



Tender Specifications annexed to Invitation to Tender

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15 July 2016

*Provision of SESAR Development Support Services (SDSS) to the SJU
for SESAR 2020 Programme Management*

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INTRODUCTION

1.1 ACRONYMS AND TERMINOLOGY

ATM	Air Traffic Management
ATM Master Plan	ATM Master Plan available at https://www.atmmasterplan.eu/
CI	Configuration Items
CP	Common Project
EATMA	European ATM Architecture
EC	European Commission
EU	European Union
EUROCONTROL	European Organisation for the Safety of Air Navigation
FP7	Seventh Framework Programme of the European Community for research and technological development including demonstration activities
KPI	Key Performance Indicator
MA	Membership Agreement
MFA	Multilateral Framework Agreement
OFA	Operational Focus Area
OI	Operational Improvement
PCP	Pilot Common Project
PIRM	Programme Information Reference Model
PMP	Programme Management Plan
PPP	Public Private Partnership
QI	Quality Indicator
QMP	Quality Management Plan
SE	System Engineering
SES	Single European Sky
SESAR	Single European Sky ATM Research
SJU	SESAR Joint Undertaking (European Union body created under Council Regulation (EC) No 219/2007 as amended by Council Regulation (EC) No 1361/2008)

1.2 THE SESAR PROGRAMME

1.2.1 BACKGROUND

The Single European Sky Air Traffic Management Research and Development (“SESAR”) Programme aims to modernise the air traffic management (“ATM”) in Europe and represents the technological pillar of the Single European Sky.

The SESAR Programme comprises three interrelated, continuous and evolving collaborative processes: (1) the definition of the content and priorities, (2) the development of new technological systems, components and operational procedures of the SESAR concept and (3) the deployment plans of the next generation of ATM systems contributing to the achievement of the Single European Sky performance targets.

The definition process delivered the first edition of the European ATM Master plan (“ATM Master Plan”). The European ATM Master Plan 2012 is governing the different activities performed in the contest of the overall SESAR Programme.

1.2.2 SESAR 1 AND SESAR 2020 PROGRAMME

The current SJU work programme (SESAR 1), covered by the European Union’s 2007-2013 financial perspectives, addresses all elements of Step 1 and approximately 80% of Step 2 of the ATM Master Plan. The related activities should be completed by 2016 while the remaining activities of Step 2 and those related to Step 3 should start in 2015 under the extended programme, named “SESAR 2020”, funded under the Union’s 2014-2020 financial framework.

SESAR 2020 will generate an innovation pipeline towards deployment, by demonstrating the viability of the technological and operational solutions already developed within SESAR 1, in larger and more operationally-integrated environments. At the same time, it will prioritise research and innovation in a number of areas, namely: integrated aircraft operations, high capacity airport operations, advanced airspace management and services, optimised network service performance; and a shared ATM infrastructure of operations systems and services. More detailed description of the SESAR 2020 can be found in the SESAR 2020 Multi Annual Work Programme (see Annex 6).

1.3 THE SESAR JOINT UNDERTAKING

1.3.1 PURPOSE OF THE SESAR JOINT UNDERTAKING

The purpose of the SESAR Joint Undertaking ("SJU") created under Article 187 of the Treaty on the Functioning of the European Union, is to ensure the modernisation of the European air traffic management system through the coordination and concentration of all relevant research and development efforts.

The SJU was set up by Regulation (EC) No 219/20073 of 27 February 2007, for the purpose of managing the activities of the development process of the SESAR Programme under the European Union's 2007-2013 financial perspectives. Under EU's 2013-2020 financial framework the SJU was extended by Council regulation 721/2014 of 16 June 2014 in order to complete the execution of the European ATM Master Plan relating to the remaining elements of the development phase.

1.3.2 OBJECTIVES AND SCOPE OF THE SESAR JOINT UNDERTAKING

The SJU is responsible for the implementation of the European ATM Master Plan and for carrying out specific activities aimed at the development of a new generation of air traffic management system capable of ensuring the safety and fluidity of air transport. Further information on the activities of the SJU is available at www.sesarju.eu.

1.3.3 SESAR JU MEMBERSHIP

Under SESAR 2020, 19 SESAR JU members were selected to contribute to the industrial research, validation and demonstration of the industrial R&I activities. At the date of launching the present call for tender the selected members of SESAR JU are preparing their accession to the SESAR JU Membership Agreement.

The SJU under SESAR 2020 will be composed of the current SESAR members complimented by additional members and their supporting entities. The SJU membership under SESAR 2020 shows renewed commitment from the current SJU members (SESTAR 1) and includes 5 new entities in total. The SESAR JU membership under SESAR 2020 brings together over 100 separate organisations with a European and Global presence from across the full scope of ATM research to the ongoing SESAR development. The renewed SESAR JU Membership and capabilities will allow for a continuity of work, as well as a fresh impetus to SESAR's industrial R&I activities. The expansion of the SESAR JU membership also reflects the growing confidence and commitment to SESAR's approach to ATM modernisation and further reinforces the link to deployment.

Building on the results of the first R&I programme, SJU members will focus on areas of the ATM value chain where the greatest performance gains can be achieved. These areas address the need to better integrate airports into ATM, develop further advanced air traffic services, and optimise network services and the enabling the necessary infrastructure. The total cost of SESAR 2020 activities has been estimated to be EUR 1,585 billion. The SESAR 2020 industrial activities will benefit from a contribution of EUR 500 million from the European Union's Horizon 2020 research and innovation programme. The Union budget for the execution of the remaining activities will be supplemented by contributions from SJU members and Eurocontrol.

SESTAR 2020 will be managed according to a revised management framework based on SESAR programme members return of experience. As a result, the "Introduction to the SESAR 2020

Programme Execution” document has been produced, which describes the way the work will be performed in the frame of SESAR 2020 (see Annex 7).

