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Unit A.1 – COSME

CALL FOR TENDERS

Peer-Learning activities in Entrepreneurship Education and in Women Entrepreneurship

EASME/COSME/2017/021

TENDER SPECIFICATIONS

Open Procedure

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EASME/COSME/2017/021

**Peer-Learning activities in Entrepreneurship Education and in Women
Entrepreneurship**

1. TECHNICAL SPECIFICATIONS

1.1. INTRODUCTION

The Executive Agency for Small and Medium-sized Enterprises (henceforth "EASME" or "the Contracting Authority"), acting under the powers delegated by the European Commission (henceforth "the Commission"), is launching this invitation to tender for a service contract aiming at organising Peer-Learning Workshops for public administrations and key public and private stakeholders in the field of entrepreneurship policy, with a particular focus on Entrepreneurship Education and on Women Entrepreneurship.

The call for tenders is based on the Regulation (EU) no 1287/2013 of the European Parliament and of the Council of 11/12/2013 establishing a Programme for the Competitiveness of Enterprises and small and medium-sized enterprises (henceforth "COSME"¹) for 2014-2020 and repealing Decision No 1639/2006/EC. More particularly, it is based on the Commission Implementing Decision of 17/02/2017 amending the Commission Implementing Decision C(2016) 7033 concerning the adoption of the work programme for 2017 and the financing for the implementation of the Programme for the Competitiveness of enterprises and small and medium-sized enterprises (C(2017) 1042 final²) and its Annex. It is foreseen under item GRO/SME/17/D/02 - PEER-LEARNING ACTIVITIES IN ENTREPRENEURSHIP EDUCATION AND IN WOMEN ENTREPRENEURSHIP.

1.2. BACKGROUND INFORMATION AND CONTEXT

Policy makers increasingly recognize the benefits that higher levels of entrepreneurial attitudes and skills can bring to the economy, and also to society at large. Participants in entrepreneurship education are more likely than other groups to engage in entrepreneurship. Some research shows that by the time they are 25 years old, these young people demonstrate start-up rates (15%) which are about three times as high as among the average population in Europe³. Moreover, their start-ups tend to be more innovative, to have a larger turnover and to hire more people. Young people with strong entrepreneurial skills are also more employable: entrepreneurial employees within a business will help ensure that opportunities are fully realized.

Female creativity and entrepreneurial potential are an under-exploited source of economic growth and new jobs that should be further developed. Women represent more than 50% of the European population, but only 29% of the entrepreneurs in Europe. Education, stereotypes, lack of confidence, difficulties in conciliating work and family obligations and difficulties in accessing finance and business networks are the key barriers that held women from entering the market.

The Entrepreneurship 2020 Action Plan⁴ proposes in its first Pillar to reinforce co-operation and the exchange of experience between the Member States in entrepreneurship education, while

¹ See: <http://eur-lex.europa.eu/legal-content/en/TXT/?uri=CELEX:32013R1287>

² See: Page 87, <http://ec.europa.eu/DocsRoom/documents/21624>

³ Report *Entrepreneurship Education: A road to success*, European Commission, 2015.

⁴ <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52012DC0795>

in its third Pillar it proposes the creation of an e-platform for women entrepreneurship in Europe.

The Resolution of the European Parliament of 8 September 2015 on "Promoting youth entrepreneurship through education and training"⁵ recommends to:

- Encourage better cooperation and exchange of good practices between Member States that have already integrated entrepreneurship education into their curricula (...) and those Member States that are still at the beginning of this process.
- Encourage and support institutions and organisations in exchanging good practices, sharing ideas, knowledge and experience and forming cross-sectoral strategic partnerships (...).

Moreover the Resolution of the European Parliament on external factors that represent hurdles to European female entrepreneurship of 19 January 2016⁶ asks the European Commission and Member States to take measures to better support and facilitate women entrepreneurship in Europe.

The European Commission took several initiatives to achieve the objectives, and to implement the recommendations of the Entrepreneurship 2020 Action Plan.

In the area of promoting entrepreneurship education:

The Entrepreneurship 2020 Action Plan calls on Member States to offer all students a practical experience of entrepreneurship before they leave secondary education. Funds from the Erasmus+ programme have been made available to implement this recommendation: two policy experimentation grants targeted to public authorities started in 2015 and are ongoing⁷.

The Commission launched in 2015 - through a COSME grant - a European Entrepreneurship Education Network – EE-HUB⁸ - bringing together existing knowledge and serving as a hub for sharing good practice examples and for peer-learning. The main work areas are to support national strategies and to recommend teacher training and support. The network also looks into how public-private partnerships can support the uptake of entrepreneurship education, and into existing instruments to collect and assess information. The launch event took place in Brussels in May 2015, and the duration of this pilot project is of three years. The EE-HUB consortium is also working on policy recommendations for entrepreneurship education.

The Commission published in June 2016 as part of the New Skills Agenda the Entrepreneurship Competence Framework: EntreComp⁹. This framework proposes a shared definition of entrepreneurship as a competence, with the aim to raise consensus among all stakeholders and to establish a bridge between the worlds of education and work. The EntreComp framework develops 15 broad competences along an 8-level progression model and proposes a comprehensive list of 442 learning outcomes. The framework can be used as a basis for the development of curricula and learning activities. Moreover, a self-assessment tool for citizens is currently being prepared and is expected to be finalized by the end of 2017.

In the area of supporting female entrepreneurship:

⁵ See <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+TA+P8-TA-2016-0007+0+DOC+XML+V0//EN>

⁶ See <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+TA+P8-TA-2016-0007+0+DOC+XML+V0//EN>

⁷ See <http://www.youthstart.eu/en/> and <http://www.icee-eu.eu/>

⁸ See <http://www.ee-hub.eu/>

⁹ See <https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/entrecomp-entrepreneurship-competence-framework>

The European network to promote women's entrepreneurship (WES)¹⁰ is a policy network with members from 31 European countries. Delegates represent national governments and institutions. They are responsible for promoting and supporting female entrepreneurship at national level. WES members provide advice, support, information, and contacts regarding existing support measures for female entrepreneurs. They also help identify good practices.

The Commission created a European on-line Platform for women entrepreneurs. The WEgate platform¹¹ is a one-stop shop for women of all ages who want to start, run and grow a business. Launched in September 2016, it provides information and links on access to training, mentoring, advice and business networking opportunities.

The Commission also launched a European Community of Women Business Angels and Women Entrepreneurs¹². The goal of this initiative – originating from the European Parliament - is to support women entrepreneurs in accessing alternative sources of funding. It will do so by raising the awareness of business angels, training women who would like to become business angels and helping women entrepreneurs to present their business ideas to potential investors. The network was created in 2017, by means of 4 projects covering 14 European Union (EU) countries.

In both domains, the Commission also works in close cooperation with the European Training Foundation (ETF) and with the South East Europe Centre for Entrepreneurial Learning (SEECCL). Both organisations will be involved in the implementation of this action.

1.3. GENERAL AND SPECIFIC OBJECTIVES

EASME wishes to enter into a service contract.

This action will organize Peer-Learning workshops for public administrations and key public and private stakeholders.

The contract will focus on **two priority areas (Pillars):**

1. Entrepreneurship Education

2. Women Entrepreneurship

Overall, 6 cross-national workshops will be organised under this contract (3 on Entrepreneurship Education and 3 on Women Entrepreneurship). The expected number of participants in each Workshop will be from 60 to 65 (excluding contractor's staff, facilitators and representatives from EASME and the Commission).

This initiative will contribute to:

- 1) Accelerating and deepening the introduction of entrepreneurship education in schools and universities, through better cooperation between national authorities and all relevant stakeholders. A wider entrepreneurial spirit and culture will lead to more young people taking initiative, with more innovative and sustainable businesses being created.
- 2) Creating or reinforcing tailor-made strategies to support women entrepreneurship regionally or nationally, through a tighter cooperation between regional/national

¹⁰ See https://ec.europa.eu/growth/smes/promoting-entrepreneurship/we-work-for/women/support-networks_en

¹¹ See <https://www.wegate.eu/>

¹² See https://ec.europa.eu/growth/smes/promoting-entrepreneurship/we-work-for/women/support-networks_en

authorities, private sector initiatives and relevant stakeholders. The design of women entrepreneurship strategies at regional/national level will assist in increasing the number of women entrepreneurs in Europe and thus contribute to women empowerment and women economic independence.

The ultimate goal will be the cross-European dissemination and transfer of best practice in developing national and regional strategies and actions to offer young people effective education in entrepreneurship, and to support women entrepreneurs.

