract as the sole basis of this tendering procedure (see also point 1 of the Tender Specifications).

5. **Submission of a tender implies acceptance of all the terms and conditions set out in this Invitation to Tender, in the specifications and in the draft contract and**, where appropriate, waiver of the tenderer's own general or specific terms and conditions. It is binding on the tenderer to whom the contract is awarded for the duration of the contract.
6. The opening of tenders will take place at Cedefop on the date and time specified in the timetable in point 8 below. Each tenderer may be represented at the opening of tenders by one person. The name of the person attending the opening must be notified in writing by fax (Fax No +30 2310 490 028) or by e-mail (C4T-services@cedefop.europa.eu) at least two working days prior to the opening session.
7. Contacts between the contracting authority (Cedefop) and tenderers are prohibited throughout the procedure save in exceptional circumstances and under the following conditions only:

7.1 Contacts before the final date for submission of tenders:

- At the request of the tenderer, the Cedefop Procurement Service may provide additional information solely for the purpose of clarifying the tender documents. Any request for additional information must be made in writing by e-mail (C4T-services@cedefop.europa.eu) or by fax (fax No +30 2310 490 028).

Requests for additional information/clarification (if any) from potential tenderers should preferably be written in English and should be received by the date and time as specified in the timetable in point 8 below. No such requests will be processed after that date.

- Cedefop may, on its own initiative, inform interested parties of any error, inaccuracy, omission or any other clerical error in the text of the call for tenders.

The Answers/Clarifications of Cedefop to the requests for additional information/clarification of the tenderers, including that referred to above, will be published on Cedefop's website under the same link where this Open Tender Procedure is announced (<http://www.cedefop.europa.eu/EN/working-with-us/public-procurements/calls-for-tenders.aspx>). **Tenderers must ensure that they visit regularly the site for updates up to the closing date for receipt of tenders.**

7.2 Contacts after the final date for submission of tenders and before opening:

- Tenderers should not contact the Contracting Authority (i.e. Cedefop) on their own initiative.
- Tenderers are not allowed to amend their offers, e.g. by completing the documents they sent, replacing them with amended ones or sending new documents initially not included in the tender, as this may lead to rejection of the tender at a later stage. Any such need for additional information/document identified by the Evaluation Committee during the evaluation process will be notified to the tenderer concerned at Cedefop's initiative, providing for a reasonable deadline for response (see also the provisions under the heading below).

7.3 Contacts after the opening of tenders:

- Tenderers should not contact Cedefop on their own initiative at that stage.
- If clarification on the compliance with the Eligibility and/or Selection Criteria is required or if obvious clerical errors in the tender need to be corrected Cedefop may contact tenderer/s in writing to obtain further clarification or documents on specific points of the tender or to correct obvious clerical errors.
- If the necessary information and/or supporting documents for the assessment of an award criterion are missing, these may not be requested as clarification if this might alter the proposal. Any requests for clarification in that regard should not lead to amendment of the terms of the tender. Tenderers must not modify their tender or add any new elements to it. The reply must therefore make clear reference to the relevant information already present in the file. This will serve solely the purpose to provide the Evaluation Committee with a clarification regarding the technical proposal provided the terms of the tender are not modified as a result.
- In regards to possible clarifications on obvious clerical errors in the Financial Offer, tenderers must not add any new prices, but only explain the quotation on the basis of elements and prices already present in the offer. In case a tenderer alters his financial offer during a clarification (beyond the correction of any obvious clerical/calculation errors), this offer will be automatically rejected.
- Tenderers should be prepared to reply to such requests for clarification within a short reasonable deadline as it will be stated in the request for clarification.

8. Timetable:

	DATE	TIME
Deadline for request for any clarifications from the Contracting Authority (Cedefop)	15/04/2014	
Last date on which clarifications are issued by Cedefop	As soon as possible	
Deadline for submission of tenders (hand delivered)	28/04/2014	
Deadline for submission of tenders by post / courier	28/04/2014	
Validity of the tenders	28/10/2014	
Tender opening session	12/05/2014	
Estimated contract signature date	25/06/2014	

9. Tenderers must maintain the validity of their tender for at least 6 months following the deadline of submission of tenders.

In exceptional cases, before the period of validity expires, Cedefop may ask the tenderers to extend the period for a specific number of days, which may not exceed 40.

The selected tenderer must maintain his tender for a further period of 60 days from the date of notification that his tender has been recommended for the award of the contract. The further period of 60 days is added to the initial period of 6 months irrespective of the date of notification.

10. All costs incurred in preparing and submitting tenders should be borne by the tenderers.
11. Up to the point of signature, the contracting authority may either abandon the procurement or cancel the award procedure, without the candidates or tenderers being entitled to claim any compensation. If such decision is taken, the tenderers will be notified accordingly.
12. This invitation to tender is in no way binding on Cedefop. Cedefop's contractual obligation commences only upon the signature of an Order Form under the Framework Contract, whereby signature of the Framework Contract alone does not commit Cedefop to order.

13. Evaluating your tender and your possible subsequent replies to questions in accordance with the specifications of the invitation to tender, will involve the recording and processing of personal data (such as your name, address and CV). Unless indicated otherwise, such personal data will be processed by Cedefop's Finance and Procurement Service solely for that purpose and pursuant to Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of data by the Union institutions and bodies and on the free movement of such data. Details concerning the processing of your personal data are available on the privacy statement at:
http://ec.europa.eu/dataprotectionofficer/privacystatement_publicprocurement_en.pdf.
 You have the right of recourse at any time to the European Data Protection Supervisor for matters relating to the processing of your personal data
14. Your personal data (name, given name if natural person, address, legal form, registration number and name and given name of the persons with powers of representation, decision-making or control, if legal person) may be registered in the Early Warning System (EWS) only or both in the EWS and Central Exclusion Database (CED) by the Accounting Officer of the Commission, should you be in one of the situations mentioned in:
- the Commission Decision 2008/969 of 16.12.2008 on the Early Warning System (for more information see the Privacy Statement on http://ec.europa.eu/budget/info_contract/legal_entities_en.htm), or
 - the Commission Regulation 2008/1302 of 17.12.2008 on the Central Exclusion Database (for more information see the Privacy Statement on http://ec.europa.eu/budget/library/sound_fin_mgt/privacy_statement_ced_en.pdf).
15. All tenderers will be informed in writing of the results of this tender procedure.
16. Once Cedefop has opened the tender, the document shall become the property of Cedefop and it shall be treated confidentially.
17. You will be informed of the outcome of this procurement procedure by e-mail. It is your responsibility to provide a valid e-mail address together with your contact details in your tender and to check it regularly.

Yours sincerely,

G. Paraskevaïdis
 Head of Finance and Procurement

Attached: Tender Specifications

OPEN INVITATION TO TENDER

AO/RPA/AZU/EUSP-WEB-SERVICES/002/14

**Designing a new user experience for the EU Skills
Panorama web portal**

Tender Specifications

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Introduction to Cedefop: Europe's agency for training policy

Source: <http://www.cedefop.europa.eu/EN/about-cedefop.aspx>

To provide people with the skills they need, vocational education and training systems (VET) need to adapt quickly to changing demands. European VET policy's central aim is to promote excellence through VET. To make it both an attractive learning option for the brightest and best young people and adults and an effective way of helping those with low levels of qualification to develop their skills.

Cedefop (the European Centre for the Development of Vocational Training), founded in 1975 and based in Greece since 1995, is a European Union (EU) agency. It supports the European Commission, Member States ⁽¹⁾ and social partners by helping design VET policies that promote excellence and social inclusion and strengthen European cooperation in VET.

Cedefop's objective and priorities for 2012-14

Cedefop's activities are guided by its strategic objective and medium-term priorities 2012-14. Cedefop's strategic objective is to contribute to designing and implementing policies for an attractive VET that promotes excellence and social inclusion and to strengthening European cooperation in developing, implementing and analysing European VET policy. This objective is supported by three priorities:

- **Supporting modernisation of VET systems**

Modern VET systems must be relevant to individual and labour market needs. They should take into account learning acquired in different ways (for example through work experience) and at different times and allow people to move between countries and sectors.

Member States decide national VET policies and Cedefop monitors and reports on the reforms and changes they make to their systems. Cedefop also works to improve international VET statistics.

European cooperation in VET, led by the European Commission working with Member States and social partners, has agreed shared objectives. As part of this cooperation, Cedefop has helped develop, and is now working to implement, common European tools and principles, which aim to make it both easier to work and study abroad and move between different parts of a national education and training system (for example between general and vocational education).

- **Careers and transitions – Continuing VET, adult and work-based learning**

Today, people are likely to change jobs more often. Cedefop is looking at how continuing training and work-based learning for adults can help people to manage their careers better and improve their job prospects. Cedefop is also examining how work-based learning for adults can help enterprises to deal with technological change, generate innovation and increase competitiveness. New demands are also being made of VET teachers and trainers and Cedefop is looking at their changing roles and their skill and learning needs.

⁽¹⁾ Cedefop also works with Iceland and Norway.

- **Analysing skills needs to inform VET provision**

Europe's growth and competitiveness will be held back if people's skills do not meet job requirements. Unemployment currently coexists with skill mismatch. Understanding and anticipating the skills required helps ensuring that training meets labour market needs. It helps to promote a better match between individuals' potential and job requirements.

Cedefop's skill needs analysis provides insights into the trends that influence skill supply and demand and the imbalances that may arise both in the EU and individual Member States. Cedefop is also finding out more about sectorial and occupational developments, such as the demand for 'green' skills for sustainable growth and, as the population ages, the potential for jobs creation and impact of skill needs of the 'silver' economy.