1.4 PURPOSE OF THIS CALL FOR TENDER

In order to ensure the adequate management of SESAR 2020 activities and to deal with the numerous components of the SESAR Multi Annual Work Programme without increasing rigidity in its organisation and cost structure, the SJU requires the support of an external service provider for the provision of **SESTAR Development Support Services (SDSS)**. These services will consist of assisting the SJU as well as SJU Members in the overall SESAR 2020 development and delivery of the SESAR Solutions and will aim ultimately at de-risking the timeliness technical execution of the SESAR Work Programme. The provision of SESAR Development Support Services will cover both the ramp-up and running of the new SESAR 2020 activities.

This call also aims at ensuring a successful integrated transition from on-going activities in order to meet the objective of continuity between SESAR 1 and SESAR 2020. It will integrate in particular the following activities:

- The current Industrial Support contract will be completed by 31 December 2016. A period for the transfer of knowledge to the new awarded contractor will be organised by SJU in due time.
- The current Programme Management Support framework contract will be completed by 04 September 2018. A period for the transfer of knowledge to the new awarded contractor will be organised by SJU in due time.
- The current Programme collaborative tooling currently hosted by SJU will be de-commissioned when the new tool to be made available under SDSS will be deployed in operations. Relevant Data transfer from the current tool to the new one will be planned by the contractor, selected as a result of this call.

This document constitutes the tender specifications accompanying the SJU’s Invitation to tender. It sets out the purpose and the scope of the call for tenders, describes the types of services that will be covered under the Services Contract and may be requested (as detailed in Section 2 below) and the evaluation procedure on the basis of the exclusion, selection and award criteria (as detailed in Section 3 below).

1.5 INDICATIVE TIMETABLE

Milestone	Deadline
Dispatch of the contract notice to the Official Journal of the EU	21 June 2016
Deadline for requesting additional information/clarification to the SJU	No later than 6 working days before the closing date for submission of tenders
Last date on which clarifications are issued by SJU	No later than 6 calendar days before the closing date for submission of tenders
Deadline for reception of tenders at SJU’s premises	2 15 September 2016
Notification of award	October 2016
Contract signature	November 2016

2 TECHNICAL SPECIFICATIONS

2.1 SESAR DEVELOPMENT SUPPORT SERVICES (SDSS)

2.1.1 OBJECTIVE AND SCOPE

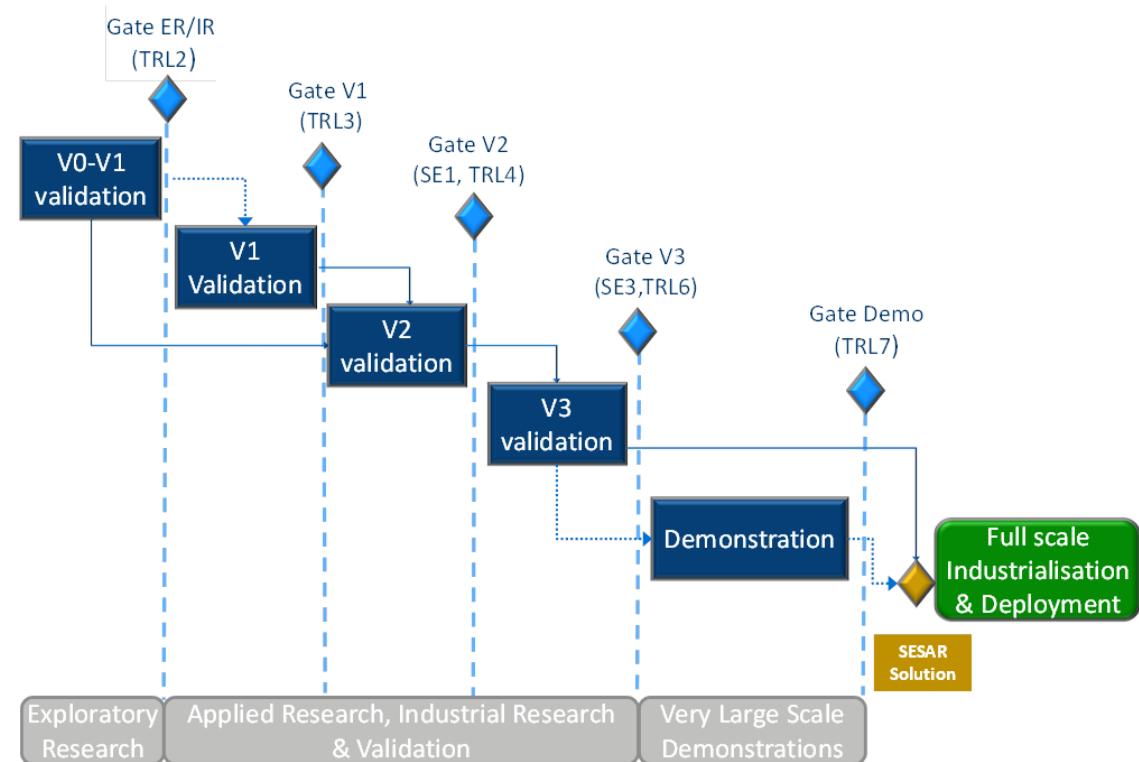
The objective of SESAR Development Support Services (SDSS) is to support the SJU and the SJU Members under SESAR 2020 in the implementation and execution of the processes and procedures required guaranteeing consistency in the Programme lifecycle.

As further described in the following section, this CfT is about the execution of recurring defined programme management and system engineering processes and procedures that support the SJU programme management operations. The selected tenderer shall provide the adequate level of professionals to complement the SJU in these activities and provide an efficient, effective and economic interface to its Members.

Adaptation of the methodologies and tasks as defined here after can be proposed providing that achievement of the objective and scope, as well as adequate execution of the support services are demonstrated by the selected tenderer.

