



CALL FOR TENDERS

N° FCH contract 192

TENDER SPECIFICATIONS

Study on

**Value Chain and Manufacturing Competitiveness Analysis for Hydrogen
and Fuel Cells technologies**

Reference number: FCH JU 2017 D4478

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1. INFORMATION ON TENDERING

1.1. 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. Where the plurilateral Agreement on Government Procurement¹ concluded within the World Trade Organisation applies, the participation to this procedure is also open to all natural and legal persons established in the countries that have ratified this Agreement, on the conditions it lays down.

For British candidates or tenderers:

Please be aware that after the UK's withdrawal from the EU, the rules of access to EU procurement procedures of economic operators established in third countries will apply to candidates or tenderers from the UK depending on the outcome of the negotiations. In case such access is not provided by legal provisions in force, candidates or tenderers from the UK could be rejected from the procurement procedure.

1.2. 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, intellectual property and checks and audits**.

1.3. Contract Duration

The service contract resulting from this call for tender will enter into force on the date on which it is signed by the last contracting party.

The service contract will have a maximum duration of 8 months from the date on which it enter into force, and may be extended for an additional period of 2 months via a written agreement.

The service contract must be signed by the contractor first and returned to the contracting authority.

1.4. Volume of the contract

The global value of the service contract is estimated to be **no more than EUR 400.000,00** over the maximum possible duration of 10 months (8 months duration of the contract plus a possibility for extension for an additional period of 2 months through written agreement).

¹ See http://www.wto.org/english/tratop E/gproc e/gp_gpa e.htm

1.5. Variants

Variants are not allowed. Tenderers may not submit bids for only part of the services required.

1.6. 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/EU².

1.7. 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.

1.8. Subcontracting

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 share of the contract is above 10% and/or whose capacity is necessary to fulfil the selection criteria. Please note that if subcontractors are proposed, the declaration relating to the exclusion criteria must be provided by each of them.

During contract performance, the change of any subcontractor identified in the tender or additional subcontracting will be subject to prior written approval of the Contracting Authority.

1.9. Structure and content of the tender

The tenders must be presented as follows:

² 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 A: Identification of the tenderer (see section 1.7)

Part B: Non-exclusion (see section 4.1)

Part C: Selection (see section 4.2)

Part D: Technical offer

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

Part E: Financial offer

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 FCH 2 JU 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.

In case of joint tenders and /or subcontracting, the breakdown shall include the division of costs per consortium partner / subcontractor.

The tenderers shall give an indicative repartition of the price between different categories of costs (staff, travel including accommodation and per diem costs, publication costs, etc.) and the tasks/roles of the various staff members involved in the project.

In addition, the tenderers shall give an indicative repartition of this price between the tasks described under Section 2.4 of this document.

Assessment of the price:

The total price for all tasks presented in the financial offer will be taken into consideration at the calculation of the tenderer's total score, in accordance with the ranking formula described in Section 4.4 (Ranking of Tenders) of this document.

1.10. Identification of the tenderer

The tender must include a **cover letter** signed by an authorised representative presenting the name of the tenderer (including all entities in case of joint tender) and identified subcontractors if applicable, and the name of the single contact point (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. 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 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 FCH 2 JU'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.

2. TECHNICAL SPECIFICATIONS

2.1. Context and background information

Nowadays, one of the main goals of the European Union is to become a smart, sustainable and inclusive economy, in order to prevent or mitigate climate change from reaching dangerous levels while boosting economic growth. *Europe 2020: A European Strategy for Smart, Sustainable, and Inclusive Growth*³, sets out the EU's strategy to boost jobs, growth and investment that is focused on five goals in the areas of employment, innovation, education, poverty reduction and climate/energy. It aims to deliver growth that is: smart, through more effective investments in education, research and innovation; sustainable, thanks to a decisive move towards a low-carbon economy; and inclusive, with a strong emphasis on job creation.

Concerning the climate and energy framework and aiming at limiting the EU's dependence, bringing down energy prices and reducing greenhouse gas (GHG) emissions, the European Commission presented far-reaching proposals for a "*European Energy Union*"⁴ in February 2015. The proposals are grouped into five areas: security of supply, a fully integrated internal

³ More information on Europe 2020 can be found on the European Commission's website: http://ec.europa.eu/europe2020/index_en.htm

⁴ <http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52015DC0080&from=EN>

energy market, improved energy efficiency, emissions reduction, and research and innovation. Overall, the proposals encompass a diverse set of measures for making the transition to a more sustainable, resource-efficient and low-carbon energy system to ensure secure, affordable and climate-friendly energy for EU citizens and businesses by allowing a free flow of energy across national borders within the EU, and bringing new technologies and renewed infrastructure to cut household bills, create jobs and boost growth. In this sense, the *European Energy Union* is called to contribute to build the so-called ‘green growth’, by taking into account simultaneously the complementarity of both short-term economic growth and long-term environmental sustainability.