Cedefop's information

Cedefop shares its expertise through its publications, networks, conferences, seminars and web portal www.cedefop.europa.eu. The web portal provides news on Cedefop's major themes "Identifying skills needs", "Understanding qualifications", "Analysing policy" and "Developing lifelong learning". All Cedefop publications are available for download. Cedefop hosts and organises conferences and events throughout the year.

In addition to its web portal www.cedefop.europa.eu, Cedefop's work can be followed on Facebook at www.facebook.com/cedefop and Twitter at www.twitter.com/cedefop.

1. OVERVIEW OF THIS TENDER PROCEDURE

In submitting his tender in response to this tender procedure, the tenderer accepts in full and without restriction the requirements of these Tender Specifications, and the Special and General conditions governing this contract as the sole basis of this tendering procedure, whatever his own conditions of sale and terms of business may be, which he hereby waives. No account can be taken of any reservation or disclaimer expressed in the tender as regards the tender dossier's Tender Conditions and Specifications and the Contract's Special and General Conditions. If necessary, clarification may be requested by the potential tenderer concerned while the tender submission phase is open – see point 7 of the Invitation to tender. Any reservation or disclaimer may result in the rejection of the tender without further evaluation on the grounds that it does not comply with the conditions of the Tender Dossier.

Tenderers are expected to examine carefully and comply with all instructions, forms, contract provisions and specifications contained in this tender dossier. Failure to submit a Technical and Financial Proposals containing all the required information and documentation may lead to the rejection of the tender.

1.1. Description and type of the contract

- ***Title of the contract: Designing a new user experience for the EU Skills Panorama web portal***

Short description of content of this contract: The aim of this contract is to design, develop, deploy and promote a dynamic, user-friendly, interactive, multilingual, visually appealing web platform, offering a rewarding user experience. The web platform should serve as a reference portal for information on skills, job prospects and labour market intelligence in Europe and support informed decision-making. The ultimate goal is to help increasing transparency in European labour markets, and thus contribute to reducing skills mismatch.

Services will be acquired in the form of person-days categorised in profiles (see 2.9).

Web hosting services will be acquired in the form of a fixed monthly fee.

- **Type of contract:** Cedefop will award a single Framework Services Contract whereby the services will be provided by the contractor upon signature of Order Forms issued by Cedefop within the context of the Framework service contract and throughout its validity. Each Order Form will be prepared in line with the call for tenders and shall stipulate the tasks/services to be performed by the contractor, the deliverables, the timetable and the budget.

1.2. Place of delivery or performance

Most tasks will be completed mainly in the Contractor's premises and when necessary in Cedefop's premises (e.g. specific assistance or consultancy, face to face meetings).

1.3. Division into lots

This tender procedure is not divided into lots.

1.4. Variants

Tenderers may not offer variant solutions to what is requested in the tender specifications. Cedefop will disregard any variants described in a tender, and reserves the right to reject such tenders without further evaluation on the grounds that they do not comply with the tender specifications.

1.5. Value or quantity of purchase

The total estimated budget for the required services described in the Framework contract corresponds to about **3.300** person-days; the person-days might not be distributed evenly over the years. Other costs (hosting/monitoring, licenses – if any, meetings, etc.) have been estimated at around 70,000 Euro over 4 years, in addition to the above-noted person-days.

Tenderers should be aware that the information on volume is purely indicative, shall not be binding on Cedefop and should not be considered as a warranty as to the final value of the contract. The value of the successive Order Forms that will be issued after the Framework Contract is signed may not reach the aforementioned estimated value for the Framework Contract. Cedefop will be contractually bound only by the amounts effectively entered in the successive signed Order Forms. The total value of the framework contract will ultimately depend on the orders which Cedefop may place through Orders Forms.

1.6. Duration of the contract

The contract shall enter into force on the date of signature of the last contracting party, shall have an initial duration of one (1) year and will be automatically renewed up to three (3) times, each for an additional period of one (1) year, covering a total acquisition period of four (4) years (1+1+1+1).

1.7. Main terms of financing and payment

Payments will be made within 60 days of submission of invoices and at the conditions set out in the draft contract (Annex B). Invoices shall be issued only after the explicit acceptance by Cedefop project manager of the deliverables or timesheets of the respective Order Form.

2. TERMS OF REFERENCE

2.1. Background

2.1.1. Policy background

The EU Skills Panorama is an initiative that originates in the 2008 Commission Communication **‘New Skills for New Jobs’** ⁽²⁾. The Communication articulated the skills challenges and highlighted the need to improve the Union’s capacity for skills assessment, anticipation and matching. Hence, the need to upgrade skills and ensure a better match to labour market needs linked to competitiveness and equity was placed at the heart of the resulting New Skills for New Jobs Agenda.

In a 2010 report **‘New Skills for New Jobs: Action Now’** ⁽³⁾, the New Skills for New Jobs Expert Group made suggestions on how to operationalise the New Skills for New Jobs initiative: sharing information on surplus and shortages of skills across EU countries; developing tools to measure imbalances and to make the resulting information widely available; establishing labour market monitors by exploiting the full potential of digital media, both to link the existing Labour Market Intelligence (LMI) sources and to make the LMI available in targeted, user-friendly and accessible formats.

Since the 2008 Communication, the 2020 Strategy introduced **‘An Agenda for New Skills and Jobs’** ⁽⁴⁾ as one of its flagship initiatives. The Agenda for New Skills and Jobs highlights four priorities that will help the EU to bridge the gap between the existing employment rate and the 75% target in 2020:

- Better functioning labour markets,
- A more skilled workforce,
- Better job quality and working conditions,
- Stronger policies to promote job creation and demand for labour.

Skills anticipation and the **EU Skills Panorama** (EUSP) sit within the context of the second priority on developing a more skilled workforce. The Communication acknowledged that equipping people with the right skills for employment remained a challenge and recognised that the crisis had accelerated the pace of economic restructuring, with many workers displaced from declining sectors, high unemployment due to the lack of skills of displaced workers required by expanding sectors leading to mismatch evident by skills shortage issues.

The objective of the EUSP is to improve transparency on the European labour market by providing online access to national, sectorial, European and international data and research findings on skills and labour market prospects. The EUSP should be a hands-on tool serving various target groups, starting with policy-makers, public and private employment services and educational, vocational or career/lifelong guidance service providers.

2.1.2. The EU Skills Panorama prototype

A prototype EUSP website was launched in December 2012 and revamped in March 2014 ⁽⁵⁾. It presents a rich set of national, European and international research findings, data and indicators on skills and jobs as well as analytical highlights. However, various reasons have led to a situation where the wealth of data stored in the EUSP is presented in a static and fragmented way. Feedback from users and stakeholders received so far indicates that dynamism and clearer

² <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52008DC0868:EN:NOT>

³ <http://ec.europa.eu/social/main.jsp?catId=822&langId=en>

⁴ <http://ec.europa.eu/social/main.jsp?catId=958&langId=en>

⁵ <http://euskillspacepanorama.cedefop.europa.eu>

structure as well as user-friendly visualisation of the data and findings are needed to reach out and engage with the target audience.

The absence of attractive visual or graphic display is perceived as a weakly-appealing “look-and-feel” of the site, which does not do justice to the rich set of indicators and statistical information contained within the website’s repository. In addition, the inability to manipulate the data and indicators in accordance with individual preferences diminishes the added-value of the site in relation to the primary hosts’ sites of data (e.g. Cedefop online tool; national websites; Eurostat), which are more interactive than the EUSP.

Although the EUSP primary target group is policy- and decision-makers, the current site is not appropriately meeting their needs. Thus, first a better job needs to be done in providing information that is of interest to and easily accessible for policy-makers. In the mid-term, the EUSP should also target intermediary level beneficiaries such as employment and guidance services that will use the site to provide information and advice on career and learning opportunities to job-seekers and citizens and help them in making educational, training and occupational decisions.

This situation led to an agreement among the key stakeholders that a new platform for the EUSP should be designed, developed and deployed. This is a prerequisite for ensuring better content management and a presentation/visualization meeting the needs of various target groups, especially if the EUSP is to become a useful tool for providing advice to job seekers and citizens. There is a consensus about a modern, dynamic, interactive, innovative, informative and user-friendly website. Finally, the new EUSP website should be developed bearing in mind that it complements other European platforms (in particular EURES ⁽⁶⁾ and Europass ⁽⁷⁾) and should redirect the users to the latter as relevant.

2.1.3. The role of Cedefop

The EUSP is a project financed by the European Commission Directorate-General for Education and Culture (DG EAC) and Directorate-General for Employment, Social Affairs & Inclusion (DG EMPL), as of 2014. Cedefop is responsible for further developing it, in close cooperation with the European Commission.

Cedefop has built a unique European level expertise on skills needs in the labour market. . The Centre has the capacity to provide new data and evidence (e.g. mid-term trends in skill supply and demand, analysis of skill mismatch) that can be used to inform education and training as well as employment policy in Europe.

Cedefop’s Research and Policy Analysis (RPA) team will be responsible for the implementation of this framework contract via the appointed contact person/Project Manager. A steering group formed by DG EAC, DG EMPL and Cedefop will set strategic directions and monitor the project.

2.2. Description of the assignment

2.2.1. Vision

The aim of this contract is to design, develop, deploy and promote a dynamic, user-friendly, interactive, multilingual, visually appealing web platform, offering a rewarding user experience. The web platform should serve as a reference portal for information on skills, job prospects and labour market intelligence in Europe and support informed decision-making. The ultimate goal is

⁶ <https://ec.europa.eu/eures/>

⁷ <http://europass.cedefop.europa.eu/en/home>

to help increasing transparency in European labour markets, and thus contribute to reducing skills mismatch.

