

FINANCE AND PROCUREMENT

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Thessaloniki, 16 July 2013

OPEN INVITATION TO TENDER

Governance and financing of apprenticeship AO/RPA/PLI-ABARA/Apprenticeship/012/13

REFERENCE: Contract notice 2013/S 136-235115 of 16/07/2013

Dear Sir/Madam,

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

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

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

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

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

Important:

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

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

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

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

or

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

or

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

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

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

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

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

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

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

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

OPEN INVITATION TO TENDER <i>CEDEFOP No: AO/RPA/PLI-ABARA/Apprenticeship/012/13</i> <i>‘Governance and financing of apprenticeship’</i> Name of tenderer: NOT TO BE OPENED BY THE INTERNAL MAIL SERVICE

The inner envelope must also contain three sealed envelopes, namely, Envelope A – “Supporting Documents”, Envelope B – “Technical Proposal” and Envelope C – “Financial Proposal”. The content of each of these three envelopes is described in section 6 of the attached Tender Specifications.

4. Tenderers must ensure that their tenders are signed by an authorised representative and that tenders are legible. It is mandatory to include in the offer a **Cover Letter, signed by the person/s that is/are authorised to sign the contract in case of contract award, stating that the tenderer accepts in full and without restriction the requirements of these Tender Specifications, and the Special and General conditions governing this contract as the sole basis of this tendering procedure** (see also point 1 of the Tender Specifications).
5. **Submission of a tender implies acceptance of all the terms and conditions set out in this Invitation to Tender, in the specifications and in the draft contract and**, where appropriate, waiver of the tenderer's own general or specific terms and conditions. It is binding on the tenderer to whom the contract is awarded for the duration of the contract.
6. The opening of tenders will take place at Cedefop on the date and time specified in the timetable in point 8 below. Each tenderer may be represented at the opening of tenders by one person. The name of the person attending the opening must be notified in writing by fax (Fax No +30 2310 490 028) or by e-mail (C4T-services@cedefop.europa.eu) at least two working days prior to the opening session.
7. Contacts between the contracting authority (Cedefop) and tenderers are prohibited throughout the procedure save in exceptional circumstances and under the following conditions only:

7.1 Contacts before the final date for submission of tenders:

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

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

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

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

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

- Tenderers should not contact the Contracting Authority (i.e. Cedefop) on their own initiative.

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

7.3 Contacts after the opening of tenders:

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

8. Timetable:

	DATE	TIME
Deadline for request for any clarifications from the Contracting Authority (Cedefop)	30/08/2013	17.00h
Last date on which clarifications are issued by Cedefop	As soon as possible	N/A
Deadline for submission of tenders (hand delivered)	09/09/2013	17.00h
Deadline for submission of tenders by post / courier	09/09/2013	N/A
Validity of the tenders	09/03/2013	N/A
Tender opening session	19/09/2013	11.00h

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

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

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

10. All costs incurred in preparing and submitting tenders should be borne by the tenderers.
11. Up to the point of signature, the contracting authority may either abandon the procurement or cancel the award procedure, without the candidates or tenderers being entitled to claim any compensation. If such decision is taken, the tenderers will be notified accordingly.

This invitation to tender is in no way binding on Cedefop. Cedefop's contractual obligation commences only upon the signature of the Contract with the successful tenderer.

12. Evaluating your tender and your possible subsequent replies to questions in accordance with the specifications of the invitation to tender, will involve the recording and processing of personal data (such as your name, address and CV). Unless indicated otherwise, such personal data will be processed by Cedefop's Finance and Procurement Service solely for that purpose and pursuant to Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of data by the Union institutions and bodies and on the free movement of such data. Details concerning the processing of your personal data are available on the privacy statement at:
http://ec.europa.eu/dataprotectionofficer/privacystatement_publicprocurement_en.pdf.

You have the right of recourse at any time to the European Data Protection Supervisor for matters relating to the processing of your personal data

13. Your personal data (name, given name if natural person, address, legal form, registration number and name and given name of the persons with powers of representation, decision-making or control, if legal person) may be registered in the Early Warning System (EWS) only or both in the EWS and Central Exclusion Database (CED) by the Accounting Officer of the Commission, should you be in one of the situations mentioned in:
 - the Commission Decision 2008/969 of 16.12.2008 on the Early Warning System (for more information see the Privacy Statement on http://ec.europa.eu/budget/info_contract/legal_entities_en.htm), or
 - the Commission Regulation 2008/1302 of 17.12.2008 on the Central Exclusion Database (for more information see the Privacy Statement on http://ec.europa.eu/budget/library/sound_fin_mgt/privacy_statement_ced_en.pdf).

14. All tenderers will be informed in writing of the results of this tender procedure.

Yours sincerely,

G. Paraskevaïdis
Head of Finance and Procurement

Attached: Tender Specifications

OPEN INVITATION TO TENDER

AO/RPA/PLI-ABARA/Apprenticeship/012/13

Governance and financing of apprenticeship

Tender Specifications

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Introduction to Cedefop: Europe's agency for training policy

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

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

Cedefop, (the European Centre for the Development of Vocational Training) founded in 1975 and based in Greece since 1995, is a European Union (EU) agency. It provides the European Commission, Member States ⁽¹⁾ and social partners with insights into trends concerning VET and offers advice on how European VET policy should meet the challenges Europe and its citizens face.