1.4. TASKS AND GEOGRAPHICAL SCOPE

1.4.1. Tasks

The overall objective of activities under this contract is to help increasing coordination between different actors, as well as, the exchange of experiences between countries, and to facilitate the setting up or improvement of strategies to promote entrepreneurship in the following priority areas:

1. Entrepreneurship Education;
2. Women Entrepreneurship;

This contract will be about organizing Peer-Learning workshops for public administrations and key public and private stakeholders.

During the workshops good practices will be presented, experiences will be shared and the impact of policies will be discussed. The contract will seek to enhance mutual learning and to explore possible collaborations in specific areas both between countries and between stakeholders. The activities should contribute to designing new European and national strategies for the promotion of entrepreneurship.

As this tender includes activities of a different nature (organisation of events, policy development, etc.), which require a diversified set of competences for their successful implementation, potential tenderers are free to submit joint offers bringing together partner organisations with diversified portfolios that can contribute to achieving the overall objectives of the contract.

-Horizontal features of the Peer-Learning Workshops to be organised:

The objective of the workshops is to involve the maximum number of countries among those participating in the COSME programme¹³. For each of the two areas (see above), the minimum target will be to have in total **at least 15 COSME countries** participating in the Workshops and benefiting from the exchanges.

Each workshop will include **a cluster of countries (from 5 to a maximum of 10)**. Participation of interested **regions** may also be envisaged, in particular for countries with a federal structure and where important responsibilities for developing entrepreneurship and education policy lie at the regional level. Each individual workshop should allow for discussing all aspects and challenges related to the policy area; however, thematic sessions within the event can be dedicated to specific topics.

From each country or region a maximum of 8 participants will be invited, plus additional key note speakers and experts, for a total of between **60 and 65 participants** per Workshop

¹³ Please see section 1.4.2 Geographical scope below.

(excluding contractor's staff, workshop facilitators and officials from EASME and the Commission).

The selection of invitees, prior to each workshop, will be the responsibility of the contractor in close cooperation with EASME and the Commission.

Only countries (and regions) expressing interest will be invited to participate. In this sense, the participation of a representative from the ministry responsible for enterprise and entrepreneurship (and of that, responsible for education policies for the Entrepreneurship Education workshops) will be required, as well as, the participation of at least one main business association. The combined participation of public and private stakeholders is a mandatory requirement for the organisation of the Workshops.

The preferred approach will be to mix equally in each Workshop more advanced and less advanced countries in implementing entrepreneurship policy, so that more advanced countries can also learn from each other.

Each Workshop will be a **1, 5 days event**. The concept and layout of the Workshops will be developed by the contractor in close cooperation with EASME and the Commission.

A first part of the Workshop will focus on the current state of the art and on the exchange of experiences, while the second part will be looking forward at what needs to be done.

Participants will be attending plenary sessions and also parallel breakout sessions so that they can interact in smaller groups. In each session a limited number of good practice cases can be presented, which will encourage and inspire discussions around a selected theme.

Events will be facilitated with "Participatory Leadership" techniques or with other highly interactive approaches in order to facilitate maximum interaction between participants, and ensure concrete outcomes from the discussions. Space for bilateral conversations on the initiative of participants should be part of the programme, so that *ad hoc* mentoring and advice can take place on "how to...?".

Travelling and accommodation for all participants, as well as, the catering services (lunches, coffee-breaks, dinners), must be covered by the contractor as part of this tender. Consequently, tenderers should have any such costs included in their financial offer. No separate reimbursement will follow.

In general, the sessions will be conducted in the **English language**.

Synergies between the two policy areas of Entrepreneurship Education and Women Entrepreneurship will be explored and encouraged in all phases the peer-learning exchanges. For instance, if technically feasible, some of the Workshops on Entrepreneurship Education and on Women Entrepreneurship could take place at the same location and on the same date, with a joint session for the participation of both groups being part of the programme (e.g. on skills for women entrepreneurship, etc.).

- How to read this call for tender:

While the Tasks to be performed by the contractor will be common for the two policy areas addressed by this tender, mainly concerning the organisation of interactive workshops with key actors in the field(s), the diverse characteristics and challenges of each policy area will need to be taken into account.

A description of priorities and challenges for each one of the two Pillars of this initiative is given below. A description of operational Tasks will follow. This Section therefore mainly deals with the contents of the workshops, while the operational tasks required for the organisation of successful peer-learning events will be described in Section 1.6.

Pillar 1: Entrepreneurship Education

Peer-learning Workshops will address national (or regional) administrations and relevant stakeholders, both public and private (e.g. business associations, start-up support organisations, educational institutions, NGOs, etc.). While the interest of a country (or region) in participating in the Workshops should be expressed by relevant authorities, a crucial aspect (and a necessary requirement) will be the involvement of the private sector. The overall goals will be: to help increasing coordination between different actors; to facilitate the setting up or improvement of strategies to make entrepreneurship education widely accessible to young people and more effective; and to support cross-country collaboration and the development of more initiatives of a European scope.

The workshops will focus on issues, such as (among others to be identified also through preliminary surveys with participants):

- Designing new national or regional strategies for entrepreneurship education by involving all relevant actors, or revising / reinforcing the existing ones;
- Evaluating existing strategies and measures in view of improving them;
- Introducing entrepreneurship education in school, vocational education and training, and university curricula, either as a transversal skill (key competence) or as a specific subject;
- Helping young people to develop entrepreneurial skills in different settings and contexts outside formal education;
- Making entrepreneurship education already offered in the country/region more widespread and/or more effective, also by adding a more specific 'start-up' element where appropriate;
- Making use of the European Entrepreneurship Competence Framework (EntreComp) as a supporting tool to develop new curricula;
- Linking entrepreneurship education at school, vocational education and training, and higher education to existing instruments to support start-ups;
- Training teachers in entrepreneurship, and in using innovative teaching methods based on practical experience;
- Mobilising the private sector to support entrepreneurship education, building public/private partnerships and increasing the participation of business representatives and entrepreneurs in educational programmes and activities;
- Developing joint initiatives between participating countries.

Expected participants will be:

- Policy makers and officials in national or regional administrations who are responsible for entrepreneurship and for education policies, but also for other related areas if relevant (e.g. employment, innovation, etc.);
- Representatives from public and private sector organisations engaged in the promotion of entrepreneurship education (NGOs, corporations);
- Representatives from business associations;
- Representatives from business support services specialized in start-up support and youth entrepreneurship;
- Representatives from educational institutions;
- Teachers, and representatives from teachers' associations;

- Young people's representatives (e.g. youth organisations, student associations, student unions);
- Young entrepreneurs;
- Entrepreneurship education experts and researchers;
- Any other relevant representatives of civic society (e.g. parents associations, teachers' unions).

Workshops will also build on ongoing activities at EU level, such as, the Entrepreneurship Competence Framework (EntreComp)¹⁴ and the Entrepreneurship Education Network (EE-HUB)¹⁵. The promoters of these initiatives will be invited to all the 3 Workshops, as well as, representatives from the European Training Foundation (ETF) and from the South East Europe Centre for Entrepreneurial Learning (SEECCL). In particular, the ETF will be closely associated in the conception and development of the Workshops.

One of the objectives of the 3 Workshops will be to disseminate information on relevant European projects and to help representatives from countries and regions to benefit from them. Besides the above-mentioned initiatives, also the Erasmus+ policy experimentation projects Youth Start Entrepreneurial Challenges¹⁶ and ICEE¹⁷ will be presented to participants by their promoters.

As a final outcome of the three Peer-Learning Workshops and based on their contents and results, the contractor will present a strategic vision of progress expected in the coming years and will propose a new European Agenda for Entrepreneurship Education (as a follow-up to the 2007 Oslo Agenda for Entrepreneurship Education in Europe).

This initiative builds on previous activities, like, the High Level Reflection Panels (2008-2010)¹⁸ and the more recent European Entrepreneurship Education Network (EE-HUB).

Pillar 2: Women Entrepreneurship:

No European initiative so far has been bringing together public and private stakeholders around women entrepreneurship to discuss progress and concrete actions in this area, as well as policy priorities and national strategies. This is the first such initiative, and it will have a European added value as it will enable, besides bringing together public and private stakeholders from the same country, to support cross national exchanges with the participation of different countries.

The Workshops will address national (and regional) administrations and relevant stakeholders (women entrepreneurship associations, chambers of commerce, SMEs organisations, gender equality organisations, universities and community centres etc.).

Potential participants will include members of the European network to promote women's entrepreneurship (WES)¹⁹ and stakeholders who are involved in the WEGate²⁰ platform.