The platform will provide a focal point for information and data on current and future skill needs and on the labour market prospects in Europe. Making this information accessible to EU organizations and policy makers as well as to national labour market experts, guidance specialists and others concerned will contribute to the improvement of the decision-making processes at the European, national and even individual level

Within the next two years, the EUSP should become a new dynamic website, enriched with new data and information as well as interactive links with other European initiatives, data and information sources. The final target is to create a platform designed to have different interfaces and functionalities for different target groups: first, an interface for policy-makers will be developed and second, the interface will aim to serve the needs of career advisors and employment agents.

The future development of the EUSP site within this contract is planned in two main stages.

2.2.2. PHASE I - Deploy a dynamic and flexible website with enriched data and information primarily for policy-makers

Time frame: **Start: Mid 2014 – launch of the site: Mid 2015**

Target group: **Policy-makers in the field of education, training and employment** (i.e. any stakeholders involved in analysing, defining or implementing education, training or employment policy at EU, national or local level).

Phase I is dedicated to developing a dynamic website for policy-makers, enriched with new data and information as well as exploring further relevant links with other European initiatives, data and information sources (e.g. ESCO, EURES, Europass, Eurostat). The web portal will use infographics and data visualisation elements and follow design principles aimed at improving user experience. The intention is also to follow the trend of linked open data. This could result in a side product – an interface for researchers and labour market experts – allowing them to manipulate the data according to their needs.

To pave the way for Phase II, the website will be designed to have different interfaces and functionalities for different target groups, starting with policy-makers and experts. In Phase II further functionalities will be added to that site to meet the needs of a wider audience.

The contractor will start with a thorough analysis of the requirements and specifications for the new EUSP platform, through a series of User Needs documentation process with the most important and influential stakeholders.

2.2.3. PHASE II - Deploy a web-based tool to facilitate career and skills development advice and guidance to job-seekers and citizens

Time frame: **Early 2015 – End of 2016**

Target group: Educational, vocational or career/lifelong guidance and employment services providers, such as career counsellors and employment advisors (i.e. advisors/counsellors who provide information, advice and guidance to help people make realistic choices about their education, training and work as well as to help match supply and demand on the labour market and placement through information and advice, occupational guidance and counselling, competence assessment, and other active support measures at local, national and European level).

Phase II is dedicated to offering a platform that can be used by intermediary level agents or officers to provide advice and guidance to job seekers and citizens. This will require developing an 'add on' to the website (i.e. a web-based tool) which will allow users to engage with and manipulate very complex data and information in an interactive and intuitive way. Providing useful information that is meaningful in the context of specialist and individual decisions for careers and skills development across the different EU countries is a challenge. It will require the best possible exploitation of existing data and evidence, as well as of technology (in terms of data processing, presentation and user-friendliness). Cedefop is currently carrying out a feasibility study to assess how to best present European labour market intelligence to this target group. The results of the feasibility study will be available at the end of 2014 and will inform the development of Phase II.

The contractor will focus on expanding the usability and personalization capabilities of the tool by adding extra features and making the portal more appealing and easy to use for this target group.

2.2.4. Objectives of PHASES I and II

The subject of the contract will be the provision of services including User Experience, User Interface design, "corporate" identity/branding, analysis, design, project management, consultancy, SW development, hosting, maintenance, support and marketing.

Key objectives:

- 1) Address the needs of the policy makers as well as career advisors and employment agents in a tailored way (rich data vs. targeted experience).
- 2) Create a positive and rewarding user experience for the selected target groups – independently of their background - accessing the new tool (appealing).
- 3) Provide interactive, customisable, user-friendly, powerful and appealing visualisations for the available data sources (see also Annex O) tailored to the different uses of the data in concrete contexts.
- 4) Propose and establish a new marketing approach that will serve the project's vision (i.e. to position the EUSP as the reference portal for information on skills, job prospects and labour market intelligence in Europe and promote its use towards the various target groups).
- 5) Create tools and procedures to allow the population and editing of multilingual content and data to the site (ensure data are current and easily updatable, automatic feeds where possible).
- 6) Create a well-documented unified and standardised structure throughout the web site.
- 7) Allow the access to information from various devices (tablet, mobile etc.) and properly address the technology trends that are identified below.

2.2.5. Technology trends

Special attention will be paid to the relevance and the impact on new business models and the ability of the selected tenderer to follow technological trends. The following should be considered (list is not restrictive):

- Linked Open Data;
- Big data;
- Social technology & online Marketing;
- Cloud computing;
- Technology standards;

- Mobile.

2.2.6. Synergies

Synergies will need to be developed and built on the achievements of previous work of Cedefop, Eurostat, ESCO (the multilingual classification of European Skills, Competences, Qualifications and Occupations) ⁽⁸⁾, Europass ⁽⁹⁾, the EU Open data portal initiative ⁽¹⁰⁾ and other relevant initiatives.

2.2.7. Multilingualism

As an EU agency, Cedefop has an obligation to provide some information in all the official languages of the EU. This policy applies also to the EUSP website. Moreover, provision of the information in the official EU languages highly increases its accessibility and added-value for the target groups in particular at national and local level.

Informatics systems must support at least all the current 24 EU official languages (Bulgarian, Croatian, Czech, Danish, Dutch, English, Estonian, Finnish, French, German, Greek, Hungarian, Irish, Italian, Latvian, Lithuanian, Maltese, Polish, Portuguese, Romanian, Slovak, Slovene, Spanish and Swedish), including Latin, Cyrillic and Greek alphabets. Languages of other countries (e.g. FYROM, Albania and Montenegro) may be added when applicable.

2.2.1. Search Engine Optimisation (SEO) and Search engine marketing (SEM)

The EUSP website must be optimized in such a way as to be search engine-friendly, e.g. allow navigation, keywords, meta-tags, descriptions etc. When applicable, the EUSP should:

- provide links between pages with the same content in different languages;
- avoid automatic redirections based on the user's preferred language that could prevent users (and search engines) from viewing all the versions of the website;
- keep the content for each language on separate URLs - not use cookies to show translated versions.

2.2.2. Milestones

The contractor will have to submit a detailed project management plan (three weeks after the signature of the first order form) with tasks, deliverables and milestones. Nevertheless for Cedefop the most important and jointly binding deadlines are:

- Prototype for the Phase I interface (Policy Makers): **November 2014**
- Official Launch of the new website (Outcome of Phase I): **June 2015**
- Mock-ups/wireframes for the Phase II (labour market intermediaries): **May 2015**
- Prototype for the Phase II interface (labour market intermediaries): **December 2015**
- Official Launch of online tool (Outcome of Phase II): **November 2016 (estimated)**

2.2.3. Handover to the next contractor

The contractor shall act as necessary to ensure successful handover of the whole project at the end of the contract (normally in 4 years) to the next contractor, so as to safeguard optimal operation and continuity. On conclusion of the contract, the contractor will be required to provide

⁸ <https://ec.europa.eu/esco/home>

⁹ <https://europass.cedefop.europa.eu/en/resources/statistics>

¹⁰ <https://open-data.europa.eu/en/data>

the Agency, or its nominee, with all the data contained on the Agency's website together with any necessary technical tools, source code and other material connected with establishing, operating and further developing the website. The contractor will have to ensure that the handover of any of the above be made efficiently and effectively and that during the execution of the contract, source code development and documentation is done in such manner so as to serve this purpose.

2.3. Services to be provided

To achieve the project's objectives, the contractor must bring together a strong multidisciplinary team able to successfully complete the tasks defined below. It should be noted that these tasks are indicative based on current planning. A detailed project management plan covering all project stages and including planning and implementation plan should be provided by the contractor upon commencement of the work.

The following detailed tasks and activities are foreseen:

2.3.1. User Requirements & Business analysis, Technical Specification drafting

- Research, benchmarking activities related to digital statistics platforms, web tools, reports and recommendations to improve EUSP web portal usability and accessibility;
- Requirements gathering and specification drafting; define the methodology in consultation with Cedefop e.g. interviews and workshops, panels and audience selection;
- Provide a comprehensive Software Requirements Specification document;
- Surveys and questionnaires aimed at analysing the needs of stakeholders and target users, their experience of current labour web tools and portals, ways of linking national portals with the EUSP and identifying areas of possible improvement and providing recommendations;
- Compiling qualitative and quantitative analysis and reports, providing detailed recommendations particularly.

2.3.2. Creative Direction – Branding

- Create and deploy a clear “corporate” identity both online and offline, which may include the creation of various design elements: logos, banners, typefaces, and colours;
- Create a distinctive brand while at the same time complying with the visual identity guidelines of the European Commission ⁽¹¹⁾;
- Position the EUSP in relation to national/regional level skill tools and websites.

2.3.3. User experience design and layout applied to the EUSP Web Portal

- Design and implement a new Website corporate image;
- Organisation and design of the layout of the front-end of the web portal;
- Organisation and design of the layout of back-end through the content management system;
- Organisation and design of the layout of content fed by other databases;
- Design of templates and pages whenever new content needs to be added;
- Design of usable navigation bars, interaction buttons, definition of style sheets;

¹¹ EU Visual Guidelines: http://ec.europa.eu/dgs/communication/services/visual_identity/index_en.htm

- Scoping, layout and design of digital on online application interfaces (GUI).

All web designs shall be provided according to web standards (XHTML+CSS), will allow their implementation with the use of standard and accessible HTML coding and shall normally be provided as HTML files.

User experience should be tested (e.g. by direct interviews/ focus groups, etc.).