The evidence Cedefop provides comes from its:

- Monitoring of VET policy developments and reforms in Member States;
- Comparative research and analyses, including anticipation of future skill supply and demand;
- Forums for debates among policy-makers, social partners, researchers and practitioners on the best ways to tackle the challenges Europe faces.

Cedefop's objective and priorities for 2012-14

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

▪ **Supporting modernisation of VET systems**

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

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

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

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

⁽¹⁾ Cedefop also works with Iceland and Norway.

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

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

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

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

Cedefop's information

Cedefop shares its expertise through its publications, networks, conferences, seminars and web portal www.cedefop.europa.eu. The web portal provides news on Cedefop's major themes "Identifying skills needs", "Understanding qualifications", "Analysing policy" and "Developing lifelong learning". All Cedefop publications are available for download. Cedefop hosts and organises conferences and events throughout the year. Cedefop also coordinates the study visits programme for the European Commission. Study visits are short-term visits of three to five days for a small group of 10 to 15 specialists to examine a particular aspect of lifelong learning.

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

1. OVERVIEW OF THIS TENDER PROCEDURE

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

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

1.1. Description and type of the contract

- a) Governance and financing of apprenticeship
- b) Short description of content of this contract: The purpose of this research project is to study VET governance structures and financing arrangements in five selected countries - Italy, Spain, Sweden, Latvia and Portugal - in the view of establishing or expanding apprenticeship.
- c) Type of contract: Direct Service Contract

1.2. Place of delivery or performance

The tasks must be completed outside Cedefop in the Contractor's premises.

1.3. Division into lots

This tender procedure is not divided into lots.

1.4. Variants

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

1.5. Value or quantity of purchase

The estimated budget for the required services described in this call for tenders is of the order of **325.000 Euro** (without VAT).

1.6. Duration of the contract

The contract shall enter into force on the date of signature of the last contracting party, and shall have duration of 20 months.

1.7. Main terms of financing and payment

Payments will be made within 30 days (pre-financing) and 60 days (other payments) of submission of invoices and at the conditions set out in the draft contract.

2. TERMS OF REFERENCE

2.1. Introduction

In recent years, there has been a renewed interest in apprenticeship based on the 'dual system of vocational education and training (VET)' model, where classroom teaching in an educational institution is combined with work-place learning in a company. Such arrangement is perceived as an attractive policy option, particularly in the context of the current challenges: high youth unemployment and public budget constraints aggravated by the economic crisis, globalisation and technological developments resulting in rapidly changing labour market needs and skill mismatches.

The common policy discourse often argues that the introduction of (more) apprenticeships will contribute to the reduction of youth unemployment and that a dual VET system with financial contribution by employers could release, to some extent, States' budgets constraints. But there are other rationales for establishing or expanding apprenticeship. The strength of apprenticeship is that it develops the skills relevant to the local labour markets, which brings benefits to companies, employees, economy and society in the medium and long run. Moreover, apprenticeship contributes to developing individual's competences and professional identity. The structured training in a concrete work context in combination with schooling supports the development of a holistic competence in an occupational field. The work context in which the individual develops one's skills during an apprenticeship is a socializing environment and a constitutive feature of professional work. Under these circumstances one can develop a professional identity that is a pillar of innovative and quality work.

The revival of apprenticeship is reflected in the EU agenda. The recent European Commission's Communication 'Rethinking Education' (November 2012) highlights the importance of VET and of 'dual systems' as a key priority for the EU. The 'Youth Employment Package' proposed by the European Commission includes Recommendation to Member States on introducing 'Youth Guarantee Scheme' ensuring that all young people up to age 25 receive a good quality continued education, an apprenticeship, a traineeship or employment within four months of leaving formal education or becoming unemployed. Furthermore, the Package announces a European Alliance for Apprenticeship (bringing together EU Member States, social partners, businesses, other relevant actors and the European Commission) to improve the quality and supply of apprenticeship by spreading successful apprenticeship schemes across the Member States.

Many countries have started or expressed their intention to establish/expand apprenticeship systems. This is also confirmed by the recent Cedefop analysis 'Trends in VET policy'. The report reveals the trend across countries to reinforce work-based learning and to (re)introduce apprenticeship. Ensuring that work-based learning is of high quality, labour market relevant and accessible is a high priority in several Member States.

However, the successful establishment or expansion of a dual VET system is a challenging task. It requires identifying the necessary conditions and principles for well-performing and modern apprenticeship (for example through ascertaining the key success factors in countries with advanced dual systems); careful analysis of opportunities and constraints of the national and local context in a country wishing to establish/expand apprenticeship; considering different options for implementing the apprenticeship and assessing their feasibility.