Europe is a technology leader in certain Fuel Cells and Hydrogen (FCH) applications and very competitive in others. Fuel Cells, as an efficient conversion technology, and Hydrogen, as a clean energy carrier, hold great promise for energy and transport applications from the perspective of meeting Europe’s energy, environmental and economic challenges. It is recognised that FCH technologies have an important role in this transformation and they are part of *the Strategic Energy Technologies Plan*⁵ (SET Plan) adopted by the European Council. Establishing a European industrial supply chain in FCH technologies is considered fundamental to maximize the synergies between economic development and environmental protection that these technologies will bring to our society, while contributing to create the conditions for a more competitive economy and sustainable growth.

The set-up of a competitive European manufacturing supply chain on FCH technologies and critical components or systems will effectively contribute to the EU economic recovery and sustainable growth - one of the pillars of the Europe’s Energy Union – by creating thousands of new jobs in a knowledge-based society, and will undoubtedly sustain the increasing demand of these products, supporting concurrently serial production capacities and low cost products based in Europe. Indeed, similar initiatives have been put in place worldwide, such as the ones already initiated in Asia (Japan, Korea) and in the USA (New Clean Energy Manufacturing Initiative). Based on these and other experiences around the globe, it is reasonable to believe that the deployment of the European industrial offer may start focusing on key enabling components or sub-systems with associated pilot lines. These different system manufacturers will deliver products for all the markets where FCH technologies contribute to reaching Europe’s 2030 targets.

The Fuel Cells and Hydrogen Joint Undertaking (FCH JU) is a unique public private partnership between the European Commission, European industry and European research organisations aiming at supporting research, technological development and demonstration (RTD) activities in FCH technologies in Europe. Established by a Council Regulation on 30 May 2008 as a catalyst for innovation and commercialization, the FCH JU was succeeded by the current second phase (FCH 2 JU) with a renewed mandate in 2014 under the framework of the Horizon 2020 research and innovation programme.

As interface between public authorities and private actors in the European FCH sector, the FCH 2 JU decided to commission on 2016 a preliminary study on the analysis of the FCH supply chain in Europe. This preliminary study included: The analysis and mapping of the European

⁵ More information on the Strategic Energy Technologies Plan can be found at the European Commission’s website: <https://ec.europa.eu/energy/en/topics/technology-and-innovation/strategic-energy-technology-plan>

FCH supply chain for selected FCH applications in Europe; SWOT and gap analysis of the current European supply chains in comparison with other regions of the world; The development of scenarios of the future of the European FCH supply chain to 2020 and 2030 and; The provision of recommended actions to promote European leadership in the sector.

The far-reaching objective of this analysis is to assess the potentially enormous benefits and contribution that these technologies and this sector could bring to EU's goals within the climate and energy framework, while raising competitiveness, sustainable growth and innovation in Europe. To this end, an in-depth study on this matter - the one proposed in this specification - is needed. The FCH 2 JU has contracted a preliminary study in this field, narrower in scope, whose results are not public, but which will be shared with the successful contractor if necessary. The in-depth study shall include the FCH industry and the manufacturing supply chain as well as the knowledge-related dimension in such a detail that permits a thorough analysis of the dimension, structure, etc. of the European FCH sector and the characterization of the factors that influence the European competitiveness. This in-depth study will provide valuable information to support, based on facts, the contribution that this sector could bring to the definition of next EU policies in these domains, as well as to define concrete actions to strengthen and reinforce the European FCH sector.

2.2. Objectives of the study

The objective of the proposed study is to perform an in-depth analysis of the European FCH value chain and manufacturing competitiveness to assess the dimension and contribution that the European FCH sector could make to the European economic recovery and sustainable growth, and to recommend specific actions and investments to public and private stakeholders to support fact-based strategic decisions.

The proposed study shall address at least the following specific objectives:

1. **In-depth analysis and updated mapping of the European FCH supply chain** for transport and energy sectors including the manufacturing supply chain in order to provide a clear view of the composition, structure, dimension, etc. of the European FCH sector nowadays.
2. **In-depth analysis and updated mapping of the European FCH knowledge-based actors** such as research centres, universities, etc. in order to provide a clear view of the composition, structure, dimension, etc. of the European FCH sector in these domains and its contribution along the European FCH supply chains.
3. **Value chain and manufacturing competitiveness analysis**, identifying the parts of the supply chain of greatest value and/or bottlenecks at component level for transport and energy applications, including the assessment of the European research capabilities around them, and including their benchmark in the worldwide context in comparison to global competition.
4. **Simulation and assessment of potential development scenarios by 2024 and 2030 for the European FCH value chain and manufacturing competitiveness**, encompassing a detailed global and EU deployment modelling, evolution of the future competitiveness of European supply chains, and quantified scenario impacts.

5. **Analysis and recommendations on specific actions and investments**, providing a set of actions at component level, targeted applications, and the European sector as a whole on the factors that influence the competitiveness of FCH related manufacturing to reinforce and increase the European position and leadership.

2.3. Methodology

The tenderer shall explain the methodology it proposes in order to achieve the objectives of the study and carry out the tasks to be performed. The tenderer must also ensure that the data used is suitable for publication by the FCH 2 JU, and provide appropriate references of the sources use, if applicable.