Interesting examples in terms of accessibility, portability, usability, content, corporate identity, navigation, functionalities, interactivity, etc. and displaying similar information include:

- the OECD site Better Life Index (<http://www.oecdbetterlifeindex.org/>);
- Gapminder (<http://www.gapminder.org/>).
- Careers NZ (<http://www.careers.govt.nz/tools/skill-matcher/>);
- OneOnline (<http://www.onetonline.org/skills/>);
- ELLI (<http://www.elli.org/>);
- IMF datamapper (<http://www.imf.org/external/datamapper/index.php>).

2.3.4. Web and Database Architecture & Accessibility

- Information architecture, taxonomies and classification handling, related to skills and labour market must be taken into account;
- Developing appropriate and flexible architecture to allow population of the database with an automatic (and possibly real-time) import of data from a variety of external data sources (other websites, remote databases and repositories, excel files);
- Designing, developing and/or selecting a back-end architecture capable of accommodating very versatile queries of end users to large sets of data, through appropriate user interfaces;
- Tagging and navigation structure and technologies (e.g. to easily modify the structure or accommodate new sections/content when required, or group/aggregate content based on tags applied to it);
- All mark-up shall follow **Web Content Accessibility Guidelines (WCAG)** and pass W3C and WAI accessibility validation and all content/objects/documents shall be optimised for the web. Vector or bitmap graphics may also be required as well as other file formats for objects or documents to be embedded in the web site or other multimedia materials.

2.3.5. Technical design

- Translate the user requirements, the business analysis, the user experience design, the information architecture and all previous outputs to the technical architecture that will be able to support them.

2.3.6. Web development

- Front-end and Back-end web development and implementation of the user-experience/graphical/technical design and the Software Requirements Specification.

2.3.7. Hosting, regular administration and monitoring of the EUSP Portal

- The services shall include hosting, regular administration and maintenance services, troubleshooting, security and improvement patches, delivery of monitoring reports, any software license annual fees (including CMS), availability and support. Monitoring reports should include performance and service level reporting (see also Annex M).

- Services shall be provided on a fixed monthly price basis. In addition, there may be start-up fee, i.e. a fixed price cost at the beginning of the contract to set up the systems, if applicable.

2.3.8. Web analytics

- Measure, collect and analyse the relevant qualitative and quantitative web data and trends, through proposed web analytics tools, both from EUSP website as well as the competition, in order to understand, assess, optimise and improve the effectiveness of the EUSP web portal;
- Specifically measure and analyse what people do on the website, how they navigate, what paths they follow, what they usually click, where they exit, where they come from, what their background is (when possible), how long they stay; what impact communication and advertising campaigns have; what documents are downloaded; what the most relevant/popular pages/sections are; which the ecosystem around our website is (e.g. referring sites);
- Use the above in order to drive a continual improvement of the online experience that visitors and potential visitors have;
- Site analytics report and analysis (providing monthly report and suggestions on site performance improvements);
- SEO analysis and audit report (providing monthly report and suggestions on optimisation options for increasing search engine exposure).

2.3.9. Web content sourcing, drafting/editing and updating

Upon request, provide support in updating content through the content management system, i.e. inserting text and pictures in the back-end database on-site at Cedefop premises, moving selected data from the existing EUSP to the new one and implement migration services.

The web site should allow the export of data in a variety of formats (e.g. PDF, Excel, Word, Image, etc.).

2.3.10. EUSP Web Portal Maintenance: including consulting, creative and technical services and support

- General content review (provide content monitoring and advise on and/or apply changes needed);
- Site maintenance report (provide monthly report on possible site changes needed in technology, structural design, navigation and data architecture).

2.3.11. Marketing

Design, plan, advise and provide services to promote the EUSP web presence and communication as well as the visibility of the website and its content by means, for example, of social media presence, search engine optimisation, and any other forms of technical or commercial marketing practices.

2.4. Deliverables

Deliverables for the two project Phases described in sections 2.2.2 and 2.2.3 above must include at least the following:

- Inception Document/Project Charter (PC): a brief initial document to establish the baseline and guarantee a common understanding between all the members of the team from both the contractor and Cedefop.

- Implementation/Project Management Plan (PMP): the PM Plan should include the Work Breakdown Structure of all tasks related to phase I along with the resources needed, time to complete, deliverables anticipated in each step, milestones of the project, a risk assessment and register, the requirements definition (they will be detailed in the following documents), the validation methodology, SW testing requirements and user training plan.
- User Requirements Gathering Methodology (URGM): the document should identify the key stakeholders and the proposed method for collecting their requirements (e.g. questionnaires, interviews etc.). It should also define the analysis methodology that will be followed.
- Software Requirements Specification Document (SRS): the document should include a set of use cases that describe interactions with target users. It will also contain functional requirements derived from the users and from research into similar applications. The SRS document will also contain non-functional requirements that impose constraints on the design or implementation (such as performance engineering requirements, quality standards, or design constraints).
- Workflows & Wireframes: the usage cases should be supported by detailed workflows and describe graphically what the system should and should not do. Every important step in the workflow should be demonstrated through the respective wireframe.
- **User Interface prototypes/Mockups**: a complete set of mockups for the most important screens of the web platform, with all design elements to demonstrate the functionality of the User Interface.
- Technical design and architecture: description of the different components, how they are set-up and how they interact together (back-end: database, CMS, data import/export module, server-side modules; front-end: visualisation engine, browser-side modules, libraries), including the technologies used.
- **New EUSP web site (2.0)** focusing on the specific target groups identified for phase I and II (policy makers and career advisors).
- Migration Plan and Implementation: a plan for moving selected data from the existing EUSP to the new one and the implementation of the migration.
- Marketing strategy: a strategy for positioning the EUSP, attracting more visitors and raising its awareness. The first target group will be the policy makers. The second target group will be the career advisors during the 2nd phase of the project.
- Continuous Monitoring and Improvements: the contractor will monitor the health, visibility, searchability, impact and influence of the web site. The contractor may propose relevant Key Performance Indicators (KPIs).
- Handover documentation: The contractor shall ensure successful handover of the whole project at the end of the contract (normally in 4 years) to the next contractor, so as to safeguard optimal operation and continuity.

2.5. Deliverables' quality

Deliverables are expected to be of high quality (see award criterion 1b) and fully meet the expectations of Cedefop (as shall be described in the Order Form(s)). The contractor shall ensure that measures are taken and methodologies are followed, so that the tasks and works provide deliverables as expected by Cedefop.

The contractor must apply appropriate testing to guarantee that any new code or module developed is integrated properly in the system and therefore, should not negatively impact the existing functionality. The contractor should use a staging server for testing and training purposes.

The contractor shall provide 12 months guarantee (free fixes of bugs) for any deliverable.

The contractor should ensure that all deliverables apply security standards (e.g. be security compliant to the Open Web Application Security Project (OWASP) Top 10 guidelines ⁽¹²⁾) and user experience best practices.

2.6. Task assignment procedures

Cedefop and the contractor will communicate in English.

All tasks will be performed on a “fixed price request” basis, i.e. an effort estimation (quote) and its approval by Cedefop will precede the issuance of Order Forms and execution of the services, except for the technical support and maintenance services, which will be on a “time and means” basis, i.e. the Order Forms will reflect Cedefop’s estimates and performed services will be invoiced subject to submission of relevant timesheets (monthly service delivery report).

2.6.1. Fixed price request for service

The following task assignment procedure will apply, before the signature of each Order Form:

- 1) A request for quotation is sent by Cedefop to the contractor, including the task description and the related technical specifications;
- 2) If necessary, clarifications may be requested by the contractor through phone conferences or emails. Cedefop will provide clarifications accordingly;
- 3) Within 10 working days, the contractor shall provide an estimate of the work-days the task will require, as well as the delivery date; quotes should take into account project management, testing, documentation, follow-up and quality control of the deliverables;
- 4) If necessary, Cedefop will discuss the offer with the contractor (see step 3 above) until an agreement for the undertaking of the task or part of the task is reached;
- 5) An Order Form will be prepared and sent to the contractor by the Cedefop’s Procurement Service for signature;
- 6) Upon signature by both parties, the Order Form enters into force and the contractor starts executing the task in view of providing the agreed deliverable(s).

The frequency and format of project updates will be agreed at the kick-off meeting.

2.6.2. Times and means request for services

Specific Order Forms containing a number of person-days will cover technical support and maintenance tasks namely to assure technical support and helpdesk, corrective maintenance and minor evolutionary maintenance of the CMS and public site.

The tasks will be assigned by Cedefop to the contractor using Cedefop’s issue tracking system, providing also the related technical specifications. The completion of each task will be monitored via this issue tracking system.

¹² https://www.owasp.org/index.php/Category:OWASP_Top_Ten_Project

The outcome of the above procedure is reflected in the service delivery reports that the contractor will provide monthly according to the scope of the deliverables, demonstrating the completed work performed during this period. Cedefop will provide a related template in due time if necessary.

For any request or question by Cedefop, the contractor commits to respond with an acknowledgment message within 48 hours, giving short comment and estimate of when the question or request can be answered/ resolved.

2.7. Compliance with data protection regulations

Cedefop is subject to REGULATION (EC) No 45/2001 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. It therefore requires that the tenderer must be subject to the EU Directive 95/46/EC on the Protection of Individuals with Regard to the Processing of Personal Data on the Free Movement of Such Data, which was adopted in 1995 by the European Union.

The dedicated servers hosting the EUSP web site must be located within the EU Member States.

