## DISCLAI MER

This presentation was produced ONLY to help to understand the context of the Announcement of Opportunity (AO) and, in a simplified manner, some of the Rules and Procedures associated with ESA procurements especially of this AO.

This presentation material is intended as an aid in the context of the Invitation-to-Tender AO 1-8770.

## Summary of presentation

1. EMITS
2. ESA-STAR
3. The ITT / AO Package
a) Content
b) Reference documentation
4. The Tendering Period
5. The Tender Evaluation
6. The Negotiation Period
7. Basic Step-by-Step Recipe
8. What to submit? Programmatic Aspects
9. When will I know?
10. Questions
11. Other Information
12. Proposal template
13. Esa-p

## EMITS - Electronic Mail Invitation to Tender System

EMITS is ESA's web-based system for publishing (competitive) Invitation-to-Tenders (ITT). It includes:

- A list of intended ITTs: potential bidders may declare their interest and see which other companies have done the same
- Many technical, administrative and contractual standards and documents (General Tender Conditions, General Clauses and Conditions for ESA Contracts, PSS-A forms, engineering standards etc).
- Open Competitive ITTs.
- Competitive ITTs published by ESA on behalf of other entities
- NEWS - Consultations to industry, Announcements, etc.


## ITT／AO Package

EMITS：Reference Documentation

$\triangle$ Specification for the Production of ESA Study Conts
Specification for the Production of ESA Study Contract Reports
$\triangle$ ESA Penalty Policy
Procurement Regulations－ESA／REG／001，rev． 4
$\Delta$ Right to review in the frame of the Procurement Regulations

- Best Practices for the selection of subcontractors（IPC（2012）65，rev．2）
$\Delta$ General Conditions of Tender for ESA Contracts（ESA／REG／001，rev．4，Annex IV） －EXPRO
ESA Security Regulations
$\triangle$ PSS Forms（Issue 5）
National Price and Salary Statistics in EUROS
$\triangle$ National Price and Salary Statistics－Annual Publications
－$⿴ 囗 十$ Tecrevious Versions
－ Q －TCOS Resources
－How to do Business with ESA
http：／／emits．esa．int


## EMITS - Electronic Mail I nvitation to Tender System

1. Its primary objective is to guarantee the principle of fair competition and fair access to ESA's procurement at all levels.
2. Certain information on the EMI TS database (e.g. a list of open and intended invitations-to-tender and reference documentation) is accessible as a Guest user. However, access to the tender documents you require for this invitation to tender is protected by means of user ID and password.
3. This user ID and password will be given to you after completing the ESA-STAR registration.

## See more detailed information at the end of this presentation

## ESA-STAR

The ESA-STAR is the ESA Corporate Application supporting the following processes:

- Registration of Legal Entities in the ESA corporate systems for tendering (EMITS), purchase and financial tasks.
- Registration and maintenance of entities users information, in order to grant them access to EMITS, ESA-STAR Tendering module (currently in pilot version) and ESA-P systems (ESA's contract and payment system).
- Collection and regular update of data provided by the registered entities used by ESA procurement, industrial policy and finance processes

Without an ESA-STAR (https://esastar-emr.sso.esa.int/) registration (ESA Entity Code) there is NO access to the AO documents in EMITS.

In EMITS you will find:

1) Invitation-To-Tender (ITT) package
2) reference documentation linked to the ITT
3) access to any clarifications regarding the ITT

Without ESA-STAR registration (ESA Entity Code) there is NO contract.

## ESA - STAR Registration I

## Registration in ESA-STAR is essential!

To register in ESA-STAR:
Go to https://esastar-emr.sso.esa.int/

Detailed information in:
https://esastar-emr.sso.esa.int/Account/Register
Support information in:
https://esastar-emr.sso.esa.int/Account/DownloadFile


## EMI TS

## Expression of interest

- To be notified of changes, updates and clarifications of the call, you MUST express your interest by ticking the appropriate box.