When outlining their methodology, tenderers shall identify possible difficulties/risks and propose effective ways of addressing them, should they materialise.

The FCH JU has granted funding to large number of legal entities and if needed, could provide to the successful tenderer a list of participants in projects that may be used solely for the purposes of implementing the work under this contract. The contractor may act only under the supervision of the FCH 2 JU as data controller, in particular with regard to the purposes of the processing, the categories of data that may be processed, the recipients of the data and the means by which the data subject may exercise its rights.

2.4. Tasks

The contractor is expected to cover in the study at least the following key tasks:

- **In-depth analysis and updated mapping of the European FCH supply chain**, including the supply chain for transport and energy sectors organized by targeted applications.

The **in-depth analysis and mapping of the supply chain shall be structured in key applications** in the fields of transport and energy, but going into detail of critical components. It shall cover the applications already targeted within the preliminary study (for transportation: FCEV, FC Buses, HRS, FC Forklifts; for stationary energy systems: micro-CHP, large FC CHP and primary power, electrolyzers and hydrogen storage systems – mainly CGH₂), and shall expand this exercise to cover the following: small (5-100kWe) and medium (100-400kWe) FC CHP, FC backup power systems, FC power generators (gen sets), reformers, and possibly maritime and inland boats.

Nevertheless, the tenderer is free to propose additional applications that may complement the analysis by its relevance, providing a justification of the benefit to the objectives of this study.

Only for the FCH applications not covered within the preliminary study – see previous paragraph, the analysis shall provide the **description of the investigated supply chains mapped and the component process flows** based on current technologies, as well the European industrial suppliers and their Technology and Manufacturing Readiness Level across the entire supply chain (i.e. Tier 1, 2, 3). For example, for portable FC the mapping and analysis shall include those European entities related to the main systems such as the FC stack, FC system, the hydrogen storage (and if possible distribution) system, power electronics (DC/DC converters, DC/ AC inverter, etc.), etc.

The analysis shall include the **assessment and validation of critical components choice** for all applications, and the tenderer shall propose a methodology for this validation, that at least shall include a detailed cost breakdown analyses among other criteria.

A thorough **SWOT and gap analysis of the current European supply chains** in comparison with other regions of the world shall be included per application but also **at critical component level**.

The in-depth analysis and updated mapping shall include a **holistic characterisation of the supply chain actors**. Apart from the Technology Readiness Levels (TRL) and Manufacturing Readiness Levels (MRL) indicators of each of the actors along the supply chain, it shall include information concerning their relation to the so-called Commercial Readiness, providing insights about the production volume associated to the TRL and MRL indicators referred to. In this sense, special attention should be given to precise if the suppliers' components are already products, demonstrator or prototypes, their yearly production capacity volume in 2017 and evolution over time, and if the product is dedicated to the investigated application or generic. The characterisation of each actor shall contain enough information to assess the socio-economic-related dimension and relevance of such actor, and ultimately of such supply chain or sector, such as the number of employees, yearly turnover, yearly investments, gross value added, European value added, etc. in relation to the corresponding FCH technology and/or FCH application. The tenderer is free to propose additional information that may complement the characterisation, providing a justification of the benefit to the objectives of this study. Nevertheless, the tenderer shall explain in the offer explicitly what type of information is going to be gathered and how it plans to collect these data.

It shall include the **update and refurbishment of the current FCH 2 JU database** of entities within the European supply chain created in the preliminary study (over 400 entities), streamlining the fields and categories of such database to ensure this tool is useful to provide a clear view of the composition, structure, dimension, etc. of the European FCH sector nowadays, and its socio-economic dimension. In this sense, the tenderer shall explain how they plan to derive conclusions about the potential contribution of the European FCH sector to the economic recovery and growth, and shall provide an estimation of the expected final number of entities for the database. The FCH 2 JU will make the database available to the successful contractor at the kick-off meeting. This task includes the **update of the interactive map** developed for the FCH2 JU through a previous contract and for which the FCH 2 JU will give access to the successful tenderer.

Important note: both the update of the database and the update of the interactive map should be envisaged when proposing a tender offer in terms of resources needed, and in terms of skills of the staff and experience in these fields. However, the detailed methodology and work plan on these aspects will be agreed together with the FCH 2 JU after signature of the contract and within the first month, and shall be subject to an inception report. The tenderer is not expected to detail its methodology on these aspects in its offer. A cost-effective mechanism to maintain this database updated after the end of this contract will also be discussed and outlined.

Concerning the data gathering, the tenderer shall outline in the offer the design of a template for an **on-line form** to be used as data collection instrument to populate the FCH 2 JU database from entities on a spontaneous candidature basis, and the methodology to integrate this into the database after corroborating the veracity of the information provided.

Finally, the tenderer is requested to include within the terms of the offer the **layout of a webpage** to be hosted onto the FCHJU website, which at least shall include the interactive map, the abovementioned form, and some aggregated key indicators from the database. However, the detailed methodology and work plan on these aspects will be agreed together with the FCH 2 JU after signature of the contract and within the first month, and shall be subject to an inception report.