2.8. Meetings and travel expenses

The contractor will be required to attend meetings at Cedefop in GR-Thessaloniki. Meetings dates, frequency and number of representatives will be decided upon common agreement between Cedefop and the contractor. When required, the presence of the contractor's selected team members may be requested in Cedefop's premises.

One Kick-off meeting will take place at Cedefop premises in Thessaloniki upon signature of the first order form (est. end of June 2014).

Meetings expenses (i.e. travel and accommodation) will be paid to the contractor on the basis of the contractor's Financial Offer (see point 5.3 and Table 4 of Annex H).

2.9. Profiles of the required experts

Services will be acquired in the form of tasks expressed in person-days.

Cedefop considers the following profiles as mandatory. The list of profiles is non-exhaustive and the tenderer may propose additional profiles provided these are clearly justified (e.g. for databases design, interoperability, web security etc.). These additional profiles will not be subject of an assessment in the selection phase (see also point 3.2.2).

Profiles have been categorised as follows: (a) Technology & Administration, (b) Creativity & Marketing and (c) Content experts.

Profiles		Abbreviation
(a) Technology & Administration Profiles		
1	Project Manager	PM
2	Senior Expert/Analyst	SE
3	Senior Web Developer	SD
4	Web Developer	WD
5	Technical support / Helpdesk	TS

(b) Creativity & Marketing Profiles		
6	Creative Director	CD
7	Graphics UI Designer	GD
8	Senior User Interface/User Experience Expert	UE
9	Visualizations Expert	VE
10	Front-end Web Developer	FW
11	Senior Marketing Expert	ME
(c) Content Expert Profiles		
12	Statistician	ST
13	Copy Editor	CE

A detailed description of the profiles is provided below. The tenderer is requested to present a set of CVs, each of which must cover the specific profile requirements (see section 3.2 Selection Criteria).

Different persons must be proposed for each profile except for profiles 2-3 and 6-9 where one person can be proposed to cover two profiles, provided he/she fully meets the requirements of both profiles.

Each submitted CV must list and describe the projects attesting the declared experience. See also 3.2.2 below.

2.9.1. Project manager

Role, tasks & responsibilities

- Be the contact person for all administrative and operational communication in regard to the contract implementation
- Project management: proposals for project strategies, definition and distribution of tasks and deliverables, review of project deliverables, quality control, risk analysis and management, status reports, problem reporting and management systems, change control systems, planning and reporting (establishment of time plan / roadmap, control of progress), follow up and organisation, technical system architecture
- Guidance of team members in charge of project activities and review of their deliverables
- Estimate monitoring costs, timescales and resource requirements for the successful completion of each project to agreed terms of reference
- Prepare and maintain project and quality plans and track activities against the plan, provide regular and accurate reports
- Manage the change control procedure
- Participation in functional and technical working groups and progress meetings
- Participation in meetings with Cedefop and other stakeholders.

2.9.2. Senior Expert – analyst, engineer and consultant

Role, tasks & responsibilities

- Analyse requirements and transform them into technical specifications
- Consultancy studies in a specific technical domain regarding information systems
- Feasibility studies, cost/benefit analysis; Consulting, proposing and discussing appropriate solutions
- Advanced performance management and troubleshooting; optimisations and tuning at the level of the operating system
- Problem diagnosis, recording and resolution
- Produce and/or establish quality assurance validation on the relevant technical documentation and user documentation
- Assist in training the users of the system and designing training sessions
- Participation in meetings with Cedefop and other stakeholders.

2.9.3. Senior Web Developer

Role, tasks & responsibilities

- Apply security best practices to DB development (Design and lead the implementation of credentials management, permissions, ACL, stored procedures, etc.)
- Apply Web security best practices (cross-site scripting, SQL injection, etc.)
- Design secure processes & procedures (user registration, password retrieval)
- Ensure privacy by design policies, address data encryption issues
- Produce final workflow and specifications that follow widely accepted security and privacy
- Be the interface between the project manager and the developers
- Produce the relevant technical documentation for the developers and technical support
- Assist with evaluating and testing products delivered by developers
- Definition and integration of the various required technological components
- Development of complex web-enabled applications, from front-end to back-end systems.

2.9.4. Web Developer

Role, tasks & responsibilities

- Development of web-enabled applications which will reflect the specifications
- Creating/maintaining web applications based on user requirements
- Modification and creation of stored procedures and tables in databases
- Performance management and troubleshooting
- Development of front-end and back-end systems including database development tasks
- Deployment of all new patches or modules to the development platform, full testing and finally publishing to the production platform

- Assistance in migrations/upgrades to other operating systems and/or servers; validation deployment and documentation of deliverables.

2.9.5. Technical support / Helpdesk

Role, tasks & responsibilities

- In charge for the first level support of the Web site and applications
- Monitoring the good operation and health of the system
- Providing ad-hoc support to the users
- Liaising with the Senior developer and developers where appropriate
- Assist with evaluating and testing products delivered by developers
- First level performance management and troubleshooting; interaction with operating system
- Coaching content editors, when applicable in Cedefop premises
- Write documentation, manuals, “how-to”.

2.9.6. Creative Director

Role, tasks & responsibilities

- Guide and coordinate the design team throughout the creativity process
- Lead the “corporate” identity design and branding process
- Generate new ideas and concepts and be able to present them to the stakeholders
- Reviewing and editing the results of the creative team in compliance with the high quality standards of the project.

2.9.7. Graphic Interface Designer

Role, tasks & responsibilities

- Develop and implement the graphical and conceptual direction for EUSP
- Creation of graphical elements to be included in web pages
- Definition and creation of the graphical layout of web pages, prototyping
- Programming of graphical user-interface layout
- Give technical guidance to developers to ensure aesthetics, usability.

2.9.8. User Experience/User Interface Expert (UX/UI)

Role, tasks & responsibilities

- Design and development of high quality, self-explanatory, simple, user-friendly, web-based (Web 2.0) User interfaces
- Consulting on presentation of information
- Provide knowledge of human interaction in Information systems and ergonomic aspects and related international standards like W3C, WAI etc.
- Review of User Interfaces and Websites in terms of usability and accessibility

- Give technical guidance to developers to ensure aesthetics, usability.

2.9.9. Visualization Expert

Role, tasks & responsibilities

- Design and implementation of interactive visual representations of data (in cooperation with the statistician – see 2.9.12 below)
- Identify and analyze business targets and map them with appropriate visual contents
- Creation of rich interactive data visualizations
- Provide knowledge of information visualization techniques.

2.9.10. Front-end Web Developer

Role, tasks & responsibilities

- Create clean and structured markup in HTML(5) and CSS
- Make sure the pages are working cross-browsers, cross-platforms, cross-devices and that they are WAI accessible
- Program Javascript using appropriate libraries
- Cooperate with the Graphics designer and the User experience expert for implementing the design
- Manage and optimise the performance of the browser-side code (compression and minification).

2.9.11. Senior Marketing Expert

Role, tasks & responsibilities

- Assist the creativity team in developing and implementing the overall identity and conceptual direction for EUSP
- Design of online and offline marketing campaigns and follow-up
- Review of User Interfaces and Websites in terms of SEO (Search Engine Optimisation) and SEM (Search Engine Marketing)
- Consulting on web marketing
- Create and edit Web, email and social media content as needed, including, but not limited to, copy writing and editing, creating and editing graphics and images, proofreading for quality and accuracy, and adhering to style guidelines and technical specifications.

2.9.12. Statistician

Role, tasks & responsibilities

- Consulting with Cedefop (and other stakeholders) and agreeing what data to collect and how it should be gathered and presented - taking into account any ethical and legislative considerations
- Consult the UI experts and Marketing manager on what metrics to present and how

- Consult the UI experts and Senior Developers on the kind of tools need to be created for each presented metric.

2.9.13. Copy Editor

Role, tasks & responsibilities

- Actively initiating and maintaining contacts with the various Commission DGs and stakeholders to stay up to date with what is happening in the labour market that may need exposure on the web
- Generating ideas for news items
- Gathering the information and writing items
- Upload the news item to the website via the web's Content Management System (CMS) or provide the finalized article to be uploaded by Cedefop personnel
- Regularly generating an email alert with the latest news, documents and findings. Getting approval and sending
- Liaising with other members of the team, e.g. graphic designer, content manager, software engineer etc.

The contractor should always keep Cedefop updated about the names and qualifications of all people participating in each work package, including subcontractors (if any). Cedefop will accept contractor's experts to carry out the tasks specified only from among the compliant CVs which were part of the tenderer's proposal.

If any of the initially proposed experts is unable to perform his/her duties, Cedefop should be informed within two (2) working days. For his/her replacement the Contractor must submit compliant CV(s) within maximum five (5) working days.

Cedefop will grant approval for the replacement and appointment of a new individual (other than those originally set out in the proposal), to work on the tasks set out in the Order Form(s) only after the CV(s) of the individual(s) proposed are carefully examined and accepted against the selection criteria of the call for tenders. In this sense, the contractor shall commit to take all measures for ensuring that the possible changes in the project team will have no negative impact on the execution of the services (in terms of quality, deadlines and costs).

The contractor should ensure that the proposed team with the profiles as described above will be available for work as of the date of signature of the contract.

3. SPECIFIC INFORMATION CONCERNING PARTICIPATION TO THIS TENDER PROCEDURE

3.1. Exclusion criteria

Participation to this tender procedure is only open to tenderers who are in a position to subscribe in full to the Declaration on Exclusion criteria and Absence of conflict of interest, given in Annex C. Therefore all tenderers, all group (consortium) members (if any) and any subcontractor/s (identified as per the two bullet-points in the fourth paragraph of point 4.2 below) **MUST** provide the self-declaration found in Annex C duly signed and dated. The exclusion criteria will be assessed in relation to each company individually.