2.1.2 SUPPORT TO SESAR SOLUTIONS LIFECYCLE MANAGEMENT

The SESAR Solution lifecycle includes five maturity Gates, which are decision points assessing the achieved results and authorising the continuation of development and validation activities along the lifecycle.



Each maturity Gate is based on a set of success criteria. All these maturity Gates will address the related SESAR Solutions taking their lifecycles into consideration.

The objective of this activity is to provide first level support to the SJU for the preparation and execution of the maturity Gates through the following tasks:

- Produce maturity Gate Reviews guidance documents, material and draft maturity Gate Reports ;
- Support SJU in the organisation and execution of the maturity Gates

2.1.3 EXTENDED RELEASE STRATEGY PRODUCTION & MAINTENANCE

The delivery of the content of the Key Features identified in the ATM Master Plan is planned within the Extended Release Strategy that mainly describes “What” and by “When” the Programme needs to deliver to meet member’s expectations (e.g. which SESAR Solution and related Operational Improvement (OI) steps / enablers need to achieve full maturity) and that captures performance expectations associated to each SESAR Solution;

The main tasks related to Extended Release Strategy production and maintenance are:

- Generate Extended Release Strategy based on ATM Master Plan and update it on a yearly basis based on the Programme evolution (e.g. evolution of SESAR Solution and OIs/ENs maturity);
- Analyse and identify potential inconsistency between the declared SESAR Solution maturity and the Maturity Assessment report and performance information report;
- Analyse and identify potential inconsistencies between R&D activities and Deployment Programme.
- Build and maintain a SESAR dashboard of the key activities of the Programme lifecycle (e.g. Transversal Deliverables) and perform the necessary regular coordination with the SJU to ensure a proactive and strategic steering of the content.

2.1.4 V&V ROADMAP QUALITY ASSURANCE

The Validation and Verification (V&V) Roadmap gives an overview of the validation and demonstration activities that follow the Validation Strategies planned within SESAR Programme. The V&V roadmap briefly describes and schedules from a SESAR Solutions perspective all validation activities required to mature SESAR Solution and related OI steps from their early phase of description to the resulting demonstration of their feasibility, their applicability to the different operational contexts and their expected performance benefits.

The main tasks related to ensuring the quality control of the V&V Roadmap are:

- Perform regular quality assessments of all SESAR Solutions and related validation exercises in the V&V Roadmap against quality criteria that are defined by the SJU (e.g. answer adequately to the validation needs) and deliver quality reports;
- Produce different views of the Roadmap (e.g. SESAR Solutions view, exercises view, validation platforms view)
- Report on potential gap between the Extended Release Strategy and V&V Roadmap allowing to generate corrective actions.

2.1.5 SUPPORT TO SESAR 2020 RELEASES MANAGEMENT

On a yearly basis and using the Release Strategy as reference, the exercises planned to complete the full maturity of a SESAR Solution (e.g. OI step at V3 maturity level) are extracted out of the V&V Roadmap and consolidated into the Release Plan. A SESAR Release is therefore a sub-set of the SESAR Programme that focuses on V3 mature SESAR Solutions that can be declared ready for industrialisation and/or deployment.

The objective of this activity is to provide first level support to the SJU Programme Management activities for the definition, documentation and monitoring of the execution of SESAR 2020 Releases.

The main tasks related to the support to Releases Management are:

- For a dedicated Release, capture the descriptions of SESAR Solutions validation exercises (also includes Technology Solutions) and perform their consolidation into the yearly Release Plan. For each Release, the Release Plan shall be ready for being baselined at the end of October of the preceding year;

- Support Programme Management activities in the monitoring of the execution of the Releases validation exercises and ensure regular reporting on the achievements of the Milestones;
- Support the preparation of SESAR Solutions Contextual Notes and Data Packs as results of the maturity Gate (e.g. V3 maturity Gate);
- Prepare the Release Close out Report. For each Release, the Close Out Report shall be ready to be baselined at the end of June of the next year.

2.1.6 SESAR MATURITY ASSESSMENT

Maturity assessment consists of measuring the maturity of the SESAR Solution through their related OI steps & enablers against pre-defined maturity criteria. This assessment is performed by the projects along the validation lifecycle and according to the V1, V2 and V3 maturity levels (and Technology Readiness Levels for technological solutions).

On a yearly basis, the maturity assessment results are aggregated into the SESAR Programme Maturity Report that provides a shared and common reference.

The tasks related to the Maturity Assessment are:

- Support the SJU in the maintenance of maturity assessment criteria;
- Maintain maturity assessment supporting tools in line with the applicable assessment criteria;
- Perform quality assessment on the maturity assessments produced by solution projects;
- Aggregate the maturity assessment and prepare the yearly SESAR Maturity Assessment Report.

2.1.7 TECHNICAL COHERENCE ASSURANCE

The activity will consist of supporting the SJU in the management of the portfolio of projects with a focus on ensuring technical coherence considering the EATMA. It also covers supporting SJU in the change management process of the Execution framework. It will be performed through the main following tasks:

- Analyse and report to the SJU status of the Programme management KPIs of each project.
- Monitor and provide advice to ensure that all projects apply the principles as defined by the SESAR 2020 Transversal Activities.
- Support to deliverable assessment through the provision of a report comparing the coverage of the SESAR Solution deliverable with his defined scope in EATMA.
- Provide support to the change management of the Programme Execution framework (e.g. SESAR Solution handbook for Project Managers) and organise training when required.

2.1.8 PROGRAMME INFORMATION REFERENCE MODEL MAINTENANCE

The Programme Information Reference Model (PIRM) is composed of the meta-model describing the relationship between all information notions that are used in the programme, and a collection of configuration items for each of these notions.

The meta-model is maintained by the programme development framework activity through a change and configuration management process.

The tasks related to the PIRM maintenance are:

- Update and publish Configuration Items (CI) versions and Release Note
- Assess impact of requested changes to CIs in particular in identifying potential inconsistencies even between CIs.
- Update and publish PIRM Reports

2.1.9 DELIVERABLES TEMPLATES MAINTENANCE

In order to capture adequately the different material to be delivered by the projects, standard templates for project deliverables have already been defined. These deliverables templates could be adapted if required to cope with potential evolution of the Programme execution processes.