- **In-depth analysis and updated mapping of the European FCH knowledge-based actors**

The **in-depth analysis and mapping of the European FCH knowledge-based actors** shall follow as much as possible the approach proposed in the previous point for the mainly industry-related FCH supply chain. Focused on the European FCH knowledge-based actors such as research centres, academia, etc. this task shall include an in-depth analysis and mapping of the European FCH knowledge-based actors as a whole, providing a clear picture of the European situation in these fields. In addition, it shall include the mapping and analysis of the contribution and effectiveness of the European FCH knowledge-based actors along the supply chain, using the description of the investigated supply chains mapped and the component process flow, structured in key applications, and at component level. This is considered valuable information to the subsequent value chain analyses proposed.

A thorough **SWOT and gap analysis of the current European FCH knowledge-based actors** in comparison with other regions of the world shall be included per application but also at critical component level.

It shall include a **thorough characterisation of the European FCH knowledge-based actors** in order to perform the in-depth analysis, but also to provide clear inputs for the subsequent value chain and competitiveness assessment. At least, data about its specialist skill sets, its current (and potential) contribution or participation along the supply chains, etc. shall be included in the offer. The tenderer is free to propose additional information that may complement the characterisation, providing a justification of the benefit to the objectives of this study. Nevertheless, the tenderer shall explain in the offer explicitly what type of information is going to be gathered and how it plans to collect these data.

It shall include the **update and refurbishment of the current FCH 2 JU database** of entities created in the preliminary study (over 400 entities), streamlining the fields and categories of such database to ensure this tool is useful to provide a clear view of the composition, structure, dimension, etc. of the European FCH sector nowadays, and its socio-economic dimension. In this sense, the tenderer shall explain how they plan to derive conclusions about the potential contribution of the European FCH sector to the economic recovery and growth, and shall provide an estimation of the expected final number of entities for the database. The FCH 2 JU will make the database available to the successful contractor at the kick-off meeting. This task includes **the update of the interactive map** developed for the FCH2 JU through a previous contract and for which the FCH 2 JU will give access to the successful tenderer.

Important note: both the update of the database and the update of the interactive map should be envisaged when proposing a tender offer in terms of resources needed, and in terms of skills of the staff and experience in these fields. However, the detailed methodology and work plan on these aspects will be agreed together with the FCH 2 JU

after signature of the contract and within the first month, and shall be subject to an inception report. The tenderer is not expected to detail its methodology on these aspects in its offer. A cost-effective mechanism to maintain this database updated after the end of this contract will also be discussed and outlined.

The tenderer shall outline in the offer the design of a template for an **on-line form** to be used as data collection instrument to populate the FCH 2 JU database from entities on a spontaneous candidature basis, and the methodology to integrate this into the database after corroborating the veracity of the information provided. Finally, the tenderer is requested to include within the terms of the offer the **layout of a webpage** to be hosted onto the FCH JU website, which at least shall include the interactive map, the abovementioned form, and some aggregated key indicators from the database. However, the detailed methodology and work plan on these aspects will be agreed together with the FCH 2 JU after signature of the contract and within 2 months, and shall be subject to an inception report.

- **Value chain and manufacturing competitiveness analysis** shall include the **identification of parts of the supply chain of greatest value and bottlenecks at component level**, based on a thorough multidisciplinary assessment addressing different perspectives. Factors related to (i) technological competitiveness: innovation, proprietary know-how, research strengths, etc.; (ii) manufacturing competitiveness (for critical components only), capacity/volumes... and (iii) contribution to economic recovery and green growth: employment, investments, gross value added, European value added, etc. shall at least be considered by the tenderer in the offer, showing clearly the plan to perform these analyses and the expected outcomes. The tenderer is free to propose additional information that may complement this analysis, providing a justification of the benefit to the objectives of this study. Nevertheless, the tenderer shall explain clearly in the offer the methodology and approach to carry to its end such holistic and multidisciplinary analysis.

This shall include a thorough **SWOT and gap analysis** of the current European value chains for all the FCH targeted applications, including their benchmark in the worldwide context in comparison with other regions of the world, but **going into detail of critical components and parts of the supply chain of greatest value** (and bottlenecks) **at component level**. This shall include the full analysis of the current and potential supply chain players for each critical component (or supply chain segment), and the assessment of the competitiveness of players active today, providing a clear understanding of the needs and/ or gaps to improve the competitiveness of the European FCH value chain. Concerning the international benchmark in the worldwide context, this shall include the comparison on profiling the leading global players only, as similar levels of detail (at component level) for other regions for comparison of the competitiveness would be a very large task.

Special attention shall be given in particular to the European value chain and manufacturing competitiveness analysis around FCEV, and its comparison with the value chain in Europe concerning competing technologies. In this regard, the tenderer shall consider and include in the offer a specific section devoted to the comparison of FCEV value chain at European level and main competing technologies, and shall explain in the offer how they plan to address this particular but high level assessment and comparison. Aspects related to job creation potential or labour intensity differences shall be envisaged.

- **Simulation and assessment of potential development scenarios by 2024 and 2030 for the European FCH value chain role**. The assessments shall provide a detailed global and

EU deployment modelling, evolution of the future competitiveness of European supply chains, and quantified scenario impacts.