Cedefop reserves the right to check the situations described in points c) and f) of the declaration.

In the event of recommendation for contract award, point l) of Annex C will apply.

3.2. Selection criteria

The selection criteria concern the tenderer's capacity to execute similar contracts.

The tenderers must submit documentary evidence (or statements, where required) of their economic, financial, technical and professional capacity to perform this contract.

Each and all requirements for economic and financial capacity should be fulfilled by the tenderer - alone (in the case of single tenderers) or as a whole (in case the tenderer is a grouping/consortium). Participation in tendering is open to all legal persons bidding either individually or in a grouping (consortium) of tenderers.

An economic operator may, where appropriate and for a particular contract, rely on the capacities of other entities, regardless of the legal nature of the links which he has with them. He must in that case prove to the contracting authority that he will have at his disposal the resources necessary for performance of the contract, for example by producing an undertaking on the part of those entities to place their resources at his disposal. This obligation may be fulfilled by presenting signed statements from those entities. Please note that natural persons (individuals, freelancers) are also considered 'entities' for this purpose.

3.2.1. Economic and Financial capacity

The tenderer must be in a stable financial position and have the economic and financial capacity to perform the contract.

Requirements:

- The average annual turnover of the tenderer for the last two financial years concerning the type of services covered in this call for tenders ⁽¹³⁾ should be at least **400,000 €**.

Proof of economic and financial capacity **must** be furnished by the following document:

- Signed Statement of the tenderer's turnover for the last two financial years concerning the type of services similar in nature to those making the subject of this call for tenders. (Please fill-in and sign your Statement in Questionnaire 2 of Annex G.)

¹³ User Requirements & Business analysis, Technical Specification drafting; Creative Direction – Branding; User experience design and layout; Web Architecture & Accessibility; Technical design; Web development; Website hosting, administration and monitoring; Web traffic reporting and analysis; Web content sourcing, drafting/editing and updating; Website Maintenance; Marketing

In case of a consortium (grouping) or subcontracting each member of the consortium and all subcontractors (in line with points 4.1 or 4.2 below) must provide the required statement for the economic and financial capacity, **but the assessment of whether the minimum requirement is met will bear on the consortium as a whole or the tenderer together with his subcontractors.**

In the event of recommendation for contract award the winning tenderer (single tenderer or in the case of a consortium (grouping) each member of the consortium) will be requested to prove the above by submitting Audited Financial Statements (Audited Profit and Loss Account/ Statement or equivalent), if these are foreseen by the respective national legislation. Should total subcontracting exceed 40% of the work by value, Cedefop reserves the right to request audited financial statements also from the subcontractors.

If, for some exceptional reason the winning tenderer (or any consortium member or subcontractor) is unable to provide one or other of the above documents, he or she will be required to justify the non-provision and may prove his economic and financial capacity by any other document which Cedefop considers appropriate. Cedefop reserves the right to request any other document enabling it to verify the tenderer's economic and financial capacity.

3.2.2. Technical and professional capacity

The Tenderers are required to have sufficient technical and professional capacity to perform the contract.

Requirements for Technical and professional capacity:

- a) The tenderer must be enrolled in a relevant professional register;
- b) The tenderer must have the technical know-how, experience, expertise and adequate structure and resources to perform the services described in the Terms of Reference.
- c) The tenderer must have performed at least four (4) contracts (either ongoing or completed), within the last three (3) years covering the below noted fields:
 - one (1) related to User Experience & Creative Design;
 - two (2) related to development of web applications;
 - one (1) related to branding or marketing,
- d) The tenderer's **KEY** profiles, whose involvement will be instrumental for the implementation of the contract, must have the relevant knowledge and experience for the successful implementation of the contract, In particular, **each** proposed team member must comply with the following requirements:

Profiles		No of CVs to provide	Requirements
1	Project Manager (PM)	2	<ul style="list-style-type: none"> - University degree followed by 6 years of professional experience in Software or Web Project Management; - Excellent knowledge of English (C2 Level) speaking/reading/writing
2	Senior Expert/Analyst (SE)	At least 4 CV covering the 2 profiles	<ul style="list-style-type: none"> - Post-secondary degree in ICT or Computer programming followed by 5 years of professional experience in analysis and programming, databases and web application development and with the proposed Web technologies;

Profiles		No of CVs to provide	Requirements
		(2 and 3)	- Excellent knowledge of English (C2 Level) speaking/reading/writing
3	Senior Web Developer (SD)		- Post-secondary degree followed by 5 years of professional experience in web development and database development or Secondary education followed by 7 years of professional experience out of which minimum 5 years in web development and database development; - Very good knowledge of English (C1 Level) speaking/reading/writing
4	Web Developer (WD)	2	- Computer engineering or other equivalent degree, followed by 3 years of professional experience with web and database development out of which minimum 2 years with the proposed technology or Secondary education followed by 5 years of professional experience out of which minimum 3 years' professional experience in web and database development of which minimum 2 years with the proposed technology; - Very good knowledge of English (B2 Level) speaking/reading/writing
5	Technical support / Helpdesk	2	- Completed training courses on web or information technology; - Minimum 3 years of professional experience in Web systems technical support related-tasks; - Excellent knowledge of English (C2 Level) speaking/reading/writing
6	Creative Director (CD)		- 5 years of professional experience in branding, "corporate" identity, marketing campaigns and new media;
7	Graphics UI Designer (GD)	At least 4 CV covering the 4 profiles	- Completed training courses on web design/UI design at a specialized institute/school followed by 4 years of professional experience in Web graphic design related-tasks; - At least one project on web usability and user friendliness; - Very good knowledge of English (B2 Level) speaking/reading/writing
8	Senior UI, UX Expert (UE)	(6 to 9)	- Completed training courses on web design at a specialized institute/school followed by 4 years of professional experience in User Interface or/and User experience; - At least one project on user experience and user friendliness; - Very good knowledge of English (B2 Level) speaking/reading/writing

Profiles	No of CVs to provide	Requirements
9 Visualizations Expert (VE)		<ul style="list-style-type: none"> - Completed training courses on web design/UI design at a specialized institute/school followed by 4 years of professional experience in data visualization; - Very good knowledge of English (B2 Level) speaking/reading/writing
10 Front-end Web Developer (FWD)	1	<ul style="list-style-type: none"> - Complete training courses on web design and/or development at a specialized institute/school followed by 2 years of professional experience specifically in front-end web development; - Very good knowledge of English (B2 Level) speaking/reading/writing
11 Senior Marketing Expert (ME)	1	<ul style="list-style-type: none"> - Marketing, Journalism or other equivalent university degree, followed by 6 years of relevant professional experience; - At least one project on/with SEO tools, online reputation, digital branding; - Excellent knowledge of English (C2 Level) speaking/reading/writing
12 Statistician (ST)	1	<ul style="list-style-type: none"> - University degree in Mathematics, Statistics or other equivalent, followed by 3 years of relevant professional experience with data in the specific field of labour market / skills and occupations; - At least one project working with digital tools and platforms; - Very good knowledge of English (C1 Level) speaking/reading/writing
13 Copy Editor (CE)	1	<ul style="list-style-type: none"> - University degree in journalism, media communication, public relations or other equivalent, followed by 3 years of relevant professional experience; - Excellent knowledge of English (C2 Level) or preferably native speaker

Proofs / Evidences of Technical and professional capacity

The following documents or information must be presented by the tenderer to prove his technical and professional capacity to perform the proposed contract:

- Proof of enrolment in a relevant professional register, as prescribed by the laws of the Member State, where the tenderer is established;
- Brief company profile including description of infrastructure and human and technical resources available;
- List of at least four (4) contracts performed in the past three (3) years related to the above-noted fields describing the contracting authorities, the subjects, the dates and the percentage performed by the tenderer (Annex G);

d) Detailed CV for each of the proposed persons. The tenderer must provide at least the number of distinct CVs required in the above table, and use questionnaire 5 in Annex G to clarify which person is proposed for each profile. CVs of the experts proposed for each profile should clearly indicate which work experiences are relevant for the fulfilment of the specific requirements, and clearly present the linguistic abilities, in particular in English ⁽¹⁴⁾.

Different persons must be proposed for each profile except for profiles 2-3 and 6-9 where one person can be proposed to cover two profiles, provided he/she fully meets the requirements of both profiles.

In case of consortium or subcontracting, the consortium or the tenderer with all subcontractors together have to provide evidence of technical and professional capacity as a whole (please see also 4.1 and/or 4.2 below).

3.3. Legal Position

Tenderers may choose between submitting a joint offer (see 4.1) as a Consortium / Grouping or introducing a bid as a single tenderer, in both cases with the possibility of having one or several subcontractors (see 4.2). Whichever type of bid is chosen, the tender must stipulate the legal status and role of each legal entity in the tender proposed (see also 5th bullet of point 4.1. below). To identify himself (and any other participating entities, if applicable), the tenderer must complete Questionnaire 1 in Annex G. Tenderers are also requested to complete a Legal Entity Form found in Annex D, accompanied by all documents and information indicated in the form.

The Legal Entity Form should be completed and signed by the representative(s) of the tenderer (who sign(s) the cover letter as per point 4 of the Invitation to tender) authorised to sign contracts with third parties.

The Legal Entity Form should not be submitted by sub-contractors (if any).