The workshops will focus on issues of relevance for women entrepreneurs such as (among others to be identified also through preliminary surveys with participants):

¹⁴ See <https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/entrecomp-entrepreneurship-competence-framework>

¹⁵ See <http://www.ee-hub.eu/>

¹⁶ See <http://www.youthstart.eu/en/>

¹⁷ See <http://www.icee-eu.eu/>

¹⁸ See: https://ec.europa.eu/growth/smes/promoting-entrepreneurship/support/education/projects-studies_en and <http://ec.europa.eu/DocsRoom/documents/9269/attachments/1/translations>

¹⁹ See https://ec.europa.eu/growth/smes/promoting-entrepreneurship/we-work-for/women/support-networks_en

²⁰ See <https://www.wegate.eu/>

- The WEgate platform as a support tool for women entrepreneurs: how to ensure a wide and active participation of entrepreneurs and relevant stakeholders (business support providers, etc.), and how to make it most beneficial for the target groups;
- Access to skills, including to key competences such as self-efficacy;
- Access to networks, and how to use networks to generate value;
- Business planning, including how to pitch to potential investors;
- How to improve relations and cooperation between women entrepreneurs and banks;
- Access to alternative sources of finance, e.g. maximising "friends & family" financial support, crowd-funding, business angels, etc.
- Access to new markets, internationalization and growth;
- Addressing factors that influence women start-ups and business performance, in particular scaling-up a business.

Expected participants will be:

- Policy makers and officials in national or regional administrations who are responsible for enterprise and entrepreneurship policies but also for other related areas if relevant (e.g. employment, innovation, etc.), including members of the WES network;
- Representatives from public and private sector organisations engaged in the promotion of women entrepreneurship (NGOs, corporations);
- Representatives from business associations;
- Representatives from business support services specialized in inclusive entrepreneurship and in women entrepreneurship;
- Representatives from banks and other finance providers;
- Women entrepreneurs;
- Women entrepreneurship Ambassadors, Mentors and Business Angels who are members of the WEgate platform;
- Representatives from associations promoting gender equality;
- Young people's representatives (e.g. youth organisations, student associations, student unions);
- Entrepreneurship experts and researchers.

Representatives from European Training Foundation (ETF) and the South East Europe Centre for Entrepreneurial Learning (SEECCL) will be invited to all the 3 Workshops. In particular, the ETF will be closely associated in the conception and development of the Workshops.

This initiative builds on previous activities such as the European network to promote women's entrepreneurship (WES)²¹ and the WEgate on-line platform²².

Also in this case, one of the objectives of the 3 Workshops will be to disseminate information on relevant European projects and to help representatives from countries and regions to benefit

²¹ See https://ec.europa.eu/growth/smes/promoting-entrepreneurship/we-work-for/women/support-networks_en

²² See <https://www.wegate.eu/>

from them. This will concern in particular the WEgate platform and the European Community of Women Business Angels and women entrepreneurs currently under development²³.

1.4.2. *Geographical scope*

The services to be delivered under this contract will cover all the countries participating in the COSME programme²⁴.

1.5. **INPUT BY THE CONTRACTING AUTHORITY**

Links to European activities and projects that will be relevant for this action are provided in the text of this call for tender, and particularly in its footnotes. EASME and the Commission will share with the contractor all publicly available information on those initiatives, and will assist the contractor in integrating them into the Workshops to be organised.

EASME and the Commission will share with the contractor any expressions of interest that may have been received for the participation in the Workshops, and will put the contractor in contact with existing networks at EU level. In general, the Commission and EASME will be open to sharing with the contractor information on entrepreneurship education and women entrepreneurship policies and actions that may be relevant for the successful implementation of this contract. However the contractor will be responsible for collecting all the information on the two policy areas covered by this call for tender that will be instrumental to a successful outcome of the initiative, including the identification of key actors to be invited to participate in the Workshops.

1.6. **GENERAL GUIDANCE ON METHODOLOGY**

The contractor will be responsible – in close contact with EASME and the Commission - for preparing, managing and evaluating the Workshops. This will include preparing the programme of the event, choosing the venue, identifying participants, sending out letters of invitation, organising the travelling and accommodation of participants, steering and moderating the debate, drafting the conclusions and evaluating the activity. These tasks will be performed with the strategic objective of ensuring that this action produces valuable and concrete outputs.

More in detail, the following tasks will be carried out by the contractor:

1.6.1. *Task 1 – Developing the general concept, programme and methodology of the Workshops, and identifying potential participants*

The contractor will be asked to develop- in close cooperation with EASME and the Commission – the general concept, programme and methodology of the Workshops, taking into account the objectives to be met by this action as described under the previous sections of this document.

This task will include identifying and inviting potential participants, setting up the overall programme of the Workshops, shaping the contents of the events, devising the appropriate methodology to run the workshops in order to obtain the desired outcomes. The contractor will design a general concept and a tentative programme for the Workshops. The final programme

²³ See https://ec.europa.eu/growth/smes/promoting-entrepreneurship/we-work-for/women/support-networks_en

²⁴ See <http://ec.europa.eu/growth/smes/cosme/> and <http://ec.europa.eu/DocsRoom/documents/21365>

and specific contents of each individual Workshop will be established after consulting the identified participants through a preliminary survey (*see Task 3*).

The identification and selection of invitees will be the responsibility of the contractor, in close cooperation with EASME and the Commission. The contractor, supported where appropriate by the Commission, will at the beginning of the activities take contact with national and where relevant regional administrations (*see Section 1.4.1*) in order to explore their interest in participating in peer-learning events at European level. The main contact will be the ministry responsible for enterprise, SMEs and entrepreneurship (as well as the ministry responsible for education for the Entrepreneurship Education Workshops). The European Training Foundation (ETF) will be closely involved in the identification of participating countries, as well as, existing European networks, such as, the Network of SME Envoys, the Entrepreneurship Education Network (EE-HUB) and the European network to promote women's entrepreneurship (WES). The contractor will ensure a regular communication with these bodies and networks, with the assistance of EASME and the Commission when appropriate.

During the first 3 months of activity the contractor will develop extensive research and contacts - through any useful channels - and prepare a first list of countries where important players (public and private) expressed an interest in participating, including relevant contact details.

Once a first positive contact is established, when an interest in participating in the activity is expressed by a relevant national administration, the contractor will identify in cooperation with that administration other key stakeholders from the same country – both public and private - to be invited.

The Commission/EASME will also share with the contractor any manifestation of interest that may have been received through its own channels (by DG GROW and other DGs).

Tenders under this call for tenders will include a full-fledged strategy aiming to ensure a high level of interest and involvement of European countries, public authorities and stakeholders. During the implementation of the action, the contractor will be able to explain effectively the benefits of participation to potential candidates, in terms of learning from best practice and experience from other countries and regions, increasing cooperation and getting access to European support instruments and networks.

As the main goal of this initiative is to create a dynamic space where participants can exchange ideas, experiences and methods, and where they can explore the possibility of working on joint projects, a particular attention will be dedicated to approaches that ensure real interaction, group work and open discussions.

Interactive discussion and exchanges will be introduced by short presentations of best practice examples and by inspirational speeches – taking place both in the plenary sessions and in the break-out sessions - in order to set the ground for meaningful conversations around specific themes. While most speakers will be chosen among participants (for instance, a representative from a ministry presenting a national entrepreneurship education strategy, etc.), some outstanding speakers will be invited for their exceptional expertise in a given field and for their personality. These keynote speakers will inspire participants in the plenary sessions, and as their names will appear in the programme of the event they will also contribute to motivating and attracting potential participants. The contractor will also invite some key experts who have a strong expertise in the specific topics to be discussed, in order to ensure that a high level of knowledge is available in the event and that participants can tap into this knowledge.

The contractor will ensure that the contents of each Workshop are of a high quality, attractive for participants and tailored to their specific needs.

Activities under this task will be based on a well-developed strategy aiming to ensure a high level of participation, interactive and meaningful discussions and a strong impact both on individual participants and on the participating countries and regions.

Tenderers should include in their tenders a proposed list of experts and key note speakers that could be potentially invited to the six Workshops. Nonetheless, the final choice about experts and key note speakers to be invited to each Workshop will be made jointly by the contractor, EASME and the Commission on the basis of the agreed programme and of the evolution of expertise in the relevant domains.

1.6.2. *Task 2 - Venue for the Workshops and conference facilities*

The contractor will be responsible for identifying and renting the premises where the Workshops will take place. Each Workshop will be organised in a different location. However, the possibility may be explored of organising some of the Workshops on Entrepreneurship Education and on Women Entrepreneurship at the same location and on the same date (for instance the model could be the following: Day 1 Entrepreneurship Education; Day 2 Entrepreneurship Education & Women Entrepreneurship; Day 3 Women Entrepreneurship). In that case a joint session for the participation of both groups would be part of the programme (in Day 2 in the example shown above). This arrangement would give some of the participants the possibility to attend both Workshops, in case they are equally interested in the two areas. During the initial period of the activity, the contractor will investigate with potential participants whether they would support such an option, and will verify its convenience and technical feasibility.