## EMITS

## User preferences I

We advise you to set up your preferences regarding which ITT's you would like to be notified of:


## EMITS

## User preferences II



Plan for European Cooperating States (PECS) in Cyprus \| Briefing AO 1-8770| $7^{\text {th }}$ September 2016| Nicosia | Slide 12


${ }^{-}$News
PDirect Negotiation

- Restricted Competition - Intended Invitations to Tender QReference Documentation Q Software Packages and Link - Search Invitations to Tender
 <br> \section*{\section*{EMITS <br> \section*{\section*{EMITS <br> <br> User preferences IV} <br> <br> User preferences IV}

年


## I nvitation to Tender (ITT) AO/ 1-8770/ 16/ NL/ SC

## Announcement of Opportunity (AO)

## FI RST CALL FOR OUTLI NE PROPOSALS UNDER THE PLAN FOR EUROPEAN COOPERATI NG STATES (PECS) IN CYPRUS

## ITT/ AO Package <br> a) Content

## In EMITS:

- Cover letter

In EMITS is called: "Letter of Invitation", file: li00pe.pdf *

- Appendix 1 - Draft Contract

In EMITS is called: "Contract Conditions", file: cc00pe.pdf *

- Appendix 2 - Special Conditions of Tender

In EMITS is called: "Tender Conditions", file: tc00pe.pdf *

- Clarifications (can be several)

In EMITS: typically is called "Clarification...", file: typically cIXXpe.pdf *

- I napplicable document for this call

In EMITS: is called "Statement of work", file: ws00pe.pdf *

[^0]
## ITT/ AO Package, a) Content Cover Letter Structure

## ITT/ AO Cover Letter

Annex A: Workplans of ESA


Annex I: Evaluation Criteria Annex II: Expression of Intent Annex III: Proposal Template

- Part A: Cover letter
- Part B: Technical and application proposal
- Part C: Financial, management and administrative Annex IV: Technology Readiness Levels (TRL)


## ITT/ A0 Package, a) Content Cover Letter I

ESA UNCLASSIFEID - For Officalluse mage of first half page
estec
European Space Research and Technology Centre Keplerlaan
AZ Noordwijl 2201 AZ Noordwijk
The Netherlands The Netherlands $\mathrm{T}+31$ (0) 0715656565 F +31 (0)71 5656040

Responsible Contracts Officer: Ms S Courtois (IPL-PTS
eli: + 31715658230
Fax: +31715655773
E-mail: Sandv Courtois@esains

Subject: $\quad$ Announcement of Opportunity (AO): AO/1-8770/16/NL/SC FIRST CALL FOR OUTLINE PROPOSALS UNDER THE PLAN FOR EUROPEAN COOPERATING STATES (PECS) IN CYPRUS

Ref.: Item No. 16.179.03

## Dear Sirs,

The European Space Agency (ESA) and the Ministry of Transport, Communications and Works of the Republic of Cyprus invite you to submit an Outline Proposal in the frame of PECS.

The Call for Outline Proposals has been published on EMITS on $\mathbf{1 9}^{\text {th }}$ September 2016 (http://emits.sso.esa.int) and consists of three documents as follows:

- The present Cover Letter
- Appendix 1 - Draft Contract

Appendix 2 - Special Conditions of Tender
This Cover Letter, the Draft Contract and the Special Conditions of Tender make reference to the following documents that are available on EMITS at http://emits.sso.esa.int under "Reference Documentation" - "Administrative Documents

This is not a legal document. It is made available for information only.

## IT// AO Package, a) Content <br> Cover Letter II

The Cover Letter contains a number of essential features regarding the ITT e.g.

- The name of the responsible Contracts Officer (S. Courtois)
- All programmatic and cost constraints (see following slides)
- Description of the process of evaluation and selection
- The number of paper copies (7) and electronic copies ( 2 pdf) on 2 CDs or USB memory sticks.
Please assemble the proposal in PDF, so that it is a single electronic file. Submit also the electronic files (Word, Excel, etc.) that compose the single PDF file. The paper copies MUST be signed. Each paper proposal MUST be individually bound (see examples).
- The formal conditions of submission, i.e. the exact duration of the tendering period and the exact date ( $\mathbf{1 1}^{\text {th }}$ of November 2016) and time (13:00 hours CET) by which proposals must be physically in the hands of the ESTEC's Central Mail Registry. Please use a courier service and send to the Contracts Officer (S. Courtois) the proof (tracking number).