The tasks related to the Deliverables Templates maintenance are:

- Support to the definition of the SESAR 2020 deliverables templates
- Provide training to SESAR Projects to explain how to use them;
- Propose to SJU possible template changes;
- Update and publish the updated versions, when required.

2.1.10 SUPPORT TO THE EXECUTION OF THE PROGRAMME MANAGEMENT *

The selected contractor shall provide support to the SJU in the execution of the Programme Management with the level of quality desired. This support shall cover, among others, the following tasks:

- Update Programme management data and report on quality controls;
- Regular reporting on the Programme activities (e.g. integrated project plans, dashboards...);
- Timely preparation and availability of documentation and checklists for contractual gates covering Exploratory & Industrial Research projects and Large Scale Demonstration activities;

2.1.11 SUPPORT TO QUALITY ASSURANCE*

The selected contractor ensures the quality on the processes related to the Programme Management execution. This support shall cover, among others, the following tasks:

- Smooth running of Programme execution processes by monitoring them, providing amongst other training to staff and to the organizations involved in the SESAR Programme activities
- Collection of data, adequate implementation of the relative processes and assessment of the data quality,
- Provision of programme reporting through monthly dashboard (e.g. Release, Risk Management) and support to their improvement;
- Timely collection and consolidation of quarterly project progress reports;
- Support to SJU Risk Manager in Risk Management activities;

2.2 PROGRAMME MANAGEMENT COLLABORATION TOOL AND OPERATING SERVICES

2.2.1 OBJECTIVE AND SCOPE

The objective of this Programme Management collaboration tool is to provide a collaborative platform and associated operating services to support the SJU and the SJU Programmes Members in execution of the Programme management processes. The tool shall offer a tailored and user-friendly interface to the wide community of users within the SESAR 2020`.

The tool will consist of a commercial off-the-shelf product (COTS) that will be customised in order to support the processes as described in the “Introduction to the SESAR 2020 Programme Execution”.

* These tasks will only start as of September 2018, at the completion of the current Programme Support framework contract. A period of at least 4 months will be planned to acquire the knowledge. The knowledge acquisition period shall be identified in the technical offer.

A first non-exhaustive **and indicative** list of requirements can be found in the “Business Management System” document in Annex 2. **All references to the Sharepoint application platform listed in these requirements shall not be considered as an SJU prerequisite. Any software application able to cope with the requirements will be welcomed.** Additional details on the scope of the collaborative tool can be found in Annex 1.

The Tool shall be dimensioned for 2 000 (two thousand) Users in total and 200 (two hundred) concurrent accesses.

2.2.2 OWNERSHIP

The selected contractor shall act as repository and tool manager. The SJU and its Members retain full rights and ownership of the content of the database. Further reference on intellectual property aspects is provided in section 2.7 below and Articles I.10 and II.13 of the contract.

The selected contractor will provide a virtualised desktop environment providing suitably authorised and trained users remote access to the tool and repository. The selected contractor will have to maximise the overall effectiveness and value of the tool by ensuring that it meets the needs across the Programme and of the SJU to undertaken responsibility. When required and upon SJU request (e.g. at the end of the contract), the future contractor will deliver the elements allowing the SJU to continue the Programme Management operations, in particular:

- The populated database;
- The set of tool configuration and customisation files.

2.2.3 DELIVERY APPROACH

In the technical offer, the tenderer shall propose a suitable plan, methodology and organisation describing the delivery approach. The delivery approach shall be incremental and based on configuration items taking into consideration the management of projects portfolio (Remark : The iterative versions of the tool made available during the execution of the contract will be regularly assessed by SJU in particular at the bi-monthly progress review meetings).

This plan will also include and describe all activities required to ensure the transfer of knowledge to all users guaranteeing an effective launch into operations. Roles and responsibilities and control mechanism to be put in place during the execution of the contract will be specified. Close coordination with SJU shall be ensured along the delivery of the tool, on the basis of the initial proposed plan.

The future contractor shall provide the server and hosting facilities. The tool shall provide remote access to the Users based on native functions of off-the-shelf Web browsers

During the execution of the contract, the selected contractor will provide to the SJU the relevant training sessions and user manual for the effective use of the tool.

In the technical offer, the tenderer shall provide screenshots of functionalities of the tool, based on Use Cases (e.g. Annex 1) and will explain how the proposed tool will answer to the requirements.

2.2.4 COLLABORATIVE TOOL OPERATING SERVICES

The tenderer is required to describe in the technical offer how the following aspects related to the operating services will be addressed:

2.2.4.1 Service management

The tenderer shall propose a methodology (e.g. ITIL-like) that will describe the way maintenance and support will be provided together with the running of the operations and the hosting monitoring.

2.2.4.2 Maintenance

The selected contractor shall be able to ensure incremental implementation of changes in order to either fix defects (bugs) or add new features to meet system evolution or user needs. A corrective maintenance throughout the contract duration will be guaranteed. The tenderer shall also explain in its technical proposal its strategy for dealing with the obsolescence of the tool.

2.2.4.3 Support

The tenderer is required to provide technical support/helpdesk service to the tool users. This support service will range from taking care of the user's feedback, like reporting a bug, raising a request for change, raising a question; to the Multi-tiered technical support (Levels 1, 2 & 3).

2.2.4.4 Availability

Server side Availability:

- Availability of supporting staff during business hours (from 08.00 to 18.00 Central Europe Time) or otherwise on prior request.
- Overall resilience (Redundancy/continuity, Back-up file for data recovery).

Client side

- Availability of supporting staff during business hours or otherwise on prior request.
- Secure access to the tool via web ([https](https://)).
- Multiple and simultaneous access for different users called (concurrent users).