The contractor will at first search for potential partnerships in the countries that expressed an interest in participating in this initiative, with a view to a possible joint organisation of the Workshops whereby a public administration or an important private stakeholder could offer without costs their premises for the event, and voluntarily contribute to its set up. If this option proves being not viable, the contractor will look for appropriate solutions on the market.

If the venue is not offered by a partner entity, the contractor will search for the best option considering quality and cost. The Workshops will be organised in locations that are easy to reach for participants (i.e. cities served by direct flights every day). The contractor will take care of selecting dates that allow for an optimal price for the hotel accommodation of participants and that do not present risks as regards the availability of rooms (for instance, when the Workshop would be concurrent with major events taking place in the city or holidays).

The contractor will in any case organise a suitable venue for each Workshop. Such venue must offer an acceptable standard of conference facilities, e.g. interpretation facilities (if needed), facilities for giving slideshows, making photocopies, tape recording of proceedings, white boards, flip charts, and other materials to be used in world café or other participatory formats.

Where any of these facilities are not already offered at the venue, the contractor will be responsible for ensuring that they are available for the duration of the Workshops.

The venue does not necessarily have to be a 'classic' conference venue; for example, if a Ministry, a Chamber or another intermediary organisation was willing to host the event at their premises or premises to which they have access – for example a university, a business incubator, etc. – this could add to the relevance of the facility and to the innovative and inspirational qualities of the event.

The contractor will organise an appropriate number of hosts/hostesses to assist Workshop participants with organisational issues.

Tenderers' attention is drawn to the fact that all costs related to the above task should be included in tenderers' financial offers. No reimbursement of costs will follow separately.

Organisational issues for the Workshops include:

- welcoming participants, preparing and distributing badges, agendas, participant lists, distributing conference kits, ensuring meeting room facilities are in good order and that materials/arrangements are in place for participatory working (i.e., not fixed theatre-style arrangements);
- accessibility, local security situations and facilities for disabled participants;
- IT support for participants and for the effective development of the sessions;
- preparation of Workshop kits – it is required to bear the European Commission's logo, the event title, the place and date of the Workshop and anything else that may be indicated by the European Commission or EASME. Each kit must include also specific documentation that the European Commission/EASME will indicate before each Workshop;

The European Commission/EASME will send any relevant documents for the event by e-mail to the contractor not later than 10 days prior to the date of the Workshop.

The contractor may be required to provide on-site information to participants, such as:

- A diagram/map showing how to get to the venue, city map, hotel map;
- Full hotel details (name, address, fax, tel. numbers, a link to their website);
- Opening time for on-site registration desk;
- Airport arrival and instructions for pick up or, alternatively, public transport;
- Language of the city, currency and exchange facilities, banking, tipping;
- Facilities for persons with disabilities;
- Electrical plug type, climate, clothing (as appropriate);
- Confirmation and follow-up.

1.6.3. *Task 3 – Preparation and organisation of each Workshop*

The contractor will be responsible for all activities related to the preparation and organisation of the six Workshops.

For each of the two Priority Areas or Pillars under this contract, the contractor will draw during the first 3 months of activity a list of countries where important players (public and private) expressed an interest in participating, and will expand and complete that list during the continuation of the project. Each Workshop will include a cluster of countries (from 5 to a maximum of 10) willing to exchange their knowledge and experiences in one of the two Priority Areas under this tender. The composition of the clusters in each Workshop will be agreed by the contractor with EASME and the Commission, based on the expressions of interest received, on a good geographical balance and also on possible preferences expressed by potential participants. The same countries could also participate in more than one Workshop under the same Pillar, if specific themes to be addressed are different.

As a general guiding principle, and depending on the number of countries participating, each country (or region) should participate with up to 8 representatives identified among the categories indicated in Section 1.4.1. In addition to country representatives, key speakers, experts and representatives from trans-national and European organisations will be invited for a maximum of 65 participants in each Workshop (excluding contractor's staff, facilitators and representatives from EASME and the Commission). The contractor will ensure that all the key actors from each country are invited and that an adequate level of knowledge and expertise of themes to be discussed is represented in the Workshop (also by means of inviting additional experts). The contractor will take follow-up contacts by e-mail and/or phone with potential participants who have not yet confirmed their attendance in order to ensure their participation.

Once the participants identified, the contractor will ask them to go through a preliminary survey in order to explore their main areas of interest and the specific issues they would like to discuss. Only after assessing the results of the survey, the contractor will finalize in cooperation with the EASME and the Commission the programme of each individual Workshop. The contractor will plan – in close cooperation with EASME and the Commission - the main contents of discussions to be held. Based on the results of the survey and on the final programme, the contractor will prepare background papers to be sent to participants prior to the event.

Experienced facilitators will be needed to guide successfully the Workshops (experience in techniques of Participatory Leadership will be an asset, as well as a good general knowledge of the topics to be discussed). The contractor will design different thematic sessions, each focussing on a specific topic and on relevant questions. Taking into account the need to ensure group work and interactive discussions during the whole duration of the event, it will be necessary sometimes to split participants into smaller groups. The number of these groups will depend on the final number of participants in each Workshop and on the specific thematic sessions that will be designed; however it should be planned that up to 4 parallel working sessions may be established during some parts of the event. The number of moderators and facilitators assigned to the event needs therefore to take this setting into account (*see Task 5*).

1.6.4. *Task 4 – Travel and accommodation of participants, catering*

The tender should include a plan for the organisation of the travel arrangements for up to 65 participants (including contractor's staff, facilitators, additional key note speakers, experts, except representatives from Commission/EASME)

The tender should also include a plan for the organisation of the accommodation and for the organisation of the catering and refreshment facilities for all participants.

All costs related to the organisation of the catering and refreshment facilities for all participants must be included in tenderers' financial offers. No separate reimbursement will follow.

The contractor is responsible for organising for each of the Workshops and in line with the agenda:

- 3 coffee breaks, 2 lunches and 2 dinners
- Refreshments in the conference/meeting rooms during the workshops.

1.6.5. *Task 5 - Steering the sessions of the Workshops*

The contractor will be responsible for organising, steering and animating discussions during the various sessions. In doing so, and following a systematic preparation of the Workshop, the contractor will ensure that:

- experiences in policy and practice are effectively shared by participants;
- examples of good practice are exchanged;
- support instruments, networks and frameworks available at European level are presented and discussed, so that participants may learn how to benefit from them;
- concrete proposals on how to make progress are discussed and agreed by participants;
- the possibility of setting up new projects and initiatives – both at national and trans-national level – is explored by participants;
- each session and the workshop as a whole produce clearly identifiable results.

Sessions will be highly interactive, and will be facilitated with Participatory Leadership techniques, or similar approaches. Space for bilateral conversations on the initiative of participants should be part of the programme, so that *ad hoc* mentoring and advice can take place on "how to...?". For instance, this could take the form of a breakfast session at 8.30 - 9.30 in the morning of Day 2 for participants who are interested in meeting up, their specific interests and questions having been already posted in advance of the Workshop. This is just a possible example: alternative options in the programme can be proposed by the contractor.

Given the nature of the methods to be used, and the fact that discussions may take place in up to 4 parallel break-out sessions, the contractor will need to ensure the participation in each Workshop of a minimum of 8 experienced facilitators.

The contractor will be responsible for the overall moderation and management of the event. The contractor will ensure that the programme is respected, that discussions follow the expected timetable and that the objectives set by EASME and the Commission are achieved.

The contractor will make use of an appropriate number of note-takers in order to be able to record the contents of all sessions of the Workshops. The contractor will ensure effective methods for collecting (or 'harvesting') the information, examples and proposals shared by participants during the Workshops, so that no precious information is lost. This material will be used to prepare the final documents requested at the conclusion of the activity (*see section 1.6.6., Task 6*).

1.6.6. Task 6 – Assessing the activity, dissemination of results and proposing a way forward

After each Workshop, the contractor must foresee a de-briefing session with the Commission and EASME in order to reflect on the spot on the organisation of the Workshop.

After each Workshop, the contractor will run a survey of the personal appreciation of participants, including their feedback and their main comments. It shall make the preliminary results of this survey available to EASME and the Commission no later than 30 days after each workshop.

After all the Workshops have taken place, the contractor will perform an overall evaluation of the activity and of the information gathered/exchanged, which will become part of the final Report.

The evaluation will include:

- an overall assessment of the usefulness of this activity, and of its European added value;
- an inventory of new measures that are planned or likely to take place - both in the participating countries and at European level - as an outcome of the Workshops;
- the proposals or views expressed by participants concerning the role to be played by the Commission in this area;
- an evaluation of the personal appreciation of participants based on the surveys run after each Workshop, with a selection of their comments and ideas for a possible continuation and expansion of this activity.