To support the process, Cedefop is starting a research and policy analysis project on apprenticeship focusing on two crucial areas: governance and financing. There are several important governance and financing aspects which can determine the performance of an apprenticeship system: setting clearly the rights and responsibilities of the actors involved and encouraging their cooperation, overcoming market failure and getting the cost-sharing right, as well as providing incentives for provision and participation while considering equity issues. Although it is possible to identify and analyse common elements underpinning successful systems, when it comes to transfer of policy and practice, the wider national context (cultural traditions, labour market regulations, etc.) should not be underestimated.

2.2. General purpose

The purpose of this research project is to study VET governance structures and financing arrangements in five selected countries - Italy, Spain, Sweden, Latvia and Portugal - in the view of establishing or expanding apprenticeship (VET dual system). The study will provide a theoretical framework² and a tool for the assessment of countries' VET governance structures and financing arrangements, as well as apply the scenario technique to identify possible options how governance structures and financing arrangements could be further developed to support apprenticeship in a given country.

Designed as an action research project, in which relevant national stakeholders are actively involved in carrying out the assessment and discussing the scenarios, the study will contribute to policy learning. It will provide a better understanding of the strengths and challenges of the current governance structures and financing arrangements in the selected countries, and of the necessary actions that need to be taken for further development/implementation of apprenticeship. The study will also contribute to research as its results, including the elaborated research tools (evaluation tool, scenarios, reference framework) can be the foundation for similar studies in the future. Furthermore, the proposed analysis of governance structures and financing arrangements in the five selected countries will aim to provide lessons and recommendations which might be helpful for other countries wishing to expand apprenticeship.

2.3. Description of the tasks

The Contractor is expected to carry out the following tasks:

1. Carry out a **desk research** to:
 - a. Review the studies analysing and evaluating governance structures and financing arrangements for apprenticeship in countries that are economically well performing and have well-established apprenticeship (VET dual system) and in the five EU Member States selected for the study.
 - b. Map basic trends and driving forces with respect to development of apprenticeship in the selected countries. This includes industry, economic, political, technological, legal, and societal trends. Identify countries' objectives for establishing/expanding apprenticeship. Take the findings into account when formulating research question, developing framework and tools, and analysing data.

² For the examples of the work the done so far, see:

Memorandum 'An Architecture for Modern Apprenticeships

http://www.inap.uni-bremen.de/dl/memorandum_inap_commission_architecture_apprenticeship_2012.pdf

Rauner, F.; Maclean, R. (eds.) (2008): Handbook of Technical and Vocational Education and Training Research. Dordrecht: Springer.

Rauner, F., Haasler, B., Heinemann, B. & Maurer, A. (2012): Competence Development and Assessment in TVET (COMET). Dordrecht: Springer.

Rauner, F., Bertelsmann Stiftung (Eds.), Steuerung der beruflichen Bildung im internationalen Vergleich. [Governance of vocational education and training from a comparative perspective] Gütersloh: Bertelsmann

- c. Review available statistical data in relation to governance and financing of apprenticeships to inform better the study and use available information for the development of a theoretical framework.

Summarise the findings of the desk research.

2. **Develop a conceptual framework** for the assessment of governance structures and financing arrangements in countries with very different educational systems in Europe.
3. **Organise an 'expert workshop'** with researchers from the participating countries and **develop an evaluation tool** for the assessment of VET governance structures and financing arrangements of particular relevance for apprenticeship, and a reference framework against which the results of the evaluation will be further analysed and discussed. The findings from the desk research in regard to framing conditions in each country need to be taken into account when developing evaluation tool.
4. **Organise a 'stakeholder workshop'** with the representatives of employers, employees, governments and also independent experts from a particular selected country. Apply the evaluation tool in order to **evaluate country's existing governance structures, financing arrangements and framework conditions**. Provide first results of the evaluation during the workshop and discuss them with the participants. Ensure all participants are informed on the results of these discussions. Amend, as appropriate, the evaluation results taking into account the outcomes of the discussions with the participating stakeholders.
5. **Elaborate three scenarios** for developing governance structures and financing arrangements with a view of establishing/expanding apprenticeship, for each country, taking into account the national objectives.
6. **Prepare a structure** as to how the scenarios will be presented to stakeholders and discussed among them with the intention to arrive at a negotiated best feasible option.
7. **Organise a second 'stakeholder workshop'** to **discuss the scenarios and revise** them if suggested by stakeholders in the aftermath of the workshop.
8. **Summarise the main findings** that emerged during the two stakeholder workshops and what can be learned from the study design approach taken in this project. Identify issues that can be of relevance also to other countries than those selected for this study.
9. **Disseminate the results** of a project in an event. Provide a document with the main findings together with additional essential information on the development and implementation of apprenticeships for distribution at this event.

2.4 Scope of the study, country coverage

Five countries **Italy, Latvia, Portugal, Spain and Sweden** have been chosen representing the North and the South of Europe. The countries selected for the study show significant differences in their governance structures and financing arrangements, approaches to VET and to apprenticeships. Therefore, it can be expected that the findings from the study will provide further insights into the specificity of different governance structures and financing arrangements and how they might be developed to support apprenticeships.