This activity includes **the analysis and simulation of potential scenarios for the periods proposed**, covering the supply chain for transport and energy sector organized by their applications, as well as the knowledge-related domain (research centres, universities, etc.), and at component level. It shall include a detailed global and European deployment modelling, detailed uptake projections for each application globally and regionally, and the identification of common components of the supply chains, market volumes, etc. and links to manufacturing scale, techniques and maturity. In this sense, the evolution of the yearly production capacity volume by 2024 and 2030 within the difference scenarios shall be envisaged.

Concerning the diverse scenarios analysed, the study shall lay out **prospective future competitiveness of European value chains**, and the in-depth assessment of likely future market structure for each supply chain, based on a thorough assessment of EU actors and their competitiveness, at component level.

This task shall include **quantified scenario impacts**, such as estimated numbers of direct and indirect jobs created, etc. showing the contribution that the European FCH sector could make to the European economic recovery and sustainable growth.

- **Analysis and recommendations on specific actions and investments**, to secure and promote the European leadership in this sector in the future and to sustain long-term economic growth.

It shall review existing key actions supporting FCH applications and components, and shall provide detailed (concrete) actions for components, applications, and the European FCH sector as a whole to foster European industrial leadership and to contribute to the creation of jobs and growth, while increasing the European competitiveness.

2.5. Indicative Calendar

Deadline for submitting an offer	29 September 2017
Evaluation and selection	October 2017
Signature of contract	October 2017
Study	November 2017 – June 2018
Intermediate report / analysis	February 2018
End of the study in a publishable document	30 June 2018

The following indicative schedule is envisaged for the course of the activities:

	2017			2018					
	O	N	D	J	F	M	A	M	J
Analysis and mapping of the European FCH supply chain									
Analysis and mapping of the European FCH knowledge-based actors									
Value chain and manufacturing competitiveness analysis									

Scenarios of the future of the European FCH value chain									
Analysis and recommendations									

Nevertheless, the tenderer is free to propose a different schedule providing its rationale and the benefit to the objectives of this study.

3. CONTENT

3.1. Deliverables

The contractor must deliver the following interim deliverables:

A. At the end of month 1:

- An **inception report** that will provide a detailed work plan on how to address the aforementioned tasks, in agreement with the FCH 2 JU. The work plan will include the detailed methodology for the update of the database and of the interactive map.

B. Before February 15th, 2018

- An **interim report**, not to be published, to allow discussion and eventual steering of the exercise.
- An **interim presentation**, with a summary of the interim report and its preliminary conclusions.
- A **preliminary version of the database and interactive map**.

The contractor must deliver the following final deliverables, before June 30th, 2018:

- A **final, publishable report** that gathers the results of the tasks mentioned above. The report must be delivered in a neutral document (e.g. MS-Word or a similar format) document plus MS-EXCEL (or a similar format) workbook or MS-ACCESS (or a similar format) file with anonymised data-point values for charts, etc.).
- The **final version of the database and the interactive map** with the entities within the European supply chain.
- A MS-POWERPOINT (or a similar format) **slidepack** shall be also provided for dissemination purposes with a summary of the study and its conclusions. If requested, the source of the report (i.e. the selected contractor) will be duly credited in the final publication.

Final report

The final study report must include:

- an abstract of no more than 200 words
- 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 FCH 2 JU;

- the following disclaimer:

“The information and views set out in this [report/study/article/publication...] are those of the author(s) and do not necessarily reflect the official opinion of the FCH 2 JU. The FCH 2 JU does not guarantee the accuracy of the data included in this study. Neither the FCH 2 JU nor any person acting on the FCH 2 JU’s behalf may be held responsible for the use which may be made of the information contained therein.”

Publishable executive summary

The publishable executive summary 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 FCH 2 JU;
- the following disclaimer:

“The information and views set out in this [report/study/article/publication...] are those of the author(s) and do not necessarily reflect the official opinion of the FCH 2 JU. The FCH 2 JU does not guarantee the accuracy of the data included in this study. Neither the FCH 2 JU nor any person acting on the FCH 2 JU’s behalf may be held responsible for the use which may be made of the information contained therein.”

3.2. Terms of payment

Payments shall be made in accordance with Articles I.5 and II.21 of the Draft Service Contract (annexed to the Invitation to tender).

Pre-financing is not applicable.

Interim payments may be claimed by the contractor at the completion of each task as follows:

1. An interim payment of 10 % of the total price may be claimed following the completion of the inception report;
2. An interim payment of 40 % of the total price may be claimed following the completion and acceptance of all deliverables due by 15th February 2018;

Final payment of the remaining 50% of the total price may be claimed following the completion and acceptance of all final deliverables described in Section 3.1.

Payments shall be executed only if the Contractor has fulfilled all his contractual obligations by the date on which the invoice is submitted.

4. EVALUATION AND AWARD

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 FCH 2 JU 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 tenders will be assessed in the order indicated above. Only tenders meeting the requirements of one step will pass on to the next step.