The contractor will ensure a wide dissemination of the main outcomes of the 6 Workshops and of the lessons learnt from them, so that those countries and stakeholders that did not have the possibility to participate may also benefit from the activity. Tenderers will need to include in their tenders, a communication strategy for this purpose. This will mean using existing instruments at EU level (such as the EE-HUB network, the WEgate platform, etc.) and may

propose innovative solutions (e.g. cartoon graphics, social media, streaming of important speakers/experts, etc., just to mention a few possibilities). Communication activities will in any case include the preparation of a final summary of the 6 Workshops, which will be conceived as an independent report (not to be confused with the Final Report of the contract, of which it will be an Annex) and will include best practice examples, innovative ideas, lessons learnt and main conclusions as drawn from the Workshops. In order to make use by the Commission and by policy makers easier, this independent Report will be split into two separate documents, one focusing on Entrepreneurship Education and the other on Women Entrepreneurship. These will not be conceived as lengthy reports but rather as short guides: they will be concise, easy to read and include essential and practical information stemming from the Workshops. These two documents will be published by EASME and the Commission on their websites.

The results of this initiative should thus be beneficial for the general community of those interested in entrepreneurship education and in the promotion of women entrepreneurship, including policy makers, practitioners, business support providers, educators, entrepreneurs, etc.

Based on an assessment of the activities and on the information gathered during the events, the contractor will propose possible follow-up measures to be taken at EU level in order to ensure continuity in the exchange of best practice and cooperation between countries. More broadly, the contractor will propose a strategic view of the role of the European Commission, of national and regional authorities and of other relevant bodies in supporting Entrepreneurship Education and Women Entrepreneurship in the next ten years. Thus, the contractor will prepare, building on the contents and outcomes of the 6 Workshops and in close coordination with EASME and the Commission, a set of policy recommendations for Entrepreneurship Education and for Women Entrepreneurship. These policy recommendations will be part of the contract's Final Report but they will also be delivered in two separate, stand-alone documents (one for each thematic area) for EASME and the Commission to be able to use them for potential publication and dissemination. The two sets of policy recommendations will be short and concise documents, presenting a list of concrete actions that should be implemented by different actors according to their levels of responsibility (e.g. European, national, regional or local, including by main stakeholders such as business organisations, educational institutions, etc.) in order to ensure progress in the two priority areas of this call. A possible model to be used is the "Oslo Agenda for Entrepreneurship Education in Europe"²⁵.

1.7. PERFORMANCE AND QUALITY REQUIREMENTS

Through the organisation of 6 cross-national Workshops for public administrations and key public and private stakeholders, this action aims to increase coordination between different actors, as well as, the exchange of experiences between countries, and to facilitate the setting up or improvement of strategies to promote entrepreneurship.

EASME expects that this action will decisively contribute to the dissemination and transfer of best practice in developing strategies and measures to offer all young people effective education in entrepreneurship and to support women entrepreneurship.

For each of the two areas considered by this call for tender (Entrepreneurship Education and Women Entrepreneurship) the aim is to have the participation of at least 15 countries, each single Workshop bringing together a cluster of 5 to 10 countries.

²⁵ The document is available at:
<http://ec.europa.eu/DocsRoom/documents/8968/attachments/1/translations>

The following list shows the expected results in concise and approximate terms, so as to give a general idea of what will be requested from the contractor.

- the successful organisation of 6 Peer-Learning Workshops, where key actors in the two policy areas considered by this call have been able to share experiences and to learn from each other, and where they agreed on ways to move forward both in their countries and at European level;
- a Guide on Entrepreneurship Education, summarising the outcomes and main conclusions of the 3 Workshops dedicated to this policy area;
- a Guide on Women Entrepreneurship, summarising the outcomes and main conclusions of the 3 Workshops dedicated to this policy area;
- proposed policy recommendations on Entrepreneurship Education and on Women Entrepreneurship.

These results will be measured for instance through:

- the evaluation of the personal appreciation of participants and of the perceived usefulness of this activity, based on the surveys run after each Workshop;
- the quality of the documents that will be produced by the contractor, both before the Workshops (background information for participants) and at the end of the activity (the two Guides mentioned above);
- the quality, sound basis and usefulness of proposals for follow-up actions that will be produced at the end of the activity, and in particular of the policy recommendations.

1.8. STARTING DATE OF THE CONTRACT AND DURATION

It is expected that the contract is signed approximately in the second quarter 2018.

The contract shall enter into force on the date on which it is signed by the last contracting party. The duration of the tasks shall not exceed 36 months from that date. The execution of the tasks shall not start before the contract has been signed. Work will follow the timetable detailed below.

1.9. VOLUME OF THE MARKET

The estimated maximum amount for the execution of all the tasks referred to in this call for tenders is EUR 1.400.000, including all charges and expenses. No contract offer above this amount will be considered.

1.10. PLANNING, OUTPUTS AND DELIVERABLES

The contractor must provide the required deliverables, reports and documents in accordance with the conditions of the draft service contract. When requested in the contract those deliverables, reports and documents will accompany the invoices for payments.

Each report will be submitted in 3 copies in paper version and in electronic format compatible with Word in English language.

1.10.1. *Intermediate outputs and deliverables*

A Progress Report after 3 months from the signature of the contract, which will include:

- a list of countries expressing an interest in participating at the level of public authorities (i.e. relevant ministries), including at least a main contact detail in each country;
- a mapping of potential invitees in each country that is eligible for participation in this initiative;
- a tentative programme for the first two Workshops (on Entrepreneurship Education and on Women Entrepreneurship);
- a proposal for the dates of, and potential participants in the first two Workshops;
- a detailed methodology to be applied in running the Workshops.

EASME will comment on the submitted document within 30 calendar days.

A First Interim Report after 12 months from the signature of the contract, which will include:

- an evaluation of the first two Workshops organised;
- an updated list of potential invitees in each remaining country that is eligible for participation in this initiative;
- a proposal for the dates of, and potential participants in the remaining four Workshops;
- a revised programme and methodology for the remaining four Workshops, based on the lessons learnt from the first two.

EASME will comment on the submitted document within 30 calendar days.

A Second Interim Report after 24 months from the signature of the contract, which will include:

- an evaluation of the third and fourth Workshops organised;
- a proposal for the dates of, and potential participants in the remaining two Workshops;
- a proposed structure and format for the two Guides to be published;
- a proposal for the final dissemination of the results of the activities.

EASME will comment on the submitted document within 30 calendar days.

1.10.2. *Final outputs and deliverables*

A Final Report with information on activities performed during months 0-36, and which will include a proposal for follow-up actions at EU level in the two policy areas considered by this call for tenders. The Final Report shall include all the elements specified under the Tasks described in the previous sections of this document, and in particular Task 6 (see also Section 2.1.1. "Final report"):

- An overall evaluation of the activity and of the information gathered/exchanged including
 - an overall assessment of the usefulness of this activity, and of its European added value;
 - an inventory of new measures that are planned or likely to take place - both in the participating countries and at European level - as an outcome of the Workshops;

- the proposals or views expressed by participants concerning the role to be played by the Commission in this area;
 - an evaluation of the personal appreciation of participants based on the surveys run after each Workshop, with a selection of their comments and ideas for a possible continuation and expansion of this activity.
- A set of policy recommendations on Entrepreneurship Education and on Women Entrepreneurship; (two publishable documents of 4 pages maximum);
 - An annex to the Final Report, a final summary of the 6 Workshops in a form of an independent report, split into two separate documents:
 - a publishable Guide on Entrepreneurship Education (approximately 40 pages long, in electronic version, both in Word and pdf formats), summarising the contents, outcomes and main conclusions of the 3 Workshops dedicated to Entrepreneurship Education;
 - a publishable Guide on Women Entrepreneurship (approximately 40 pages long, in electronic version, both in Word and pdf formats), summarising the contents, outcomes and main conclusions of the 3 Workshops dedicated to Women Entrepreneurship;

EASME will comment on the submitted report and documents within 30 calendar days.

1.10.3. *Timetable*

The following table gives an overview of the meetings, actions and deliverables over the contract duration, which shall facilitate monitoring.

Indicative Timetable (months/weeks/days)	Meetings	Actions/Deliverables
Month 0		Start date of the contract
Month 1	Kick-off meeting	Submission of invoice for pre-financing payment
Month 3	Progress coordination meeting.	Submission of progress report, including: • A list of countries interested in participating • A mapping of potential invitees in each country • A tentative programme for the first two Workshops • A proposal for the dates of, and potential participants in the first two Workshops • A detailed methodology to be applied in running the Workshops
Month 6	Preparation of the first two Workshops.	