In order to assess current governance structures and financing arrangements the following aspects should be covered as minimum:

- National strategic policies in respect to cooperation of various stakeholders; legal framework
- Coordination and co-operation of ministries, chambers of industry and commerce, school boards/regional school administration, trade unions/bodies of employee representation and employers' associations
- Strategic priorities for financing VET
- VET funding models - (sources of funding: state versus private sector; allocation: financing training providers/educational institutions versus financing companies/individuals; financial incentives/cost sharing mechanisms, such as tax incentives, training funds, subsidies for companies and individuals (apprentices))
- Monitoring and evaluation arrangements in place (institutions responsible for monitoring/evaluation of performance of apprenticeship with respect to governance and financing; Measuring cost-effectiveness (criteria for effectiveness, measurement methods)
- Institutional structures of apprenticeship provision/dual training provision or current VET provision (Public versus private)
- Autonomy of institutions
- Contractual conditions for apprentices.

The aspects listed above should be considered as indicative. The analysis should cover also other relevant features of governance and financing in apprenticeship.

2.5. Indications on the methodology

- *Data collection*: data should be gathered by desk research and through the workshops (see 2.3).
- *Approach*: An action research³ approach should be applied. The Contractor will design a project in which different national stakeholders in VET – the representatives of governments, employers, employees and also independent experts - will be strongly and actively involved in:
 - evaluation of the existing governance structures and financing arrangements
 - assessments of the scenario with the aim of identifying the most feasible option for shaping the governance and financing arrangements as to establish or expand apprenticeships in a given country.

The process will be researched by the Contractor by keeping research journals in which he will capture what they learn (participative observation) to assess how the action research methods worked. This is essential to provide the necessary background knowledge for the further improvement of the tools and methods developed throughout the project and to maintain this knowledge in a structured way.

³ Action research is herewith understood as 'an interactive inquiry process that balances problem solving actions implemented in a collaborative context with data-driven collaborative analysis or research to understand underlying causes enabling future predictions about organizational change'.

Reference: Bradbury, H. & Reason, P. Action research: an opportunity for revitalizing research purpose and practices. *Qualitative Social Work*, 2 (2): 155-175. (DOI): 10.1177/1473325003002002003)

All the stakeholders participating in the study are expected to gain a significant learning experience throughout the research process, which can be helpful in their future work when it comes to the establishment or expansion of apprenticeships.

- *Country/regional differences.* The study will recognize that governance structures in the five selected countries differ substantially as well as experiences with the development of apprenticeships. In Italy and Spain, particular attention has to be paid to regional differences. Therefore, the working methods (and likely the tools) have to be adjusted in order to respond to national differences.
- *Research tools:* The Contractor will propose specific research tools (in particular evaluation tool and scenarios) in the tender offer and in the course of the study. However, he is expected to liaise closely with Cedefop project managers and fine-tune the methodology, if required (see also 2.7).
- *Evaluation (tool):* The development of the evaluation tool should be undertaken by a team of researchers from various countries who have expertise in the analysis of governance structures and financing arrangements in education.

Through the evaluation tool the various features of governance and financing arrangements of apprenticeships will be operationalized so that their characteristics as much as their performance can be evaluated or situated according to a reference framework.

The goal of the evaluation is to provide useful feedback based on a reference framework about the ways in which current governance structures and financing arrangements and practices are supportive of the development or expansion of apprenticeship or viewed as problematic. The analysis of the evaluation results will provide stakeholders with a comprehensive critical outlook on existing government structures and financing arrangements and a foundation for further discussions as to how the governance and financing of apprenticeship might be shaped in the future.

The evaluation tool needs to be applied in the workshop in which relevant national stakeholders (representatives of employers, employees, the state and, where appropriate, regions as well as independent experts) participate. The results of the evaluation should be illustrated and discussed during the workshop and a summary of the results (taking into account the outcomes of the discussions) should be distributed among all participants in the aftermath of the workshop.

- *Scenario technique:* Based on the results of the evaluation of existing governance structures the Contractor should apply the scenario technique⁴ and develop three scenarios about potential governance structure and financing arrangements to support apprenticeship in each country.

⁴ Scenario technique provides a 'narrative description of a possible state of affairs or development over time'. The method can be used to provide an illustration of potential future developments, to 'elicit discussion and feedback and to stimulate the imagination'. It allows the inclusion of factors that are difficult to formalize, such as novel insights about the future, deep shifts in values, unprecedented regulations or inventions
Reference: Mietzner, D. & Reger, G. Paper 3: Scenario Approaches – History, Differences, Advantages and Disadvantages. EU-US Seminar: New Technology Foresight, Forecasting & Assessment Methods, Seville 13-14, 2004; Session 1, <http://foresight.jrc.ec.europa.eu/fta/papers/Session%201%20Methodological%20Selection/Scenario%20Approaches.pdf> (3.6.2004)

The scenarios should be developed for a time frame of 5 to 10 years. Best case or worst case scenarios should be avoided. The scenarios should be based on known facts about governance structures and financing arrangements as they were teased out in the first workshop during the structured evaluation (e.g. laws and regulations, cooperation between various actors, financing models). Each scenario should provide feasible option(s) so that it can be seriously taken into consideration and discussed with national stakeholders.