2.2.5 SERVICE LEVEL AGREEMENT

The tenderer shall also include in the offer a **Service Level Agreement** (including Quality Indicators) that will cover the above listed services (ref to section 2.2.4) and will address elements such as performance measurement, availability, security, problem management, customer duties, disaster recovery, termination of agreement. The SLA, upon agreement of the SJU, will be part of the contract and will be regularly monitored (Quarterly Reporting).

The technical offer shall also clearly identify the costs related to the delivery activities of the Programme management tool, the costs of licenses and the operating & services costs. [Information related to the total fixed price covering the maximum contract duration \(i.e. 4 years\) shall be provided in the financial offer, as indicated in point 7 \(d\) of the letter of invitation to tender and section 3.5.2 below.](#)

2.3 WAY OF WORKING AND CONTRACT INFORMATION

A close relationship between the SJU and the selected contractor will be necessary all along the Contract lifecycle, to efficiently manage in a responsive manner, the SESAR 2020 Programme and SJU priorities which may occur.

2.3.1 PLACE OF PERFORMANCE

The provision of SESAR Development Support Services shall preferably be performed in Brussels, partly at the SJU premises for a maximum of 8 staff.

2.3.2 TEAM FOR CONTRACT IMPLEMENTATION

The tenderer shall propose a team to ensure the adequate achievement of the tasks. The team proposed shall cover at least following profiles:

- A Project Manager who will be the interlocutor with the SJU
- Senior Experts
- Junior Experts, and

- Other team members

Accurate reference on the requirements of each of the profiles is provided in section 3.4.3.2 below.

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.

2.3.3 MEETINGS

In addition to the day-to-day activity, formal planning and coordination meetings will be held between the SJU and the selected tenderer, as follows:

- **A kick-off meeting** shall take place in Brussels at the SJU's premises. The selected Contractor will prepare the agenda taking into consideration the requirements in this present document, minutes and monitor the resulting actions
- **Bi-monthly Progress Meetings** between the selected Contractor and the SJU will be held either at the SJU's premises in Brussels, at the selected Contractor's premises or through electronic conferencing systems. The selected Contractor will prepare the agenda, minutes and monitor the resulting actions.
- **Additional meetings** may be organised depending on the needs.

2.3.4 KNOWLEDGE ACQUISITION FOR SESAR DEVELOPMENT SUPPORT SERVICES

Following contract signature, there shall be a “handover phase” from the current Industrial Support contractor to the future selected SDSS contractor. This handover phase will take place in the second half of 2016, allowing the selected Contractor to get ready to take over the management and provision of SESAR Development Support Services, in order to cause minimal disruption in the SJU operations.

Similarly, a “handover phase” from the incumbent Support to Programme Management contractor to the selected contractor will be planned and will be carried out in the first half of 2018.

The tenderer is required to include in the technical offer a proposed approach for the acquisition of the knowledge. Once selected, the tenderer will have to refine this approach into a formal deliverable called “Knowledge Acquisition Plan” describing the different activities, the timeline and the approach to be performed with a view to acquire the necessary knowledge in terms of processes execution.

2.3.5 DELIVERABLES

During the contract execution, the contractor shall report quarterly on the progress of the activities. A proposal on the content of such quarterly reporting shall be included in the tenderer offer.

The tenderer is required to also include in the technical offer a summary of a SDSS Management Plan describing the SDSS processes and organisation, the schedule of deliveries as well as the working relationship with the SJU and the Members in the frame of SESAR 2020. This summary will also include a Risk management approach. Once selected, the tenderer will have to refine and detail these elements into a formal deliverable called “**SDSS Management Plan (SMP)**”.

The technical offer shall also include a proposed approach for Quality Management that will aim at ensuring the continuous monitoring and improvement of proposed services and deliveries to the SJU. This proposed Quality Management approach will contain an initial list of Quality Indicators. Once selected, the tenderer will have to refine and detail these elements into a formal deliverable called “**SDSS Quality Management Plan (QMP)**”.

The following list of deliverables is expected to be submitted along the lifecycle of the contract. At the Kick-Off meeting, a tentative planning will be proposed by the selected contractor which will be subject to SJU approval. The list of deliverables is :

- Knowledge Acquisition Plan,
- SDSS Service Management Plan including Risk Management approach;
- SDSS Support Service Quality Management Plan;
- Quarterly SDSS Risk dashboard;
- Quarterly SDSS Progress Reports including report on tool operations, maintenance and support activities, system performance and availability (including Quality Indicators measurement);
- Iterative versions of the tool;
- User, Administration Configuration, Issues management manuals
- SDSS Annual Reports;
- SDSS knowledge transfer plan at the end of the contract to assure handover to a successor;
- SDSS closure report together with the elements allowing the SJU to continue the Programme Management operations, in particular:
 - The populated database;
 - The set of tool configuration and customisation files.
- Related to SESAR Solutions Lifecycle management
 - Maturity Gates guidance
 - Draft maturity Gate reports
- Related to Extended Release Strategy :
 - Extended Release Strategy once per year;
- Related to V&V Roadmap quality assurance
 - V&V Roadmap quality Reports;
 - Gap analysis reports between Extended Release Strategy and V&V Roadmap
- Related to SESAR 2020 Releases Management
 - Release Baseline Plan, once per year
 - Draft Release Close out Report, once per year;
 - SESAR Solutions Datapacks, once per year;
- Related to SESAR Programme Maturity Assessment
 - Draft SESAR Programme Maturity Report, once a year;
 - Maturity Assessment supporting tools
- Related to Technical Coherence Assurance at Key Features level
 - Project KPIs reports
 - SESAR Solution Coverage report
- Related to Managing the Programme Information Reference Model
 - PIRM Configuration Items and Reports, twice per year;
- Related to Deliverables Templates maintenance
 - Template training material
 - Updated templates for project deliverables

The tenderer may propose additional deliverables in his offer, deemed useful to complete the previous list. Similarly, some additional ad-hoc reports or deliverables could also be required by the SJU along the life cycle of the SDSS contract to address specific needs.