¹⁴ According to the levels of the Council of Europe: Common European Framework of Reference for Languages (CEF): <http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr>

4. ADDITIONAL INFORMATION CONCERNING PARTICIPATION TO THIS TENDER PROCEDURE

Participation in Cedefop tendering procedures is open on equal terms to all natural and legal persons or groupings of such persons (consortia) falling within the scope of the Treaties. It includes all economic operators registered in the EU and all EU citizens. Pursuant to Article 119 of the general Financial Regulation the participation is also open to all natural and legal persons from non-EU countries that have a ratified agreement with the European Union in the field of public procurement on the conditions laid down in that agreement. Cedefop can therefore accept offers from and sign contracts with tenderers from 34 countries, namely: the 28 EU Member States, 3 EEA Countries (Lichtenstein, Norway, Iceland) and 3 SAA Countries (FYROM, Albania and Montenegro).

The procurement (tender) procedures of Cedefop are **not** open to tenderers from GPA countries.

A legal person can take part (as an individual tenderer or as a member of a consortium submitting a tender) in only one tender. In the opposite case all tenders in which that person has participated may be excluded from the evaluation.

4.1. Joint Offers/ Groupings (Consortia)

- Groupings (consortia), irrespective of their legal form, may submit a tender on condition that it complies with the rules of competition. A consortium may be a legally-established permanent grouping, or informally constituted group of tenderers submitting an offer (joint offer) for a specific tender procedure.
- Cedefop does not require consortia (if any) to have a given legal form in order to submit a tender, but reserves the right to require a consortium to adopt a given legal form before the contract is signed (if this change is necessary for proper performance of the contract). This can take the form of an entity with or without legal personality but offering sufficient protection of the contractual interests of Cedefop.
- If awarded the contract, the tenderers of the group (consortium) will have an equal standing towards Cedefop in executing it.
- A grouping (if any) of firms must nominate one party to be responsible for the receipt and processing of payments for members of the grouping, for managing the service administration, and for coordination.
- Tenders submitted by consortia of firms must specify the role, qualifications and experience of each member or of the group (please fill-in the respective Questionnaires in Annex G).
- Each member of the group (consortium) must provide the required evidence for the exclusion and selection criteria. Concerning the selection criteria, the evidence provided by each member of the group (consortium) will be checked to ensure that the consortium as a whole fulfils the criteria.
- The offer has to be signed by all members of the group (consortium). However, if the members of the group so desire they may grant an authorisation to one of the members of the grouping (consortium). In this case they should attach to the offer a power of attorney (see model in Annex I) authorising this company or person to submit a tender on behalf of the grouping (consortium). For groupings not having formed a common legal entity, Annex I, model 1 should be used and separate legal entity forms (see point 3.3 and Annex D) should be completed and signed by all members. For groupings with a legal entity in place, Annex I, model 2 and one legal entity form (see point 3.3 and Annex D) should be completed and signed only by the single representative of the consortium.

The contract will have to be signed by all members of the group (consortium). If the members of the group (consortium) so desire, they may grant authorisation to one of the members of the grouping by signing a power of attorney. The same model as above duly signed and returned together with the offer (Annex I) is valid also for signature of the contract.

Partners in a joint offer assume joint and several liability towards Cedefop for the performance of the contract as a whole.

4.2. Subcontracting/Subcontractors

Subcontracting is defined as the situation where a contract has been or is to be established between Cedefop and a contractor and where the contractor, in order to carry out that contract, enters into legal commitments with other entities for performing part of the service. If awarded, the contract will be signed by the selected Tenderer (the Contractor), who will be vis-à-vis Cedefop the only contracting party responsible for the performance of this contract. Cedefop has no direct legal commitment with the subcontractor(s).

The contractor retains full liability towards Cedefop for performance of the contract as a whole. Cedefop will treat all contractual matters (e.g. payments) with the contractor, whether or not some tasks are performed by a subcontractor. Under no circumstances can the contractor avoid liability towards Cedefop on the grounds that the subcontractor is at fault. Any subcontracting/subcontractor must be approved by Cedefop, either by accepting the bidder's tender, or, if proposed by the Contractor after contract signature, in writing by an exchange of letters. In the latter case subcontracting/subcontractor will be accepted only if it is judged necessary and does not lead to distortion of competition.

Tenderers are free to choose their subcontractors from both eligible and non-eligible countries. Thus, in principle all economic operators can act as subcontractors of eligible tenderers. However the sub-contracting of persons/ economic operators from non-eligible countries is limited to max 30% of the work by value.

The tenderer must clearly indicate the identity of each Subcontractor and the percentage of work by value that he will perform for this contract (please fill in Annex G).

Only in cases when:

- a Subcontractor undertakes between 10% and 40% of the work by value,
- the total subcontracting is above 40% of the work by value, independently of the individual Subcontractor's contribution to the work by value,

the tenderer should submit with the offer:

1. the Declaration on exclusion criteria and absence of conflict of interest (Annex C) filled-in and signed by the respective Subcontractor;
2. the required documents related to the economic/financial and technical/professional capacity of the Subcontractor as described in points 3.2.1 and 3.2.2;
3. the Form in Annex J (Model of Letter of Intent for Subcontractor/s) duly filled-in and signed by each respective Subcontractor, stating his unambiguous undertaking to collaborate with the tenderer if the latter wins the contract. Also should be stated the roles, activities and responsibilities of the subcontractor(s) and the extent of the resources that the respective subcontractor will put at the tenderer's /contractor's disposal for the performance of the contract.

N.B. The subcontractor(s) (if any) have to provide the documents to prove their capacity only for the parts of the contract that are relevant to them. The evidence provided will be checked to ensure that the tenderer with the subcontractor(s) altogether fulfil the criteria.

5. AWARD OF THE CONTRACT

Only the tenders meeting the requirements of the exclusion and selection criteria will be evaluated in terms of quality and price.

The contract shall be awarded to the tenderer submitting the tender that offers the best-value-for-money as represented by the highest Total Score (TS) out of 100.

The Total Score (TS), comprising quality + price score, will be calculated for each tender by applying the formula below:

$$\text{Total Score (TS)} = X \cdot (\text{TQV} / 100) + Y \cdot (\text{Cheapest TFO} / \text{TFO})$$

Whereby:

TQV = Total Quality Value of the tender (as per point 5.1 and 5.2);

TFO = Total Financial Offer of the tender (as per points 5.3 and 5.4);

X is the weighting for quality score (TQV) and for this tender procedure it is fixed to (70);

Y is the weighting for price (TFO) and for this tender procedure it is fixed to (30).

Cheapest TFO is the Cheapest Tender Price of a technically compliant tender (i.e. among those having achieved a minimum of **50%** of the possible score for each award (evaluation) criterion and in total a minimum of **65** out of 100 points (TQV) in the technical evaluation – see below).

5.1. Technical evaluation and technical proposal

The assessment of the technical quality will be based on the ability of the tenderer to meet the purpose and requirements of the contract as described in the tender specifications (see point 5.2).

The tenderer's technical proposal should consist in a clear and comprehensive response to all requirements as per the Terms of Reference in point 2 above providing a practical, detailed description of the services proposed for the performance of the contract. Tenderers are requested to organise the technical offer in headings or to structure it in such a way so as to ensure that the content of the technical offer meets the requirements set out in the Terms of Reference as closely as possible and to facilitate the subsequent evaluation of tenders against the technical award criteria.

It is up to the tenderer to present in his Technical Proposal in such a way that it fulfils (complies in full with) all requirements outlined in the Terms of Reference (section 2) and in point 5.2.

The Project Manager as defined in points 2.9 and 3.2.2 will represent the single contact point for all administrative and operational communication in regards to the contract implementation. Cedefop will also designate the Contact Person in charge of handling the contact with the selected tenderer.

In addition to the above the tenderer must clearly specify which parts of the work will be subcontracted (if any) and specify the identity of those subcontractors only undertaking more than

10% of the work by value (or of all subcontractors if total subcontracting is above 40% of the work by value) as requested in point 4.2.

5.2. Award Criteria

Award Criterion	Points	Supporting documentation / Information to be provided in the Technical proposal
1. Overall project approach and methodology	25	
1.1 Suitability of proposed work-plan and overall approach	10	Comprehensive proposal for covering the requirements of Sections 2.2 and 2.3 (except hosting and marketing which are considered under award criteria 4 and 5 below), including: Overall approach and methodology, project plan (draft), project management, resources, description of approach for the complete development life-cycle (gathering requirements, analysis, design, implementation, testing and delivery).
1.2 Appropriateness of quality assurance and risk assessment approach and measures	5	Description of quality assurance and risk management approach and mechanisms - measures that will ensure the quality of the services and deliverables. Measures that will ensure that problems are anticipated and ways to overcome them.
1.3 Appropriateness of proposed technical architecture	10	Description of the approach for developing an appropriate and flexible technical architecture, allowing automatic (and possibly real-time) import of data from a variety of external data sources and accommodating very versatile queries of end users to large sets of data, through appropriate user interfaces and visualisation engine; technologies proposed.
2. Management of project team	10	
2.1 Quality of measures for effective team coordination	5	Description of how the team of experts will be co-ordinated and managed, given the challenge of the multiple disciplines involved and the varying fields of expertise.
2.2 Quality of procedures for knowledge continuity, especially in case of staff turnover	5	Description of: - measures ensuring that changes in staff will have no negative impact on the execution of the services (in terms of quality, deadlines and costs) - how all project/service knowledge is documented, organised and shared so that it is accessible at all times - how the tenderer will ensure that staff is properly trained and that their knowledge and experience is kept up to date for all aspects of the services required during the course of the contract.
3. Demo with Cedefop's specifications as per the requirements of Annex L	45	
(a) Efficiency of the process/methodology used for the development of the visualisation and web interfaces including the number	15	<i>Tenderers are requested to follow the instructions in Annex L and to provide the respective deliverables requested therein.</i>

of person days and profiles dedicated to the production of the interactive demo (Annex L deliverables 3 and 4)			
(b) Appropriateness of the webpages to the various target groups incl. user experience value		15	<i>Tenderers are requested to follow the instructions in Annex L and to provide the respective deliverables requested therein.</i>
(c) Suitability of the creative concept, quality of design and format, editorial style, quality of the interactive visualisation.		15	<i>Tenderers are requested to follow the instructions in Annex L and to provide the respective deliverables requested therein.</i>
4. Hosting services Quality and appropriateness of the services for hosting and regular administration, monitoring and support services, as described in Annex M. The tenderer's proposal is binding and shall be reflected in table 8 of the financial offer.	10		Description of how technical support, monitoring and maintenance of the system will be optimally carried out. The proposal should include: (a) output in terms of availability and response time of the systems and of the support services (see minimum requirements in Annex M) (b) procedures and tools to achieve the above results (c) methodology and tools for reporting, monitoring and resolving issues, incident management, arrangements for secure and easy communication with Cedefop.
5. Marketing Suitability of the proposed marketing approach and its integration into the overall process in accordance with the Terms of Reference (Section 2).	10		(a) Description of how the tenderer intends to integrate user experience, creative direction, branding and marketing in the overall project (1 page) (b) Proposed plan to promote the launch of the new EU Skills Panorama website to the target audiences (1 page).