The scenarios should be presented in a second workshop to the same stakeholders that participated in the evaluation exercise. On the basis of scenarios a critical discussion about feasible options as to how governance structures and financing arrangements could provide for the implementation or extension of apprenticeship should take place. To steer the discussion about the scenarios, a steering tool (moderation toolbox) needs to be developed.

It should be attempted to assess advantages and disadvantages of each of the three scenarios with the goal that participating stakeholders will negotiate about the most feasible option to find a common ground for their work. If the groups arrive at a most feasible option based on consensus, this scenario can be further developed in order to serve as a tool for future action.

At the end, based on the scenarios and the discussions, further research needs should be identified.

- *Workshops and participants:* the Contractor will be responsible for organising three workshops: one 'expert workshop' and two 'stakeholder workshops' (see 2.3). Cedefop might attend these workshops at its own cost (subject to agreement in the course of the study).
 - Expert workshop - at least 1 researcher/expert in the research field relevant to the study per each selected country should participate. Additionally, the researchers/experts in the research field relevant to the study from other countries (in particular from the countries with well-established and researched VET dual system) could attend.
 - Two 'stakeholder workshops': In case of Latvia, Portugal and Sweden, it is foreseen that at least 3 representatives of each stakeholder group – employers', employees, governments, independent experts - will participate. In case of Italy and Spain, the representatives of different regions will participate - at least 1 representative of each stakeholder group (as specified above) from particular region (approx. 40 participants in total per country). It is also foreseen that approx. 5 additional participants - external experts or researchers, chairs – would attend each workshop. It is important that at least one country expert acts as a chairperson in some of the workshop session(s).

It is recommended that only the **national** stakeholders will be evaluating VET governance and financing arrangements (first stakeholder workshop, see 4 under 2.3) in a given country, using evaluation tool.

The Contractor should describe how relevant stakeholders will be identified, reached and brought together.

The 'stakeholder workshops' will take place in each respective selected country.

- *Dissemination:* A separate event will be organised (not to be on the Contractor's budget) in cooperation with Cedefop to disseminate the project results. The project results should be accompanied with additional relevant information on the development of apprenticeships derived from the available research to provide decision makers with relevant knowledge.

2.6. Deliverables and timetable

The Contractor will be required to submit:

A) Inception report, 6 weeks after the date of signature of the contract. The inception report should present:

- Refined version of the methodology proposed in the tender, including a draft proposal of research tools and data sources.

B) First interim report, within 4 months of the date of signature of the contract. The interim report should include:

- Methodology, including the designed evaluation tool and reference framework and preliminary approach to be adopted for developing scenarios
- Intermediate findings (the results of desk research)
- Information on work carried out (identifying and reaching national stakeholders and experts/researchers, organising expert workshop and progress in organising evaluation 'stakeholder workshops') including problems encountered or risks expected, solutions found and potential impact on preparation of the final report

C) Second interim report, within 9 months of the date of signature of the contract

- Detailed methodology (incl. re-fined approach for developing scenarios)
- Intermediate findings (incl. the detailed results of the evaluation exercise)
- Information on work carried out (organising the evaluation 'stakeholder workshops', progress in developing scenarios, progress in organising the second 'stakeholder workshop' for discussing the scenarios)

D) Draft final report, within 15 months and a final report within 17 months of the date of the signature of the contract. The final report of approximately 200 pages (without annexes) should include:

- An executive summary highlighting the main findings and key considerations for policy development and research activities, which can also be distributed as a self-standing document (5-6 pages)
- Rationale for study
- Final findings (incl. the results of desk research; the results of evaluation exercise; scenarios and the results of the stakeholder workshop discussions incl. the best feasible option; research tools: evaluation, scenarios, referential framework)
- Conclusions and recommendations

In addition:

- Annexes, such as a bibliography, full set of data used, the list of the experts/ researchers/ stakeholders participating in the project and other relevant information.

Cedefop will provide comments on the inception, interim and draft final reports. The Contractor should address those comments, liaising closely with Cedefop project managers. The reports must be written in English and submitted in hard copy and in electronic format (Word/Excel). The electronic files should correspond fully to the hard copies. Any tables, figures, graphs created should also be made available as separate files and include the data used in order to reproduce the figures. The layout and format of the text – in particular rules for citation, bibliography, tables and figures – should comply with Cedefop's style manual in Annex H.

The Contractor shall ensure that final reports as submitted to Cedefop have been subject to professional proof-reading and editing in English, the cost for which should be included in item 4b) of the Financial proposal table in point 5.4.

2.7. Meetings and travel expenses

The Contractor will be requested to attend four scheduled one-day meetings, preferably held in Thessaloniki, with project managers to refine methodology, discuss research results and monitor work progress (kick-off meeting - upon delivery of inception report, second meeting: upon delivery of first interim report, third meeting: upon delivery of second interim report and fourth meeting: upon delivery of draft final report).