Months 8 to 11	De-briefing on spot and reflexion session with EC/EASME	Organisation of the first two Workshops, including: • A survey of amongst participants, including their feedback and their main comments
Month 12		Submission of first interim report, including: • An evaluation of the first two Workshops; • An updated list of potential invitees in each remaining country; • A proposal for the dates of, and potential participants in the remaining four Workshops; • A revised programme and methodology for the remaining four Workshops Submission of invoice for the first interim payment.
Month 14	Preparation of third and fourth Workshops.	
Months 16 to 19	De-briefing on spot and reflexion session with EC/EASME	Organisation of the third and fourth Workshops, including: • A survey of amongst participants, including their feedback and their main comments
Month 24		Submission of second interim report, including: • An evaluation of the third and fourth Workshops; • A proposal for the dates of, and potential participants in the remaining two Workshops; • A proposed structure and format for the two guides to be published; • A proposal for the final dissemination of the results of the activities. Submission of invoice for the second interim payment.
Month 24	Preparation of fifth and sixth Workshops.	
Months 26 to 29	De-briefing on spot and reflexion session with EC/EASME	Organisation of the fifth and sixth Workshops, including: • A survey of amongst participants, including their feedback and their main comments
Month 31	Meeting to discuss the preparation of the two guides.	
Month 34		Submission of the two draft guides: • A Guide on Entrepreneurship Education

		• A Guide on Women Entrepreneurship
Month 35	Final coordination meeting	
Month 36		Submission of Final Report, including: • An overall evaluation of the activity, including: a) An overall assessment of the usefulness of this activity, b) An inventory of new measures that should take place, c) The proposals for the role to be played by the Commission in this area, d) An evaluation, based on the survey, for a possible continuation of this activity • A set of policy recommendations on Entrepreneurship Education and on Women Entrepreneurship • A final summary of the 6 Workshops, in form of a) A guide on Entrepreneurship Education, b) A guide on Women Entrepreneurship Submission of invoice for the payment of the balance.

1.11. INTELLECTUAL PROPERTY RIGHTS

The intellectual property rights related to the services/studies are foreseen in the draft service contract (Annex 1 to these tender specifications).

1.11.1. *Parts of results pre-existing the contract*

If the results are not fully created for the purpose of the contract this should be clearly pointed out in the tender. Information should be provided about the scope of pre-existing materials, their source and when and how the rights to these materials have been or will be acquired.

1.11.2. *Plagiarism in the tender*

In the tender all quotations or information originating from other sources and to which third parties may claim rights have to be clearly marked (source publication including date and place, creator, number, full title etc.) in a way allowing easy identification.

2. CONTENT, STRUCTURE AND GRAPHIC REQUIREMENTS OF THE DELIVERABLES

The contractor must deliver the final report as indicated below:

2.1. CONTENT

2.1.1. *Final report*

The final report, both in paper and in electronic version, must include:

- ✓ an abstract of no more than 200 words and an executive summary of maximum 6 pages, both in English and French;

- ✓ specific identifiers which must be incorporated on the cover page provided by the Contracting Authority;
- ✓ the following disclaimer: *"The information and views set out in this report are those of the author(s) and do not necessarily reflect the official opinion of EASME or of the Commission. Neither EASME, nor the Commission can guarantee the accuracy of the data included in this study. Neither EASME, nor the Commission or any person acting on their behalf may be held responsible for the use which may be made of the information contained therein."*

2.1.2. Annexes to the final report

The contractor must deliver the Annexes to the final report, in a form of two guides and two short recommendations:

- a. Guide on Entrepreneurship Education,
- b. Guide on Women Entrepreneurship,
- c. Set of recommendations on Entrepreneurship Education,
- d. Set of recommendations on Women Entrepreneurship.

The Annexes must be delivered in a ready-to-publish form. They must be provided in English and must include:

- ✓ in electronic version, both in Word and pdf formats, summarising the contents, outcomes and main conclusions of the 3 Workshops dedicated to Entrepreneurship Education (Guide on Entrepreneurship Education);
- ✓ in electronic version, both in Word and pdf formats, summarising the contents, outcomes and main conclusions of the 3 Workshops dedicated to Women Entrepreneurship (Guide on Women Entrepreneurship);
- ✓ in electronic version, both in Word and pdf formats, set of recommendations on Entrepreneurship Education,
- ✓ in electronic version, both in Word and pdf formats, set of recommendations on Women Entrepreneurship
- ✓ specific identifiers which must be incorporated on the cover page provided by the Contracting Authority;
- ✓ the following disclaimer: *"The information and views set out in this annex to the final report are those of the author(s) and do not necessarily reflect the official opinion of EASME or of the Commission. Neither EASME, nor the Commission can guarantee the accuracy of the data included in this annex to the final report. Neither EASME, nor the Commission or any person acting on their behalf may be held responsible for the use which may be made of the information contained therein."*

2.1.3. Publishable executive summary

The publishable executive summary of the final report and the Annexes must be provided in both in English and French and must include:

- ✓ specific identifiers which must be incorporated on the cover page provided by the Contracting Authority;

- ✓ the following disclaimer: *"The information and views set out in this report are those of the author(s) and do not necessarily reflect the official opinion of EASME or of the Commission. Neither EASME, nor the Commission can guarantee the accuracy of the data included in this study. Neither EASME, nor the Commission or any person acting on their behalf may be held responsible for the use which may be made of the information contained therein."*

2.1.4. Requirements for publication on Internet

EASME is committed to making online information as accessible as possible to the largest possible number of users including those with visual, auditory, cognitive or physical disabilities, and those not having the latest technologies. EASME supports the Web Content Accessibility Guidelines 2.0 of the W3C.

For full details on the Commission policy on accessibility for information providers, see:

http://ec.europa.eu/ipg/standards/accessibility/index_en.htm

For the publishable versions of the final report and its Annex (the two guides), the contractor must respect the W3C guidelines for accessible pdf documents as provided at: <http://www.w3.org/WAI/>.

2.1.5. Graphic requirements

The contractor must deliver the final report and its Annex (the two guides) in full compliance with the corporate visual identity of the European Commission, by applying the graphic rules set out in the European Commission's Visual Identity Manual, including its logo. The graphic rules, the Manual and further information are available at:

http://ec.europa.eu/dgs/communication/services/visual_identity/index_en.htm

A simple Word template will be provided to the contractor after contract signature. The contractor must fill in the cover page in accordance with the instructions provided in the template. The use of templates for studies is exclusive to EASME contractors. No template will be provided to tenderers while preparing their tenders.

3. INFORMATION ON TENDERING

3.1. PARTICIPATION

Participation in this procurement procedure is open on equal terms to all natural and legal persons coming within the scope of the Treaties, as well as to international organisations.

It is also open to all natural and legal persons established in a third country which has a special agreement with the Union in the field of public procurement on the conditions laid down in that agreement.

States covered by the Public Procurement Agreement concluded within the World Trade Organisation are not included in this call for tenders as the Executive Agencies are not signatories of the Agreement.

3.2. CONTRACTUAL CONDITIONS

The tenderer should bear in mind the provisions of the draft contract which specifies the rights and obligations of the contractor, particularly those on payments, performance of the contract, confidentiality, and checks and audits.

3.3. COMPLIANCE WITH APPLICABLE LAW

The tender must comply with applicable environmental, social and labour law obligations established by Union law, national legislation, collective agreements or the international environmental, social and labour conventions listed in Annex X to Directive 2014/24/EU²⁶.

3.4. JOINT TENDERS

A joint tender is a situation where a tender is submitted by a group of economic operators (natural or legal persons). Joint tenders may include subcontractors in addition to the members of the group.

In case of joint tender, all members of the group assume joint and several liability towards the Contracting Authority for the performance of the contract as a whole, i.e. both financial and operational liability. Nevertheless, tenderers must designate one of the economic operators as a single point of contact ("the leader") for the Contracting Authority for administrative and financial aspects as well as operational management of the contract.

After the award, the Contracting Authority will sign the contract either with all members of the group, or with the leader on behalf of all members of the group, authorised by the other members via powers of attorney.

3.5. SUB-CONTRACTING

Subcontracting is the situation where a contract has been or is to be established between the contracting authority and a contractor/tenderer only and where the contractor or tenderer, in order to carry out that contract, enters into legal commitments with other entities for performing parts of the contract. The contracting authority has no direct legal commitment with the subcontractor(s). In practice, any third party involved in the contract implementation which has no legal link with the contracting authority but with the contractor will be considered as subcontractor (e.g. any other company which does not participate in the contract execution but provides financial capacity).

Subcontracting is permitted but the contractor will retain full liability towards the contracting authority for performance of the contract as a whole.

Tenderers are required to identify all subcontractors whose capacity is necessary to fulfil the selection criteria.

3.6. COSTS

Tenderers themselves will bear the costs of drawing up their tenders and EASME will not be liable to pay any compensation if a tender is rejected or if it decides not to select any tender.