2.4 ESTIMATED VALUE AND DURATION

The maximum allocated budget for the contract is 15.000.000 EUR (VAT excluded) for a 4 year maximum period.

The contract initial duration is 2 years. Upon the acceptance of the 2nd yearly report, an authorisation to proceed with the activities will be given by the SJU for the additional 2 years.

The SJU reserves the right to terminate the contract upon the expiry of the 2 years; this will be formalized by contract amendment.

If the contract is terminated, the contractor shall not have the right to claim for any compensation apart from the payment for the part of the work actually performed and approved by the SESAR Joint Undertaking in line with the approved milestone payment plan.

The SJU, pursuant to Article 134(1)(e) and (f)(i) of the Rules of Application¹, may negotiate the repetition of similar services and additional deliveries entrusted to the selected contractor. The maximum duration of the contract amendment, resulting from the negotiated procedure, shall not exceed 2 years and the maximum value of the contract amendment shall not exceed 5 000 000 EUR (five million euros).

2.5 PAYMENTS

The interim payments will be made in line with the Milestone Payment Plan² (ref. Section 2.4.) upon the acceptance of the related deliverables by the SESAR JU.

2.6 VARIANTS

Variants on the terms of reference are not permitted.

2.7 MANAGEMENT OF PROFESSIONAL CONFLICT OF INTEREST

The selected tenderer shall not enter into a possible situation of Conflict of Interest, in particular:

- The tenderer shall guarantee not to use for future Business opportunities any information received in the frame of SESAR contract execution.
- In case the tenderer is also a Member contributing to SESAR programme, the tenderer shall not compromise its independence and avoid making biased recommendations to gain any advantage in the SESAR Programme.

The tenderer shall describe in the technical offer the preventive measures he will put in place to avoid the above mentioned situations.

2.8 INTELLECTUAL PROPERTY RIGHTS

The tenderer selected for award of the contract will be subject to the IPR provisions of the draft contract which is annexed to Invitation to tender ref. SJU/LC/0126-CFT, i.e. Articles I.10 and II.13 thereof.

¹ Commission delegated regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union (OJ L 362 31.12.2012, p. 1) as amended.

² Advanced payments shall not exceed 30% of the fixed total price of the contract

In addition, it should be noted that, if the activity results (please, refer to the draft contract for the definition of the “results”) are not to be fully created for the purpose of the contract it should be clearly pointed out in the tender.

In particular, for the development of the tool, there should be information provided about the scope of pre-existing materials, their source and when and how rights to them have been acquired.

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

3 ASSESSMENT OF THE TENDERS AND AWARD OF THE CONTRACT

3.1 INTRODUCTION

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

3.2 MINIMUM REQUIREMENTS

Only the tender meeting minimum requirements and representing all the aspects of the Technical Specifications in Section 2 of this call for tender will be considered compliant with the Technical Specifications.

The tender shall also be in compliance with applicable environmental, social and labour law obligations established by Union law, national legislation, collective agreements or the international environmental, social and labour law conventions listed in Annex X to the Directive 2014/24 EU.³ The tenderer will declare in the Declaration on Honour on Exclusion Criteria and Selection criteria (Annex 3) being compliant with these requirements.

3.3 ASSESSMENT IN THE LIGHT OF EXCLUSION CRITERIA

In accordance with Article 106 of the Financial Regulation in order not to be excluded from participation in the present procedure, the tenderer shall provide evidence of not being in any of the following situations:

- (a) bankrupt, subject to insolvency or winding-up procedures, where its assets are being administered by a liquidator or by a court, where it is in an arrangement with creditors, where its business activities are suspended, or where it is in any analogous situation arising from a similar procedure provided for under national laws or regulations (the tenderer shall also be excluded on this ground if a natural or legal person that assumes unlimited liability for the debts of the economic operator is in the aforementioned situation);
- (b) it has been established by a final judgment or a final administrative decision that the economic operator is in breach of its obligations relating to the payment of taxes or social security

³ 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

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 (the tenderer shall also be excluded on this ground if a natural or legal person that assumes unlimited liability for the debts of the economic operator is in the aforementioned situation);

(c) it has been established by a final judgment or a final administrative decision that the economic operator or a person, who is a member of the administrative, management or supervisory body of that economic operator, or who has powers of representation, decision or control with regard to that economic operator is guilty of grave professional misconduct by having violated applicable laws or regulations or ethical standards of the profession to which the economic operator 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;

(ii) entering into agreement with other economic operators with the aim of distorting competition;

(iii) violating intellectual property rights;

(iv) attempting to influence the decision-making process of the contracting authority during the award procedure;

(v) attempting to obtain confidential information that may confer upon it undue advantages in the award procedure;

(d) it has been established by a final judgment that the economic operator or a person, who is a member of the administrative, management or supervisory body of that economic operator, or who has powers of representation, decision or control with regard to that economic operator is guilty of any 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 (1);

(ii) corruption, as defined in Article 3 of the Convention on the fight against corruption involving officials of the European Communities or officials of Member States of the European Union, 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 law of the country where the contracting authority is located, the country in which the economic operator is established or the country of the performance of the contract;

(iii) participation in a criminal organisation, as defined in Article 2 of Council Framework Decision 2008/841/JHA;

(iv) money laundering or terrorist financing, as defined in Article 1 of Directive 2005/60/EC of the European Parliament and of the Council;

(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;

(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;

(e) the economic operator or a person, who is a member of the administrative, management or supervisory body of that economic operator, or who has powers of representation, decision or control with regard to that economic operator has shown significant deficiencies in complying with

main obligations in the performance of a contract financed by the 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;

(f) it has been established by a final judgment or final administrative decision that the economic operator or a person, who is a member of the administrative, management or supervisory body of that economic operator, or who has powers of representation, decision or control with regard to that economic operator has committed an irregularity within the meaning of Article 1(2) of Council Regulation (EC, Euratom) No 2988/95.