All costs incurred, including travel-accommodation related to **meetings with Cedefop**, have to be included in the financial offer (see point 5.4, Price schedule table, **item 4a**).

All costs incurred related to the workshops (1 expert workshop and 2 stakeholders workshops, see 2.3) **for the external national experts**, including any fees and travel-accommodation, have to be included in the financial offer (see point 5.4 Price schedule table, **item 2**).

All costs incurred related to the workshops (1 expert workshop and 2 stakeholders workshops, see 2.3) including any travel-accommodation **for the core team** and logistics (venue rent, equipment, catering etc..) have to be included in the financial offer (see point 5.4 Price schedule table, **item 3**).

Any extra travel expenses, that might be needed to perform the tasks related to the contract, + dissemination event shall be subject to Cedefop's prior approval and shall be reimbursed by Cedefop separately, according to its relevant rules (see Annex III of the Draft Contract in Annex B).

3. SPECIFIC INFORMATION CONCERNING PARTICIPATION TO THIS TENDER PROCEDURE

3.1. Exclusion criteria

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

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

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

3.2. Selection criteria

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

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

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

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

3.2.1. Economic and Financial capacity

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

Requirements:

- The average annual turnover of the tenderer for the last three financial years concerning the type of services covered in this call for tenders should be at least **200,000 €**.

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

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

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

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

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

3.2.2. Technical and professional capacity

The Tenderers are required to have sufficient technical and professional capacity to perform the contract. They must demonstrate qualifications, knowledge, skills and the ability to perform the tasks outlined in the terms of reference.

Requirements for technical and professional capacity:

- Adequate human resources and capacity to identify and bring together relevant national stakeholders to assess country's governance structures and financing arrangements (in the form of workshops) as outlined in these terms of reference
- At least three (3) contracts performed in the past five (5) years in the field of governance and financing of apprenticeship/vocational education and training;
- The Tenderer's **KEY** experts, whose involvement will be crucial for the implementation of the contract, must have the relevant to the subject of the contract profiles, knowledge and experience for the successful implementation of the contract.

KEY Expert 1: Research team leader must have:

- University/higher education degree (PhD)
- A minimum of five (5) years of experience in comparative analysis on education and training at international, incl. European level
- A minimum of five (5) years of experience in evaluating education and training systems
- A minimum of five (5) years of experience in researching apprenticeship
- A minimum of three (3) years of experience in carrying out action research
- A minimum of three (3) years of experience in one of the following fields of research: governance of education and training, financing of education and training

KEY Expert 2: Senior expert (at least three (3) members, excluding team leader) must have:

- University/higher education degree (for each senior expert)
- A minimum of two (2) years of experience in comparative analysis on education and training at international, incl. European level (for each senior expert)
- A minimum of three (3) years of experience in evaluating education and training systems (for each senior expert)
- A minimum of three (3) years of experience in one of the following fields of research: apprenticeship, governance of education and training, financing of education and training (each expert must have experience in at least one of the above specified fields and the team of senior experts **as a whole** should cover all specified fields of research)
- A minimum of five (5) years of experience in primary data collection, including developing research tools, and qualitative/quantitative analysis of the collected data (at least two senior experts)

KEY Expert 3: junior expert (at least three (3) members) must have:

- University/higher education degree
- A minimum of three (3) years of experience in researching VET (for each junior expert)
- A minimum of two (2) years of experience in one of the following fields of research: governance of education and training, financing of education and training (each expert must have experience in at least one of the above specified fields and the team of junior experts **as a whole** should cover both specified fields of research).

Each member of the proposed research team must possess the linguistic ability to communicate and draft in English, **and as a whole** the team must demonstrate capability to communicate and draft to a high standard in English corresponding to Level C1 ⁽⁵⁾ as determined in “Language levels of the Common European Framework of Reference (CEF)”.

Proofs / Evidences of Technical and professional capacity

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

- Brief company profile including the evidence of having adequate human resources and capacity to identify and bring together relevant national stakeholders (**please fill-in Annex G**)
- List of at least three **(3)** contracts performed in the past **five (5)** years covering the above noted criteria, describing the contracting authorities, the subjects, the amounts, the dates, the percentage and the specific tasks performed by the tenderer (**please fill-in Annex G**);
- The detailed CVs of the key experts (preferably in Europass format) ⁽⁶⁾ who will be proposed to implement the contract (the research team leader, senior experts and the junior experts), i.e. of the persons whose involvement will be crucial for performing the contract, including reference to linguistic abilities, list of publications and projects.

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

⁵ <http://europass.cedefop.europa.eu/LanguageSelfAssessmentGrid/en>

⁶ <http://europass.cedefop.europa.eu/europass/home/vernav/Europass+Documents/Europass+CV.csp>

3.3. Legal Position

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

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

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

4. ADDITIONAL INFORMATION CONCERNING PARTICIPATION TO THIS TENDER PROCEDURE

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

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

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

4.1. Joint Offers/ Groupings (Consortia)

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

the grouping (consortium). For groupings not having formed a common legal entity, Annex I, model 1 should be used and separate legal entity forms (see point 3.3 and Annex D) should be completed and signed by all members. For groupings with a legal entity in place, Annex I, model 2 and one legal entity form (see point 3.3 and Annex D) should be completed and signed only by the single representative of the consortium.