3.7. CONTENT OF THE TENDER

The tenders must be presented as follows:

- Part A: Identification of the tenderer (see Section 3.8)
- Part B: Non-exclusion (see Section 4.2)
- Part C: Selection (see Section 4.3)

²⁶ Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC (OJ L 94, 28.3.2014, p. 65).

➤ Part D: Technical offer (including Annex 6)

The technical offer must cover all aspects and tasks required in the tender specifications and provide all the information needed to apply the award criteria. Offers deviating from the requirements or not covering all minimum requirements may be rejected on the basis of non-compliance with the tender specifications and will not be evaluated.

For the appraisal, the written submission shall include a clear and detailed description of the organisation, technical and human resources and methodology proposed. The tenderers will provide a practical and detailed description of the technical and human resources and services proposed to achieve the objectives and results set out in Sections 1.3, 1.4, 1.6 and 1.7 above.

➤ Part E: Financial offer (Annex 7)

The price for the tender must be quoted in euro. Tenderers from countries outside the euro zone have to quote their prices in euro. The price quoted may not be revised in line with exchange rate movements. It is for the tenderer to bear the risks or the benefits deriving from any variation.

Prices must be quoted free of all duties, taxes and other charges, including VAT, as the European Union is exempt from such charges under Articles 3 and 4 of the Protocol on the privileges and immunities of the European Union. The amount of VAT may be shown separately.

The quoted price must be a fixed amount which includes all charges (including travel and subsistence). Travel and subsistence expenses are not refundable separately.

3.8. IDENTIFICATION OF THE TENDERER: LEGAL CAPACITY AND STATUS

The tender must include a **cover letter** (letter of submission of tender - Annex 2) presenting the name of the tenderer (including all entities in case of joint offer) and identified subcontractors if applicable, and the name of the single point of contact (leader) in relation to this procedure.

In case of joint tender, the cover letter must be signed either by an authorised representative for each member, or by the leader authorised by the other members with powers of attorney (Annex 4). The signed powers of attorney must be included in the tender as well. Subcontractors that are identified in the tender must provide a letter of intent (Annex 5) signed by an authorised representative stating their willingness to provide the services presented in the tender and in line with the present tender specifications.

All tenderers (including all members of the group in case of joint tender) must provide a signed Legal Entity Form with its supporting evidence. The form is available on:

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

Tenderers that are already registered in the Contracting Authority's accounting system (i.e. they have already been direct contractors) must provide the form but are not obliged to provide the supporting evidence.

The tenderer (or the leader in case of joint tender) must provide a Financial Identification Form with its supporting documents. Only one form per tender should be submitted. No form is needed for subcontractors and other members of the group in case of joint tender. The form is available on: http://ec.europa.eu/budget/contracts_grants/info_contracts/index_en.cfm.

The tenderer (and each member of the group in case of joint tender) must declare whether it is a Small or Medium Size Enterprise in accordance with Commission Recommendation 2003/361/EC²⁷. This information is used for statistical purposes only.

4. EVALUATION AND AWARD

4.1. EVALUATION STEPS

The evaluation is based solely on the information provided in the submitted tender. It involves the following:

- ✓ Verification of non-exclusion of tenderers on the basis of the exclusion criteria
- ✓ Selection of tenderers on the basis of selection criteria
- ✓ Verification of compliance with the minimum requirements set out in these tender specifications
- ✓ Evaluation of tenders on the basis of the award criteria

The contracting authority may reject abnormally low tenders, in particular if it established that the tenderer or a subcontractor does not comply with applicable obligations in the fields of environmental, social and labour law.

The Contracting Authority will assess these criteria in no particular order. The successful tenderer must pass all criteria to be awarded the contract.

4.2. VERIFICATION OF NON-EXCLUSION

All tenderers must provide a declaration on honour (Annex 3), signed and dated by an authorised representative, stating that they are not in one of the situations of exclusion listed in that declaration on honour.

In case of joint tender, each member of the group must provide a declaration on honour signed by an authorised representative.

In case of subcontracting all subcontractors whose capacity is necessary to fulfil the selection criteria must provide a declaration on honour signed by an authorised representative.

The contracting authority reserves the right to verify whether the successful tenderer is in one of the situations of exclusion by requiring the supporting documents listed in the declaration of honour.

The successful tenderer must provide the documents mentioned as supporting evidence in the declaration on honour before signature of the contract and within a deadline given by the contracting authority. This requirement applies to each member of the group in case of joint tender and to all subcontractors whose capacity is necessary to fulfil the selection criteria.

The obligation to submit supporting evidence does not apply to international organisations.

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit the documentary evidence if it has already been submitted for another procurement procedure and provided the documents were issued not more than one year before the date of their request by the contracting authority and are still valid at that date. In such cases, the tenderer must declare on its honour that the documentary evidence has already been provided

²⁷ OJ L 124/36, 20.5.2003

in a previous procurement procedure, indicate the reference of the procedure and confirm that that there has been no change in its situation.

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit a specific document if the contracting authority can access the document in question on a national database free of charge.

4.3. SELECTION CRITERIA

Tenderers must prove their legal, regulatory, economic, financial, technical and professional capacity to carry out the work subject to this procurement procedure.

The tenderer may rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. It must in that case prove to the Contracting Authority that it will have at its disposal the resources necessary for performance of the contract, for example by producing an undertaking on the part of those entities to place those resources at its disposal.

The tender must include the proportion of the contract that the tenderer intends to subcontract.

4.3.1. Declaration and evidence

The tenderers (and each member of the group in case of joint tender) and subcontractors whose capacity is necessary to fulfil the selection criteria must provide the declaration on honour (see Annex 3), signed and dated by an authorised representative, stating that they fulfil the selection criteria applicable to them. In case of joint tender or subcontracting, the criteria applicable to the tenderer as a whole will be verified by combining the various declarations for a consolidated assessment.

This declaration is part of the declaration used for exclusion criteria (see Section 4.2) so only one declaration covering both aspects should be provided by each concerned entity.

The Contracting Authority will evaluate selection criteria on the basis of the declarations on honour (Annex 3) and the information included in the tables in Annex 2.1, and Annex 2.2, fully completed and the evidence, where requested. Nevertheless, it reserves the right to require (additional) evidence of the legal and regulatory, financial and economic and technical and professional capacity of the tenderers at any time during the procurement procedure and contract performance. In such case the tenderer must provide the requested evidence without delay. The Contracting Authority may reject the tender if the requested evidence is not provided in due time.

After contract award, the successful tenderer will be required to provide the necessary evidence before signature of the contract and within a deadline given by the Contracting Authority. This requirement applies to each member of the group in case of joint tender and to subcontractors whose capacity is necessary to fulfil the selection criteria.

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit the documentary evidence if it has already been submitted for another procurement procedure and provided the documents were issued not more than one year before the date of their request by the contracting authority and are still valid at that date. In such cases, the tenderer must declare on its honour that the documentary evidence has already been provided in a previous procurement procedure, indicate the reference of the procedure and confirm that that there has been no change in its situation.

A tenderer (or a member of the group in case of joint tender, or a subcontractor) is not required to submit a specific document if the contracting authority can access the document in question on a national database free of charge.

4.3.2. *Legal and regulatory capacity*

Tenderers must prove that they are allowed to pursue the professional activity necessary to carry out the work subject to this call for tenders. The tenderer (including each member of the group in case of joint tender) must provide the following information in its tender if it has not been provided with the Legal Entity Form:

- For legal persons, a legible copy or of the notice of appointment of the persons authorised to represent the tenderer in dealings with third parties and in legal proceedings, or a copy of the publication of such appointment if the legislation applicable to the legal person requires such publication. Any delegation of this authorisation to another representative not indicated in the official appointment must be evidenced.
- For natural persons, if required under applicable law, a proof of registration on a professional or trade register or any other official document showing the registration number.

4.3.3. *Economic and financial capacity criteria*

The tenderer must have the necessary economic and financial capacity to perform this contract until its end. In order to prove its capacity, the tenderer must comply with the following selection criterion:

Its average annual turnover for the last two years for which the accounts have been closed²⁸ shall amount to at least one and a half times the volume of the market as specified in point II.1.5 of the contract notice. This criterion applies to the tenderer as a whole, i.e. in case of a joint tender the combined capacity of all members of a group and identified subcontractors.

To this effect tenderers are requested to submit a Statement of Turnover in accordance with Annex 2.1 of these tender specifications completed with the information requested.

The following evidence (only in electronic version or link to website) will also be provided with the tender:

- ✓ Copy of the Profit and Loss accounts for the last two years for which the accounts have been closed from each concerned legal entity;

Failing that,

- ✓ Appropriate statements from banks;

or

- ✓ Evidence of professional risk indemnity insurance.