4.1. Verification of non-exclusion

All tenderers must provide a declaration on honour (see Annex I), 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 share of the contract is above 10 %** and/or 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 subcontractors whose share of the contract is above 10%.

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 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.

4.2. 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.

Declaration and evidence

The tenderers (and each member of the group in case of joint tender) and subcontractors whose share of the contract is above 10 % must provide the declaration on honour (see Annex 1), signed and dated by an authorised representative, stating that they fulfil the selection criteria applicable to them individually. For the criteria applicable to the tenderer as a whole the tenderer (sole tenderer or leader in case of joint tender) must provide the declaration on honour stating that the tenderer, including all members of the group in case of joint tender and including subcontractors if applicable, fulfils the selection criteria for which a consolidated assessment will be carried out.

This declaration is part of the declaration used for exclusion criteria (see section 4.1) 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 and**
- **evidence**

required in Section 4.2.

Nevertheless, it reserves the right to require other 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.

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.

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 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.

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 their capacity, the tenderer must comply with the following selection criteria.

Criterion F1: Turnover of the last two financial years above EUR 800.000,00; this criterion applies to the tenderer as a whole, i.e. the combined capacity of all members of a group in case of a joint tender.

Evidence to be provided:

- Copy of the profit and loss accounts and balance sheet for the last two years for which accounts have been closed from each concerned legal entity;
- Failing that, appropriate statements from banks;

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

Technical and professional capacity criteria and evidence

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 three years, with the sums, dates and clients, public or private, accompanied by statements issued by the clients.

-Criterion A1: The tenderer must prove experience in the field of in the field of:

(1) fuel cells and hydrogen sector, as well as in

(2) survey techniques,

(3) data collection,

Evidence A1: the tenderer must provide references for 3 projects delivered in these fields in the last three years with a minimum value for each project of € 100.000.

-Criterion A2: The tenderer must prove capacity to work in minimum 2 EU official languages including at least English.

Evidence A2: the tenderer must provide references for 3 projects delivered in the last three years showing the necessary language coverage.

-Criterion A3: The tenderer must prove experience in working and drafting reports in English

Evidence A3: the tenderer must provide one document of at least 10 pages (report, study, etc.) in this language that it has drafted and published or delivered to a client in the last two years. The verification will be carried out on 5 pages of the document.

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.

B1 - Project Manager: At least 5 years' experience in project management, including overseeing project delivery, quality control of delivered service, client orientation and conflict resolution experience in project of a similar size (at least € 300,000.00), with experience in management of team of at least 2 people.

Evidence: CV

B2 - Language quality check: at least 2 members of the team should have at least C1 level in the Common European Framework for Reference for Languages⁶ in English and French.

Evidence: a language certificate or past relevant experience.

⁶ See http://www.coe.int/t/dg4/linguistic/Cadre1_en.asp

B3 - Team for data collection: collectively the team should have knowledge of the following EU languages – English, French, German, and proven experience of 3 years in data collection techniques.

Evidence: CV and a language certificate or past relevant experience.

4.3. Award criteria

The contract will be awarded based on the most economically advantageous tender, according to the 'best price-quality ratio' award method.

The maximum total quality score is 100 points.

The quality of the tender will be evaluated based on the following criteria:

- **General understanding of the global project** (32 points – minimum score 50%)

Sub-criterion 1.1 (8 points – minimum score 50%):

- Shows an understanding of the general objective of the contract and of the working practices with the FCH 2 JU.

Sub-criterion 1.2 (8 points – minimum score 50%):

- Shows an understanding of the issues and already defines what success means

Sub-criterion 1.3 (8 points – minimum score 50%):

- Already shows analysis and provides first insights that are useful in the approach

Sub-criterion 1.4 (8 points – minimum score 50%):

- Adds own aspects/views – has added unexpected elements that are meaningful to achieve success

- **Quality of the proposed methodology** (48 points - minimum score 50%)

Sub-criterion 2.1 (8 points – minimum score 50%):

- Provides a detailed description of project organisation and management

Sub-criterion 2.2 (6 points – minimum score 50%)

- Specifies clearly the collection and treatment of data

Sub-criterion 2.3 (8 points – minimum score 50%)

- Clearly defines scope, timeline, milestones and deliverables of work done

Sub-criterion 2.4 (10 points – minimum score 50%):

- Clearly articulates approach/methodology to achieve objectives

Sub-criterion 2.5 (8 points – minimum score 50%):

- Quality control system applied to the service foreseen in this 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. The quality system should be detailed in the tender and specific to the tasks at hand; a generic quality system will result in a low score.

Sub-criterion 2.6 (8 points – minimum score 50%):

- Identifies potential risks and convincingly proposes effective ways to mitigate them

- **Organisation of the work and resources** (20 points – minimum score 50%)

This criterion will assess how the roles and responsibilities of the proposed team and of the different economic operators (in case of joint tenders, including subcontractors if applicable) are distributed for each task. It also assesses the global allocation of time and resources to the project and to each task or deliverable, and whether this allocation is adequate for the work. 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. It is not a budget requested as part of the financial offer.