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

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

4.2. Subcontracting/Subcontractors

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

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

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

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

Only in cases when:

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

the tenderer should submit with the offer:

1. the Declaration on exclusion criteria and absence of conflict of interest (Annex C) filled-in and signed by the respective Subcontractor;

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

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

5. AWARD OF THE CONTRACT

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

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

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

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

Whereby:

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

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

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

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

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

5.1. Technical evaluation

The assessment of the technical quality will be based on the ability of the tenderer to meet the purpose of the contract as described in the tender specifications.

The following award criteria will be applied to this tender procedure:

- **Award criterion 1 – Relevance of the proposal to the objective(s) of the proposed study (25 points)**
 - Understanding of the general objective of the proposed study, context, nature and results to be achieved (10 points)
 - An in-depth understanding of the policies, concepts and research issues related to the study (15 points)
- **Award criterion 2 – Relevance and adequacy of the methodology suggested to carry out the task (60 points)**
 - Relevance of research stages/steps to carry out the tasks taking due account of the action research approach to be implemented throughout the project (10 points)

- Appropriateness of the research approach and tool(s) for carrying out the analysis - assessing the existing governance structures and financing arrangements in the context of introducing/expanding apprenticeship and proposing scenarios for introduction/expansion of the apprenticeship (30 points)
- Adequacy of data collection processes and data quality (20 points)
 - capacity to identify data sources and access the data on governance structures and financing arrangements at national level (research and policy papers, relevant experts/stakeholders) (5 points)
 - capacity to reach and bring together relevant experts/stakeholders to assess governance structures and financing arrangements using the developed tool and to discuss scenarios (15 points).

Remarks: The Tenderer should include a description of how relevant stakeholders will be identified, reached and brought together. The proposal should demonstrate Tenderer's familiarity with action research methods and capacity to adopt those throughout the study (especially in relation to workshops). The Tenderer should also describe the indicative organisational arrangements for the workshops, e.g. place, timing, persons involved in organisation and person in charge (team members versus country representatives), and potential participants.

➤ **Award criterion 3 – Appropriateness of the organisation and management arrangements (15 points)**

- Clarity, coherence and feasibility of the work plan; allocation of tasks among the proposed research team members while demonstrating effective deployment of team members/experts with experience in action research (to use full potential of their expertise); capacity to perform the tasks as defined in the terms of reference within the deadline given (10 points)
- Risk assessment of likely difficulties in carrying out the work and proposed actions (5 points).

In order to guarantee a minimum threshold of quality, offers that

- do not reach a minimum of 50% of the possible score for each award (evaluation) criterion, and
- obtain an overall total score (Total Quality value) of less than the total 65 (of a maximum of 100) points against the award (technical) criteria,

will not be considered acceptable and will be eliminated from further evaluation. Only the technically compliant (acceptable) tenders as per the above will be subject to Financial (Price) Evaluation (5.3).

5.2. Technical proposal

The tenderer's technical proposal should consist of a clear and comprehensive response to all requirements as per the Terms of Reference in section 2 above providing a practical, detailed description of the services proposed for performance of the contract.

Tenderers are requested to organise the technical offer in headings or to structure it in such a way so as to ensure that the content of the technical offer meets the requirements set out in the Terms of Reference as closely as possible and to facilitate the subsequent evaluation of tenders against the technical award criteria. It is up to the tenderer to present in his Technical Proposal a detailed organisation and methodology such that they fulfil (comply in full with) all requirements outlined in the Terms of Reference.

For the technical evaluation of the offer against the award criteria mentioned above, the tenderer must provide:

For award criterion 1

- Description of the subject demonstrating in-depth understanding of:
 - the general objective of the proposed study, context, nature and results to be achieved
 - the policies, concepts and research issues related to the study

For award criterion 2

- A detailed description of the envisaged methodological approach, including:
 - research stages/steps to carry out the tasks
 - theoretical framework and research tool for assessing governance structures and financing arrangements of the country's VET system in the view of introducing/expanding apprenticeship
 - identification of potential data sources, channels to be used to obtain data/information on governance and financing of VET system/apprenticeship at national, mainly, but also European level
 - an outline of envisaged approach to identify relevant national stakeholders who could assess governance structures and financing arrangements in their countries' VET systems in the view of introducing/expanding apprenticeship
 - detailed information on the workshops – explanation how action research methods will be applied and indicative organisational arrangements

For award criterion 3

- Detailed work plan illustrating intended organisation, milestones and management of the task including:

- an organisational schedule of the research team and explanation of the role and extent of their involvement in the study (with due attention to allocation of tasks among team members with experience in action research)
- timetable with descriptions of the deliverables
- preliminary assessment of likely difficulties in carrying out the work, proposed actions required to meet these.