If, for some exceptional reason which the Contracting Authority considers justified, a tenderer is unable to provide one or other of the above documents, it may prove its economic and financial capacity by any other document which the Contracting Authority considers appropriate. In any

²⁸ In the case of joint tender or identified sub-contractors, the turnover must be provided for the same two years for all the partners/subcontractors.

case, the Contracting Authority must at least be notified of the exceptional reason and its justification. The Contracting Authority reserves the right to request any other document enabling it to verify the tenderer's economic and financial capacity.

4.3.4. *Technical and professional capacity criteria and evidence*

Tenderers must provide in their offer the table in Annex 2.2 of these tender specifications, exhaustively completed with all the necessary information.

The evidence mentioned below must be provided only on request, except evidences B1, B2, and B3 (CV) that should be a part of the submitted offer.

A. Criteria relating to tenderers:

Tenderers (in case of a joint tender the combined capacity of all members of the group and identified subcontractors) must comply with the criteria listed below:

The project references indicated below consist in a list of relevant services provided in the past, with the sums, dates and clients, public or private, accompanied by supporting evidence.

Criteria	Evidence
Criterion A1: The tenderer must prove experience in in the organisation of events, like conferences and workshops, across COSME countries and with the participation of high-level representatives (e.g. policy makers, chief executive officers (CEOs) of business organisations, etc.) from different countries.	✓ Evidence A1: The tenderer must provide details and supporting evidence for at least 3 such events organised in the last 5 years. In particular, for each event organised the following information will be provided: title of the event, location, number of participants, name of the organisation(s) funding the event, website of the event (if still available), agenda of the event and list of participants.
➤ Criterion A2: The tenderer must prove experience in running and facilitating highly interactive events, by using Participatory Leadership or other similar methodologies, co-active participation, use of collective intelligence to make decisions, set purpose-oriented and collectively agreed agenda, priorities and outcomes, engaging all participants, collectively defining and reaching out needs, etc.)	✓ Evidence A2: the tenderer must provide details and supporting evidence for at least 3 such events organised in the last 5 years. In particular, for each event organised the following information will be provided: title of the event, location, number of participants, name of the organisation(s) funding the event, website of the event (if still available), agenda of the event and list of participants.
✓ Criterion A3: The tenderer must prove knowledge of entrepreneurship policy and experience in working on policy-related projects, in particular in the fields of education for entrepreneurship and of female entrepreneurship, including experience in writing policy reports and documents.	✓ Evidence A3: The tenderer must provide details and supporting evidence for managing or co-organising at least 2 policy-related projects or activities in the last 3 years, where each of the two policy areas addressed by this call (Entrepreneurship Education and Women Entrepreneurship,) is has been covered by at least one project. The following information needs to be provided: title of the project, name of the organisation funding it, budget, website of the activity (if still available), outcomes of the

	project (links to final reports or guides published, etc.).
✓ Criterion A4: The tenderer must prove its capacity to work in COSME countries.	✓ The tenderer must provide evidence of at least 2 projects delivered in the last 3 years. The combination of projects must cover²⁹ the required geographical scope covering at least 3 COSME countries. ✓ In addition, the tenderer must prove that it has contacts in the COSME countries not covered by its project or activities in order to ensure the required geographical coverage. For this purpose, the tenderer must provide letters of intent from the contact points.

Any tenderer with a professional conflict of interest will be rejected on the basis not fulfilling selection criteria for professional capacity.

B. Criteria relating to the team delivering the service:

The team delivering the service should include, as a minimum, the following profiles.

Evidence will consist in CVs of the team responsible to deliver the service. Each CV should indicate the intended function in the delivery of the service.

Criteria	Evidence
✓ Criterion B1 - Project managers: at least 1 member of the team with at least 5 years' professional experience in project management, including overseeing project delivery, quality control of delivered service, client orientation and conflict resolution, in projects of a similar size (at least €800.000) and coverage (at least 3 COSME countries covered).	✓ Evidence B1 - CV
✓ Criterion B2 - Experts: at least 3 members of the team with at least 3 years' professional experience in organising and managing workshops and/or conferences across COSME countries and with participants from different countries.	✓ Evidence B2 - CV
✓ Criterion B3 - Experts: at least 2 members of the team with at least 5 years' professional experience in entrepreneurship policy and/or support, in particular, as regards education for entrepreneurship and women entrepreneurship.	✓ Evidence B3 - CV
✓ Criterion B4 - Language quality check: at least 3 members of the team should have at least C2 level in English in the	✓ Evidence B4 - A language certificate or be a native speaker

²⁹ Geographical balance: experience in only one country or even in only one region of Europe – e.g. South Europe or North-Europe - will not be considered as sufficient.

Common European Framework for Reference for Languages ³⁰ , and at least 3 members of the team should have at least C1 level.	
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4.4. AWARD CRITERIA

The contract will be awarded based on the most economically advantageous tender, according to the 'best price-quality ratio' award method. The quality of the tender will be evaluated based on the following criteria. The maximum total quality score is 100 points.

Tenders that receive less than 70% of the maximum possible mark for the whole quality evaluation or less than 50% for each of the quality criteria will be eliminated and their final score will not be calculated. Tenders that do not reach the minimum quality levels will be rejected and will not be ranked.

Criteria	Points	
1. Relevance of the topics to be addressed. This criterion will assess whether the tender includes - not just in the introduction but throughout the text and under each Work Package - a deep understanding of the context, recent developments, challenges and potential factors of success for the activity as described in these tender specifications, as regards the policy areas of entrepreneurship education and women entrepreneurship, providing a relevant selection of preliminary topics and target groups and potential outcomes.	35	
2. Quality of the proposed methodology, and in particular: - Sub-criterion 2.1: Quality of the proposal in designing the concept of the Workshops, and in describing a full-fledged strategy to ensure a high level of interest from potential participants and the maximum involvement of the COSME countries, national authorities and key stakeholders. - Sub-criterion 2.2: Appropriateness and relevance of the proposed methodology for the logistical organization of the Workshops, including inviting participants, identifying the venues, arranging participants' travelling and accommodation, ensuring all necessary services at the locations of the Workshops;	45 (20) (15)	

³⁰ See http://www.coe.int/t/dg4/linguistic/Cadre1_en.asp

- Sub-criterion 2.3: Appropriateness and relevance of the proposed methodology for the dissemination of information on the outcomes of the Workshops, and for preparing the ground for potential follow-up actions at EU level.	(10)	
3. Organisation of the work and resources. Sub-criterion 3.1. The adequacy of the distribution of the roles and responsibilities of the proposed team and of the different economic operators (in case of joint tenders, including subcontractors if applicable) for the tasks to be performed. Sub-criterion 3.2. The adequacy of the global allocation of time and resources to the project and to each task or deliverable, The tender should provide details on the allocation of time and human resources and the rationale behind the choice of this allocation. Details should be provided as part of the technical offer. Sub-criterion 3.3. The pertinence of quality control measures. This criterion will assess the quality control system applied to the service described in the tender specifications concerning the quality of the deliverables, the language quality check, and continuity of the service in case of absence of the member of the team. Details should be provided as part of the technical offer. The quality system must be detailed and specific to this particular tender; a generic quality system will result in a low score.	20	

4.5. RANKING OF TENDERS

The contract will be awarded to the most economically advantageous tender, i.e. the tender offering the best price-quality ratio determined in accordance with the formula below. A weight of 70/30 is given to quality and price.

score for tender X	=	$\frac{\text{cheapest price}}{\text{price of tender X}}$	*	100	*	price weighting (30 %)	+	total quality score (out of 100) for all award criteria of tender X	*	quality criteria weighting (70 %)
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The tender ranked first after applying the formula will be awarded the contract.

4.6. INFORMATION TO TENDERERS ON THE FINAL EVALUATION

EASME will inform tenderers of decisions reached concerning the award of the contract, including the grounds for any decision not to award a contract or to recommence the procedure.

EASME will inform all rejected tenderers of the reasons for their rejection and all tenderers submitting an admissible tender of the characteristics and relative advantages of the selected tender and the name of the successful tenderer.

However, certain information may be withheld where its release would impede law enforcement or otherwise be contrary to the public interest, or would prejudice the legitimate commercial interests of economic operators, public or private, or might prejudice fair competition between them.

5. ANNEXES

The following documents are annexed to these specifications and form an integral part of them:

Annex 1: Draft contract (for information)

Annex 2: Letter of submission of tender (to be filled in and signed by the tenderer)

- Annex 2.1. – Statement of turnover
- Annex 2.2. – Technical capacity

Annex 3: Declaration on honour (exclusion and selection criteria)

Annex 4: Power of attorney

Annex 5: Letter of intent for sub-contractors

Annex 6: Technical tender form

Annex 7: Financial offer (price and breakdown of costs)

Annex 8: Checklist for Submission