(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;
- iii.decisions of the ECB, the EIB, the European Investment Fund or international organisations;
- 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
- v.decisions of exclusion by an authorising officer of an EU institution, of a European office or of an EU agency or body.

In accordance with Article 107 of the Financial Regulation, the contract shall not be awarded to any tenderer falling under any of the following circumstances:

- a) is in an exclusion situation established in accordance with Article 106 of the Financial regulation, listed above;
- b) has misrepresented the information required as a condition for participating in the procedure or has failed to supply that information;
- c) was previously involved in the preparation of procurement documents where this entails a distortion of competition that cannot be remedied otherwise.

Evidence to be provided

Accordingly, tenderers must provide a Declaration on Honour (see Annex 3), duly signed and dated, stating that they are not in one of the situations referred to above⁴.

Nota Bene:

The tenderer to which the contract is to be awarded shall provide, within 14 calendar days following notification of award and preceding the signature of the contract, the original Declaration on Honour on Exclusion Criteria and Selection Criteria (if provided in copy at the offer submission stage) and the following documentary proofs in original to confirm the declaration referred to above:

⁴ Where parts of the services are intended to be subcontracted the tenderer has also to ensure that the subcontractors satisfy the exclusion criteria as indicated in Sections 7 and 18of invitation to tender Ref. SJU/LC/0126-CFT. Where a consortium is submitting a tender, each member of consortium must provide the required Declaration on honour as indicated in Sections 7 and 18bis of the mentioned invitation.

1. 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.
2. 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.

If the person already submitted such evidence for the purpose of another procedure, its issuing date does not exceed one year and it is still valid, the person shall declare on its honour that the documentary evidence has already been provided and confirm that no changes have occurred in its situation.

3.4 ASSESSMENT IN THE LIGHT OF SELECTION CRITERIA

The tenderer must have the overall capabilities (legal, economic, financial, technical and professional) to perform the contract. All the requirements listed below must be met.

Please note that in the selection phase, assessment focuses on the past experience and capacity of the tenderer, and not on the quality of the (technical) offer. The latter is to be assessed in the light of the award criteria.

The SJU may waive the obligation for a candidate or tenderer to submit the documentary evidence requested under Sections 3.4.1, 3.4.2 and 3.4.3 below if such evidence has already been submitted for another procedure and provided the documents were issued not more than one year earlier and are still valid at dispatch of the information for candidates and tenderers. In such cases, the candidate or tenderer must declare on his honour that the documentary evidence has already been provided in a previous procedure with the SJU, provide reference to that procedure, and confirm that there has been no change in the situation.

3.4.1 LEGAL CAPACITY

Tenderers are requested to prove that they are authorised to perform the contract under the national law.

Evidence to be provided:

Tenderer shall provide duly filled and signed Declaration on Honour on Exclusion Criteria and Selection criteria (Annex 3) as a part of his tender and the following evidence:

- Evidence of inclusion in a trade or professional register, or a sworn declaration or certificate, membership of a specific organisation, express authorisation or entry in the VAT register.
- Legal entities' form (for the Coordinator and for each Consortium Member, not needed for subcontractors), dully filled-in and accompanied by all the supporting documents requested therein, (see section 7b) of Invitation to tender Ref. SJU/LC/0126-CFT). (please, use the form available on the following web page:

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

- Financial identification form (only for the Coordinator or the one responsible for payment matters) dully filled-in (please, use the form available on the following web page:

http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial_id_en.cfm);

3.4.2 ECONOMIC AND FINANCIAL CAPACITY

The tenderer (the coordinator and each member of the consortium, if any) shall be in a stable financial position and have sufficient economic and financial capacity to perform the contract.

Minimum level:

Have an overall turnover of at least the annual value of the contract i.e.: EUR 3 750 000,00;

Have a professional risk indemnity insurance of at least the annual value of the contract i. e. EUR 3 750 000, 00; this criteria applies to the coordinator in case of consortia.

Evidence to be provided:

Tenderer shall provide duly filled and signed Declaration on Honour on Exclusion Criteria and Selection criteria (Annex 3) as a part of his tender and the following evidence:

Proof of economic and financial capacity shall be furnished by at least two of the following documents:

- Evidence of professional risk indemnity insurance;
- Balance sheets (or extracts from balance sheets) for at least the last two years for which accounts have been closed;
- Statement of overall turnover during the last three financial years duly dated and signed.

If, for some exceptional reason which the SJU considers justified, the tenderer is unable to provide the documents requested here above, the tenderer may prove the economic and financial capacity by any other means which the SJU considers appropriate.

NB: Public bodies and higher education establishments are not subject to a verification of their economic and financial capacity.

3.4.3 TECHNICAL AND PROFESSIONAL CAPACITY

The technical and professional capacity of the tenderer, proving his suitability to provide services covered by the Contract will be evaluated on the basis of the minimum requirements and evidence thereof provided as described in the subsequent paragraphs.

Minimum levels

3.4.3.1 The tenderer

The tenderer shall demonstrate:

1. Proven experience in the provision of the following services:
 - Defining and executing programme management and system engineering processes and procedures in the frame of large transnational or Public Private Partnership technological and/or research programmes in the aeronautical, communication and space domains.
 - Mentoring, training, and related communication activities.
 - Collaborative systems for distributed multi-project management.
2. Having provided the above listed services in the Aviation domain, in particular in air traffic management at European level.