The tenderer shall identify a Project Manager within his organisation who will represent the single contact point for all administrative and operational communication in regards to the contract implementation. Cedefop will also designate the Contact Person in charge of handling the contact with the selected tenderer.

In addition to the above the tenderer must clearly specify which parts of the work will be subcontracted (if any) and specify the identity of those subcontractors only undertaking more than 10% of the work by value (or of all subcontractors if total sub-contracting is above 40% of the work by value) as requested in point 4.2.

NB: All the information and means of proof provided commit the contractor throughout the duration of the contract.

5.3. Financial evaluation

Only tenders scoring in total **65** points or more (of a maximum of 100 points) against the technical award criteria and 50% or more of the possible maximum score for each award criterion will have their financial proposal evaluated. The evaluation will be made on the basis of the **Total Price** offered (**Total Financial Offer TFO**) in the Price schedule table (see point 5.4).

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

*$$\text{Financial score} = (\text{cheapest Financial Proposal} / \text{Financial Proposal of the tender considered}) * Y.$$*
Where Y = price weighting (see the complete formula under point 5 above)

Information concerning price

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

5.4. Financial Proposal / Financial Scenario

The Financial Proposal should indicate the total price in order to carry out all the activities indicated in the Terms of Reference. The tenderers must fill-in the following Price schedule table and present a detailed breakdown of the price offered.

The Financial Proposal should clearly match the Terms of Reference and the estimate of value (see point 1.5). All services that shall be procured should be included.

Price schedule table

	1. Names / positions of the Team members/Service*	Number of person-days	Unit price (EUR) per person-day	Price (in EUR) for services/ experts
1)	1a)			
	1b)			
	1c)			
	1 d)			
Subtotal 1 - Total Staff Costs (1a+1b+.....)				
2)	National external experts (including their participation in the 3 workshops: fees, travel and accommodation) – see point 2.3, 3) 4) 7)	Number of units	Unit price (EUR)	Amount (EUR) for national experts
Subtotal 2 – Total cost for national external experts				
3)	Expenses on 3 workshops (including travel and accommodation of core team and logistics: renting the room with necessary equipment, telephone, catering, etc.) – see point 2.3, 3) 4) 7)**	Number of units	Unit price (EUR)	Amount (EUR) for all workshops
		N/A	N/A	
Subtotal 3 – Total cost for workshops’ logistics				
4)	4a) Attending 4 meetings preferably at Cedefop - see point 2.7	Number of meetings/person	Price (EUR) per meeting/person	Amount (EUR) for all meetings
	4b) Other administrative expenses, including professional proof-reading and editing in English of final report – see point 2.6	Number of Units	Unit price (EUR)	Amount (EUR) for other administrative expenditure
Subtotal 4 – Total Other Costs (4a + 4b)				
TOTAL PRICE - TFO (1+2+3+4)				

The VAT amount must be indicated separately here (this applies to tenderers established in Greece only): ... EUR.

The tenderer must fill in each field of the table (where applicable and relevant with his methodology).

* The estimated total number of working days must be justified by the methodology and work organisation.

** A detailed breakdown must be included to justify the workshops costs.

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

- where there is a discrepancy between a unit price and the total amount derived from the multiplication of the unit price and the quantity, the unit price as quoted will be the price taken into account (*not applicable for global price contract*). Tenderers will be requested to confirm in writing the corrected calculation so that it may eventually be included in the contract.

6. INFORMATION ON PRESENTATION AND CONTENT OF TENDER

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

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

6.1. Envelope A - Supporting documents

One original and one copy of:

- cover letter, signed by the person/s (name and position) that is/are authorised to sign the contract in case of contract award
- the exclusion criteria declaration requested in point 3.1 and standard template found in Annex C;
- the selection criteria documents as requested in points 3.2, 4.1, 4.2
- Questionnaires 1 – 4 as found in Annex G
- Power of Attorney (Model 1 or 2), as required in point 4.1 (if applicable) and found in Annex I
- Model of Letter of Intent for Subcontractor/s as required in point 4.2 (if applicable) and found in Annex J
- the Legal Entity Form as requested in point 3.3 and found in Annex D
- the Financial Identification Form as found in Annex E
- the checklist found in Annex F

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

6.2. Envelope B – Technical proposal

One original signed version and three copies of:

- the Technical Proposal providing all information requested in point 5.2, including information relevant to subcontracting, if any, as requested in point 4.2.

6.3. Envelope C – Financial proposal

One original signed version and three copies of:

- the Financial Proposal containing all information requested in point 5.4.

ANNEX A

Contract Notice

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

ANNEX B

Draft Contract

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

ANNEX C

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

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

ANNEX D

Legal Entity Form

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

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

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

ANNEX E

Financial Identification Form

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

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

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

PLEASE NOTE:

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

ANNEX F

Check list of mandatory documents

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

ANNEX G

Questionnaires 1-4

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

ANNEX H

Cedefop Style Manual

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

ANNEX I

Models of power of attorney

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

ANNEX J

Model of Letter of Intent for Subcontractor/s

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