Tenderers are requested to include their technical proposal (envelope B) in one original and three hard copies and in a form of a read access secured CD.

The content of the technical proposal in the hard copies and the one in the CD must be identical.

In case of discrepancies between the hard copies and the CD, the hard copies shall take precedence.

5.3. Financial evaluation

To guarantee a minimum threshold of quality, only tenders scoring in total 65 points or more (of a maximum of 100 points) against the technical award criteria and 50% or more of the possible maximum score for each award criterion will have their financial proposal evaluated.

The evaluation will be made on the basis of the **Total Price** offered (**Total Financial Offer TFO**) in Annex H (see also point 5.4). This total price is an automatically calculated figure, based on the prices offered by the tenderer in the Financial Offer spread sheet.

The tenders are awarded points for the Total Price offered by using the following formula:

$$\text{Financial score} = (\text{cheapest Financial Proposal} / \text{Financial Proposal of the tender considered}) * Y.$$

Where Y = price weighting (see the complete formula under point 5 above)

Information concerning price

- The prices quoted must be fixed and not revisable for the first year of the contract (see Draft Framework Contract in Annex B);
- Prices must be quoted in EURO and include all expenses;

Under Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities, Cedefop is exempt from all charges, taxes and dues, including value added tax (VAT). Such charges shall therefore not be included in the calculation of the price quoted.

[For contractors based in Greece, invoices will include VAT which is paid by Cedefop and later reimbursed by the State.]

[For contractors established in other countries exemption is direct (invoices are submitted without VAT), subject to fulfilling as necessary the requirements of Article 151 of Council Directive 2006/112/EC.]

[In Belgium, use of this contract constitutes a request for VAT exemption No. 450, VAT exemption article 42, paragraph 3.3 of the VAT code (circular 2/1978), provided the invoice includes: "Commande destinée à l'usage officiel de l'Union Européenne, Exonération de la TVA; art. 42 § 3.3 du code TVA (circulaire n° 2/1978)".]

- Evaluation of abnormally low prices

If any tender's price appears to be abnormally low in relation to the services offered, and in order to check if the tender can be considered valid, the evaluation committee will, before it may reject this tender, send a request for clarifications to ask for explanations on the components of the tender which it considers relevant to the presumed abnormally low price and shall verify those constituent elements taking account of the explanations received. If in that relation the tenderer cannot explain his price on the basis of the economy of the services or supplies offered, or the method used, or the technical solution chosen, or the exceptionally favourable conditions available to the tenderer, the tender will be rejected.

A unit price (per person-day) or whole service price will be considered abnormally low if the financial offer of any tenderer is lower with more than the acceptable margin of deviation from the average price of the other technically acceptable offers.

The actual deviation will be calculated as % as follows:

The difference between the average price of the other technically acceptable offers and the value of the presumably abnormally low financial offer will be divided by the average price of the other technically acceptable offers.

The acceptable margin of deviation is set to **40%**.

Cedefop's approach to identify and eliminate abnormally low tenders will be the following:

- apply the acceptable margin of deviation from the average price of the other technically acceptable offers and set aside the offers that go beyond it;
- check if specific notes or specific items included in the offer justify to some extent the deviation; if not, or if inadequate, send relevant request for explanation(s) to the tenderer concerned;
- decide on the acceptability of the financial offer on the basis of the notes in the tender and/or the clarification reply received.

5.3.1. Financially unacceptable tenders

In the context of financial evaluation, the Evaluation Committee could find that tenders are unacceptable because the price is abnormally low (see point above).

Such tenders will have to be rejected by the Evaluation Committee, independently of their quality value as determined in the preceding (technical) evaluation stage.

5.4. Financial offer and financial scenario

The Financial Offer must be clear and in compliance with the Terms of reference. The tenderers must fill-in the financial offer spread sheet in Annex H (first tab) which presents a detailed breakdown of the price offered. These unit prices are binding and will be used as basis for the execution of the contract via order forms. All services that shall be provided should be included in these prices.

The corresponding total VAT amount must be indicated separately under the Financial Scenario Table in the second tab of Annex H (this applies to tenderers established in Greece only).

The Financial Offers will be checked for any arithmetical errors in computation and summation. Errors will be corrected by the evaluation committee as follows:

- where there is a discrepancy between a unit price and the total amount derived from the multiplication of the unit price and the quantity, the unit price as quoted will be the price taken into account. Tenderers will be requested to confirm in writing the corrected calculation so that it may eventually be included in the contract.

The Financial Scenario is described in the second tab of Annex H and is automatically calculated from the financial offer (tab 1 of Annex H). It is based on an estimated but realistic 4-year work-plan and serves as a method for the calculation of the Total Financial Offer (TFO) that will be used for evaluation purposes only.

Please note that Cedefop estimates for quantities are indicative and do not constitute any kind of legal obligation for the Centre.

6. INFORMATION ON PRESENTATION AND CONTENT OF TENDER

It is important that tenderers provide all documents necessary to enable the evaluation committee to assess their tender. Tenderers should fully respect the instructions indicated under points 2, 3 and 4 of this open invitation to tender.

In addition, below you will find details of the required documentation.

6.1. Envelope A - Supporting documents

One original and one copy of:

- cover letter, signed by the person/s (name and position) that is/are authorised to sign the contract in case of contract award
- the exclusion criteria declaration requested in point 3.1 and standard template found in Annex C
- the selection criteria documents as requested in points 3.2, 4.1, 4.2
- Questionnaires 1 – 5 as found in Annex G

- Power of Attorney (Model 1 or 2), as required in point 4.1 (if applicable) and found in Annex I
- Model of Letter of Intent for Subcontractor/s as required in point 4.2 (if applicable) and found in Annex J
- the Legal Entity Form as requested in point 3.3 and found in Annex D
- the Financial Identification Form as found in Annex E
- the checklist found in Annex F

In the case of tenders submitted by groupings (consortia) or involving contribution by subcontractors, envelope A should also contain all relevant documentation as requested in points 4.1 and 4.2 respectively (with reference to points 3.1, 3.2 and 3.3).

6.2. Envelope B – Technical proposal

One original signed version and three copies of:

- the Technical Proposal providing all information requested in point 5.1, including information relevant to subcontracting, if any, as requested in point 4.2;
- a read access secured CD containing the submitted in paper form technical proposal.

6.3. Envelope C – Financial proposal

One original signed version and three copies of the Financial Offer in Annex H containing all information requested in point 5.3.

ANNEX A

Contract Notice

(Given as a separate file in *.pdf format)

ANNEX B

Draft Contract

(Given as a separate file in *.pdf format)

ANNEX C

Declaration of honour with respect to the Exclusion Criteria and absence of conflict of interest

(Given as a separate file in *.doc format)

ANNEX D

Legal Entity Form

Legal Entity Form to be downloaded, depending on the nationality and legal status of the tenderer, from the following website:

http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm

Legal Entity Form to be completed and signed by a representative of the tenderer (group leader in case of consortium, with indication of entity, name and function) authorised to sign contracts with third parties. It should not be signed by sub-contractors (if any).

ANNEX E

Financial Identification Form

To be downloaded, depending on the nationality of the tenderer, from the following website:

http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial_id_fr.cfm

and completed and signed by an authorised representative of the tenderer (group leader in case of consortium, with indication of entity, name and function), but not by subcontractors.

PLEASE NOTE:

Please indicate the BIC (Bank Identification Code) in the REMARKS box of the downloaded form.

ANNEX F

Check list of mandatory documents

(Given as a separate file in *.doc format)

ANNEX G

Questionnaires 1-5

(Given as a separate file in *.doc format)

ANNEX H

Financial Proposal

(Given as a separate Excel file)

ANNEX I

Models of power of attorney

(Given as a separate file in *.doc format)

ANNEX J

Model of Letter of Intent for Subcontractor/s

(Given as a separate file in *.doc format)

ANNEX K

Glossary of Terms

(Given as a separate file in *.pdf format)

ANNEX L

Description of the demo

(Given as a separate file in *.pdf format)

ANNEX M

Hosting-patching-security-monitoring

(Given as a separate file in *.pdf format)

Annex N

Stakeholders (indicative list)

(Given as a separate file in *.pdf format)

Annex O

Data sources (indicative list)

(Given as a separate file in *.pdf format)