3.4.3.2 The team proposed for contract implementation

The tenderer shall demonstrate that it has competent and experienced staff to implement the Contract, for this purpose:

1. The Project Manager who will be the interlocutor with the SJU shall have at least 15 years of work experience, of which at least:
 - 10 years in the system engineering domain;
 - 8 years in managing transnational projects;
He/she shall have good understanding of the SESAR Project and/or of EU Research and Development activities.
2. Senior Expert team members shall have at least 10 years of work experience, of which at least:
 - 6 years in the system engineering domain;
 - 4 years in transnational projects;
They will have good understanding of the SESAR Project.
3. Junior Expert team members shall have at least 5 years of work experience, of which at least:
 - 3 years in the system engineering domain;
 - 2 years in transnational projects.
4. In addition, the team members shall have:
 - a university degree in a relevant field;
 - proven skills, aligned with their years of relevant experience, in technical documents writing and assessing, communication and presentation to large audiences, mentorship and coaching;
 - very good written and oral command of the English language.

Evidence to be provided:

Tenderer shall provide duly filled and signed Declaration on Honour on Exclusion Criteria and Selection criteria (Annex 3) as a part of his tender and the following evidence:

1. Brief tailor made presentation of (maximum 4 pages):
 - The tenderer, containing a detailed description of the organisation (coordinator, other member/s and/or already identified subcontractors, focusing in particular on the capacity and the organizational structure set up to perform the activities), main current activities, and formal qualifications in its possession.
 - Two similar services/projects where Support in implementing programme management and system engineering processes has been provided by the tenderer.
 - Two similar services/projects where a similar multi-user multi-project management tool has been provided by the tenderer.
where
 - the services/ projects have been completed in the last three years; and
 - the related programme was a large transnational or PPP technological and/or research programme.

The presentation shall be complemented by the table provided in Annex 4.1 and include the names of the organisation/institution/etc. to which the services have been provided, description of the services provided, the relevant year, the indicative contract amount, the principal language used and the certificates/evidence issued or countersigned by the competent authority or the private entity (the latter to be attached to the duly filled in Annex II).

2. Detailed CVs for the proposed Project Manager, Senior, and Junior Consultants,
3. Completed staff form to be found in Annexe 4.2.

3.5 ASSESSMENT IN THE LIGHT OF AWARD CRITERIA

Only the tenders meeting the requirements of the exclusion and selection criteria will be evaluated in terms of quality and price for the award of the Contract. The Contract will be awarded on the basis of the economically most advantageous tender (Best Value for Money criteria) as detailed in the subsequent sections.

3.5.1 TECHNICAL EVALUATION

The quality of the technical offer covering the requirement will be evaluated in accordance with the award criteria and the associated weighting detailed in section 0 below. The tender must reach a minimum score of 50% or more per criterion and 70 points or more globally as a result of the technical evaluation in order to be admitted to the financial evaluation. For lower scores, the tenders will be considered non-suitable and therefore excluded.

NB: Tenders presenting a mere repetition of the tender specifications or source documentation as part of the technical offer will be scored not more than the minimum required.

TECHNICAL AWARD CRITERIA

Technical Award Criteria	Maximum available	Minimum required
Quality of the proposed methodology: <ul style="list-style-type: none"> ○ Understanding of the context and objectives of the CFT described in section 2. ○ Appropriateness of the proposed approach for achieving the services described in section 2.1. ○ Demonstration that SJU's environment, organisation and structure is tackled appropriately and effectively by the technical offer (e.g. SESAR 2020 WBS). 	35	17.5
Suitability of the proposed organisation of services and resources: <ul style="list-style-type: none"> ○ Adequacy of the proposed tenderer's structure and alignment with the requirements set in section 2.3. ○ Suitability of the composition and balance of the proposed team. ○ Suitability of the proposed resources assigned to the work in terms of skills. 	20	10
Quality and suitability of the SDSS implementation: Evidence of arrangements for ensuring that requirements in section 2 will be met: <ul style="list-style-type: none"> ○ Quality and pertinence of the detailed project organisation, pertinence of the SDSS Management Plan approach including Risk management and Quality management approaches (ref. Section 2.3.); ○ Assurance of avoidance of Conflict of Interest (ref. Section 2.7.); ○ Quality and pertinence of the Knowledge Acquisition approach to perform the handover with the current contractor in order to cause minimal disruption in the SJU operations (ref. Section 2.3.); ○ Appropriate set up for the place of performance (ref. Section 2.3.); ○ Quality and pertinence of the tool delivery approach including aspects related to Tool functionalities based on screenshots and Use Cases (ref. Section 2.2.); ○ Quality and pertinence of the tool operating services approach, the SLA and related Quality Indicators (ref. Section 2.2.). 	45	22.5
Total score technical evaluation	100	70

3.5.2 FINANCIAL EVALUATION

The price to be taken into account for the financial evaluation and for the award of the Contract is the one proposed by the tenderer in the financial offer as indicated in Invitation to tender ref. SJU/LC/0126-CFT.

All tenders must contain a separate financial offer, quoting a fixed price for the full contract duration (4 years) and including all charges (including travel and subsistence costs). Travel and subsistence costs are not refundable separately. The quoted price shall not be subject to any revision during the contract duration. This fixed total price will be the basis for the financial assessment.

The lowest priced acceptable tender (that is eligible and has obtained at least the minimum points required in the technical evaluation), will be used to compare the price of the remaining acceptable tenders.

3.5.3 RECOMMENDATION FOR AWARD

The Contract will be awarded to the most economically advantageous i.e. tenderer offering the highest ratio by weighting quality (score of technical evaluation compared to the tender with highest score for quality) against price (price quoted in the financial offer compared to the lowest price) on a **70/30** basis as indicates the following formula:

Score tender Y = (Technical score of Offer Y / Highest technical score) x **70%** + (Lowest price/Price of Offer Y) x **30%**.

4 ANNEXES

1. Scope of the Programme Management collaboration Tool
2. Business Management System High level requirements
3. Declaration on honour on exclusion criteria and selection criteria
4. Templates list for previous contracts, staff form
5. Mandate consortium coordinator
6. SESAR 2020 Multi Annual Work Programme
7. Introduction to the SESAR 2020 Programme Execution