Tenders must score minimum 50% for each criterion and sub-criterion, and minimum 50% in total. Tenders that do not reach the minimum quality levels will be rejected and will not be ranked.

4.4. 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 60/40 is given to quality and price.

Tenderers will be ranked based on the total value of points allocated to each of them, according to the following formula:

Score for tender X	=	$\frac{\text{cheapest price}}{\text{price of tender X}}$	*	40	+	$\frac{\text{Total quality score (out of 100) for all technical criteria of tender X}}{100}$	*	60
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The tender ranked first after applying the formula will be awarded the contract.

5. ANNEX 1 :

**DECLARATION ON HONOUR ON
EXCLUSION CRITERIA AND SELECTION CRITERIA**

The undersigned [*insert name of the signatory of this form*], representing:

<i>(only for natural persons)</i> himself or herself	<i>(only for legal persons)</i> the following legal person:
ID or passport number: (‘the person’)	Full official name: Official legal form: Statutory registration number: Full official address: VAT registration number: (‘the person’)

Situation of exclusion concerning the person

	YES	NO
(1) declares that the above-mentioned person is in one of the following situations:	<input type="checkbox"/>	<input type="checkbox"/>
(a) it is bankrupt, subject to insolvency or winding up procedures, its assets are being administered by a liquidator or by a court, it is in an arrangement with creditors, its business activities are suspended or it is in any analogous situation arising from a similar procedure provided for under national legislation or regulations;	<input type="checkbox"/>	<input type="checkbox"/>
(b) it has been established by a final judgement or a final administrative decision that the person is in breach of its obligations relating to the payment of taxes or social security contributions in accordance with the law of the country in which it is established, with those of the country in which the contracting authority is located or those of the country of the performance of the contract;	<input type="checkbox"/>	<input type="checkbox"/>
(c) it has been established by a final judgement or a final administrative decision that the person is guilty of grave professional misconduct by having violated applicable laws or regulations or ethical standards of the profession to which the person belongs, or by having engaged in any wrongful conduct which has an impact on its professional credibility where such conduct denotes wrongful intent or gross negligence, including, in particular, any of the following:		
(i) fraudulently or negligently misrepresenting information required for the verification of the absence of grounds for exclusion or the fulfilment of selection criteria or in the performance of a contract;	<input type="checkbox"/>	<input type="checkbox"/>

(ii) entering into agreement with other persons with the aim of distorting competition;	<input type="checkbox"/>	<input type="checkbox"/>
(iii) violating intellectual property rights;	<input type="checkbox"/>	<input type="checkbox"/>
(iv) attempting to influence the decision-making process of the contracting authority during the award procedure;	<input type="checkbox"/>	<input type="checkbox"/>
(v) attempting to obtain confidential information that may confer upon it undue advantages in the award procedure;	<input type="checkbox"/>	<input type="checkbox"/>
(d) it has been established by a final judgement that the person is guilty of the following:		
(i) fraud, within the meaning of Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995;	<input type="checkbox"/>	<input type="checkbox"/>
(ii) corruption, as defined in Article 3 of the Convention on the fight against corruption involving officials of the European Communities or officials of EU Member States, drawn up by the Council Act of 26 May 1997, and in Article 2(1) of Council Framework Decision 2003/568/JHA, as well as corruption as defined in the legal provisions of the country where the contracting authority is located, the country in which the person is established or the country of the performance of the contract;	<input type="checkbox"/>	<input type="checkbox"/>
(iii) participation in a criminal organisation, as defined in Article 2 of Council Framework Decision 2008/841/JHA;	<input type="checkbox"/>	<input type="checkbox"/>
(iv) money laundering or terrorist financing, as defined in Article 1 of Directive 2005/60/EC of the European Parliament and of the Council;	<input type="checkbox"/>	<input type="checkbox"/>
(v) terrorist-related offences or offences linked to terrorist activities, as defined in Articles 1 and 3 of Council Framework Decision 2002/475/JHA, respectively, or inciting, aiding, abetting or attempting to commit such offences, as referred to in Article 4 of that Decision;	<input type="checkbox"/>	<input type="checkbox"/>
(vi) child labour or other forms of trafficking in human beings as defined in Article 2 of Directive 2011/36/EU of the European Parliament and of the Council;	<input type="checkbox"/>	<input type="checkbox"/>
(e) the person has shown significant deficiencies in complying with the main obligations in the performance of a contract financed by the Union's budget, which has led to its early termination or to the application of liquidated damages or other contractual penalties, or which has been discovered following checks, audits or investigations by an Authorising Officer, OLAF or the Court of Auditors;	<input type="checkbox"/>	<input type="checkbox"/>
(f) it has been established by a final judgment or final administrative decision that the person has committed an irregularity within the meaning of Article 1(2) of Council Regulation (EC, Euratom) No 2988/95;	<input type="checkbox"/>	<input type="checkbox"/>
(g) for the situations of grave professional misconduct, fraud, corruption, other criminal offences, significant deficiencies in the performance of the contract or irregularity, the applicant is subject to: i.facts established in the context of audits or investigations carried out by the Court of Auditors, OLAF or internal audit, or any other check, audit or control performed under the responsibility of an authorising officer of an EU institution, of a European office or of an EU agency or body; ii.non-final administrative decisions which may include disciplinary measures taken by the competent supervisory body responsible for the verification of the application of standards of professional ethics;	<input type="checkbox"/>	<input type="checkbox"/>

<p>iii. decisions of the ECB, the EIB, the European Investment Fund or international organisations;</p> <p>iv. decisions of the Commission relating to the infringement of the Union's competition rules or of a national competent authority relating to the infringement of Union or national competition law; or</p> <p>v. decisions of exclusion by an authorising officer of an EU institution, of a European office or of an EU agency or body.</p>		
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Situations of exclusion concerning natural persons with power of representation, decision-making or control over the legal person

Not applicable to natural persons, Member States and local authorities

(2) declares that a natural person who is a member of the administrative, management or supervisory body of the above-mentioned legal person, or who has powers of representation, decision or control with regard to the above-mentioned legal person (this covers company directors, members of management or supervisory bodies, and cases where one natural person holds a majority of shares) is in one of the following situations:	YES	NO	N/A
Situation (c) above (grave professional misconduct)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Situation (d) above (fraud, corruption or other criminal offence)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Situation (e) above (significant deficiencies in performance of a contract)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Situation (f) above (irregularity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Situations of exclusion concerning natural or legal persons assuming unlimited liability for the debts of the legal person

(3) declares that a natural or legal person that assumes unlimited liability for the debts of the above-mentioned legal person is in one of the following situations:	YES	NO	N/A
Situation (a) above (bankruptcy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Situation (b) above (breach in payment of taxes or social security contributions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Grounds for rejection from this procedure

(4) declares that the above-mentioned person:	YES	NO
(h) has distorted competition by being previously involved in the preparation of procurement documents for this procurement procedure.	<input type="checkbox"/>	<input type="checkbox"/>

Remedial measures

If the person declares one of the situations of exclusion listed above, it must indicate measures it has taken to remedy the exclusion situation, thus demonstrating its reliability. This may include e.g. technical, organisational and personnel measures to prevent further occurrence, compensation of damage or payment of fines. The relevant documentary evidence which

illustrates the remedial measures taken must be provided in annex to this declaration. This does not apply for situations referred in point (d) of this declaration.

Evidence upon request

Upon request and within the time limit set by the contracting authority the person must provide information on the persons that are members of the administrative, management or supervisory body. It must also provide the following evidence concerning the person itself and concerning the natural or legal persons which assume unlimited liability for the debt of the person:

For situations described in (a), (c), (d) or (f), production of a recent extract from the judicial record is required or, failing that, an equivalent document recently issued by a judicial or administrative authority in the country of establishment of the person showing that those requirements are satisfied.

For the situation described in point (a) or (b), production of recent certificates issued by the competent authorities of the State concerned are required. These documents must provide evidence covering all taxes and social security contributions for which the person is liable, including for example, VAT, income tax (natural persons only), company tax (legal persons only) and social security contributions. Where any document described above is not issued in the country concerned, it may be replaced by a sworn statement made before a judicial authority or notary or, failing that, a solemn statement made before an administrative authority or a qualified professional body in its country of establishment.

The person is not required to submit the evidence if it has already been submitted for another procurement procedure. The documents must have been issued no more than one year before the date of their request by the contracting authority and must still be valid at that date.

The signatory declares that the person has already provided the documentary evidence for a previous procedure and confirms that there has been no change in its situation:

Document	Full reference to previous procedure
<i>Insert as many lines as necessary.</i>	

Selection criteria

	YES	NO	N/A
(5) declares that the above-mentioned person complies with the selection criteria applicable to it individually as provided in the tender specifications:			
(a) It has the legal and regulatory capacity to pursue the professional activity needed for performing the contract as required in section 4.2.2 of the tender specifications;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) It fulfills the applicable economic and financial capacity criteria indicated in section 4.2.3 of the tender specifications;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) It fulfills the applicable technical and professional capacity criteria indicated in section 4.2.4 of the tender specifications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(6) if the above-mentioned person is the sole tenderer or the leader in case of joint tender , declares that:	YES	NO	N/A
(d) the tenderer, including all members of the group in case of joint tender and including subcontractors if applicable, complies with all the selection criteria for which a consolidated assessment will be made as provided in the tender specifications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Evidence for selection

The signatory declares that the above-mentioned person is able to provide the necessary supporting documents listed in the relevant sections of the tender specifications and which are not available electronically upon request and without delay.

The person is not required to submit the evidence if it has already been submitted for another procurement procedure. The documents must have been issued no more than one year before the date of their request by the contracting authority and must still be valid at that date.

The signatory declares that the person has already provided the documentary evidence for a previous procedure and confirms that there has been no change in its situation:

Document	Full reference to previous procedure
<i>Insert as many lines as necessary.</i>	

The above-mentioned person may be subject to rejection from this procedure and to administrative sanctions (exclusion or financial penalty) if any of the declarations or information provided as a condition for participating in this procedure prove to be false.

Full name

Date

Signature