# The ITT/ AO is expected to be published on the $19^{\text {th }}$ of September 2016 

## Bounded Copies

## cesa



## Good.



## ITT/ AO Package, a) Content Appendix 1 - Draft Contract



## ITT/ AO Package, a) Content Appendix 1 - Draft Contract I

I mage of first half page

ESA Contract No. $\operatorname{xxxxxxxxxx} / 17 / \mathrm{NL} / \mathrm{SC}$

```
with
```

[Contractor]
[Title]

The draft contract, based on the current revision of the General Clauses and Conditions (GCC) for ESA contracts is specifically tailored to the needs of the activity covered by the ITT. The Draft Contract reflects the intended "rules of the game": full compliance is expected.

- Part I. All clauses shall apply unless stated otherwise in the contract
- Part II, Option A of the GCC (concerning Intellectual Property Rights) shall apply as modified by draft Contract.
- The clauses with an "Option" will be finalised at the negotiation stage
- the Draft Contract is tailored for straightforward contracts, should the activity be more complex the Contract will be adapted accordingly.
- The Annexes form an integral part of the Contract


## ITT/ AO Package, a) Content Appendix 2 - Special Conditions of Tender



# IT// AO Package, a) Content Appendix 2 - Special Conditions of Tender I 

## I mage of first half page

## SPECIAL CONDITIONS OF TENDER

## INTRODUCTION

For the purposes of this Announcement of Opportunity ("the AO"), the Agency's "General Conditions of Tender for ESA Contracts (Annex IV to the ESA Procurement Regulations ESA/REG/oo1,rev.4"), available on http://emits.sso.esa.int under "Reference Documentation" "Administrative Documents" and referred to as the General Conditions of Tender ("the GCT"), shall apply as specified, amended or supplemented by these Special Conditions of Tender ("the SCT"). In the event of conflict between the GCT and the SCT, the SCT shall prevail.

This document contains references to the "General Clauses and Conditions for ESA Contracts" (ESA/REG/ooz,rev.2) available on http://emits.sso.esa.int/ under "Reference Documentation" ---> "Administrative Documents" and referred to as the General Conditions of Contracts ("the GCC").

## Part - GENERAL CONDITIONS FOR PARTICIPATING IN A TENDER

## A. Eligibility Requirements

## ITT/ AO Package, a) Content Appendix 2 - Special Conditions of Tender II

Together with the General Conditions of Tender (covering the more generic and formal aspects), the Special Conditions of Tender can be regarded as the Agency's "detailed instructions" to the Bidders e.g.:

- Length of the outline proposal
- 20 pages (the PSS forms and Annexes do not count for the maximum number of pages)
- Period of validity of the proposal
- 12 months
- Number of Proposals per Bidder
- $\mathbf{2}$ independent and unrelated proposals (per entity registered in EMITS)
- How to obtain clarifications
- Guidelines for the Milestone Payment Plan (in the Outline Proposal Template)
- Contents of the Outline Proposal (Template)
- Evaluation Criteria and their Weighting Factors
- Expression of Intent. Send it please!!

The General Conditions of Tender (available on EMITS) shall apply to all Invitations To Tender except for where they are modified or amended by the Special Conditions of Tender.

## The Special Conditions of Tender has 4 Annexes:

- Annex I: Evaluation Criteria
- Annex II: Expression of Intent (to be sent to the Contracts Officer).
- Annex III: Template Proposal - Your outline proposal is to be submitted on this template
- The requested PSS forms (A1, A2 and A8) and instructions on how to complete them, are available in EMITS.
- Annex IV: Information on Technology Readiness Levels (TRL)


## ITT/ AO Package, a) Content

## Annex I - Evaluation Criteria



# ITT/ AO Package, a) Content Appendix 2 - Special Conditions of Tender V <br> <br> Annex I - Evaluation Criteria 

 <br> <br> Annex I - Evaluation Criteria}

## I mage of first half page

ESA UNCLASSIFIED - For Official Use
Appendix 2 to AO/1-8770/16/NL/SC
Page 12

ANNEX I: EVALUATION CRITERIA AND WEIGHTING FACTORS

In evaluating the tender(s) ESA will use the following criteria:

| No. | Evaluation Criterion | Weighting <br> Factors |
| :---: | :--- | :---: |
|  | Clarity of the technical objectives and definition of the <br> requirements for the proposed work. Quality of engineering <br> approach and discussion of problem areas. Quality and suitability <br> of proposed programme of work. Background and experience of <br> the entity/entities related to the particular field concerned, <br> including adequacy of proposed facilities. Adequacy of the key <br> personnel for the execution of the work. | $\mathbf{4 0} \%$ |
| $\mathbf{2}$ | Prospects for use in esa programmes including long term benefit <br> for Cyprus. Consistency with programmatic objectives. <br> Adequacy of the current and targeted maturity status of the <br> development. | $\mathbf{2 0} \%$ |
| $\mathbf{3}$ | Adequacy of management approach. Credibility of the cost <br> estimation and the proposed schedule. | $\mathbf{3 0} \%$ |
| $\mathbf{4}$ | Compliance with the administrative tender conditions of the call <br> for outline proposals and acceptance of the draft contract. | $\mathbf{1 0} \%$ |

Marking:
90 Excellent
75 Very good
60 Good
50 Fair
40 Barely acceptable
0 Worthless

## ITT/ AO Package, a) Content

Annex II - Expression of Intent


## IT// AO Package, a) Content Appendix 2 - Special Conditions of Tender VII <br> Annex II - Expression of Intent

## Image of first half page

ESA UNCLASSIFIED - For Official Use

Appendix 2 to AO/1-8770/16/NL/SC
Page 13

## ANNEX II: EXPRESSION OF INTENT

This form is available as a Word ${ }^{\odot}$ version under the following URL: http://emits.sso.esa.int/emits-doc/ESTEC/PECS_NMS/etc8770AnnexII-CY1.docx

REF: $\quad$ AO/1-8770/16/NL/SC
ANNOUNCEMENT OF OPPORTUNITY -FIRST CALL FOR OUTLINE PROPOSALS UNDER THE PLAN FOR EUROPEAN COOPERATING STATES (PECS) IN CYPRUS

| To: | Ms Sandy Courtois (IPL-PTS) |
| :--- | :--- |
| Fax no.: | +31715655773 |
| e-mail: | $\underline{\text { sandy.courtois@esa.int }}$ |

We confirm that we have reviewed the above-mentioned AO with all attachments and we state the following (*):


## ITT/ AO Package, a) Content

Annex II - Expression of Intent

- Annex II: Expression of Intent
- Please fill it in and send it to ESA by fax or by email (addresses in Expression of Intent)
- It will help ESA manage the resources for the evaluations and
- Most importantly, if you have sent the Expression of Intent, we will check that your proposal(s) were not lost in the mail.


## ITT/ AO Package, a) Content

Appendix 2 - Special Conditions of Tender IX
Annex III - Proposal Template

## ITT/ AO Cover Letter

Annex A: Workplans of ESA


Annex I: Evaluation Criteria Annex II: Expression of Intent Annex III: Proposal Template

- Part A: Cover letter
- Part B: Technical and application proposal
- Part C: Financial, management and administrative Annex IV: Technology Readiness Levels (TRL)


# ITT/ AO Package, a) Content Appendix 2 - Special Conditions of Tender $\mathbf{X}$ <br> Annex III - Proposal Template 

I mage of first half page

## ANNEX III: PROPOSAL TEMPLATE

The costing in the PSS forms shall not be inflated to meet the funding limits. Any proposals judged to have inflated costing, risk being eliminated.

The Proposal Template is available as a separate document under the following URL
http://emits.sso.esa.int/emits-doc/ESTEC/PECS NMS/etc8770AnnexIII-CY1.doc

## ITT/ AO Package, a) Content Appendix 2 - Special Conditions of Tender XI <br> Annex III - Proposal Template

## I mage of first half page

## ANNEX III - PROPOSAL TEMPLATE

Annex III to
Appendix 2 to AO/1-8770/16/NL/SC
Page $1 / 9$
PART A: COVER LETTER:
Subject: ANNOUNCEMENT OF OPPORTUNITY AO/1-8770/16/NL/SC 1st CALL FOR OUTLINE PROPOSALS UNDER THE PLAN FOR EUROPEAN COOPERATING STATES (PECS) IN CYPRUS

Reference: insert your own internal reference number (if you have one)

Dear Madam, Dear Sir,
With reference to the above AO/1-8770/16/NL/SC, we are pleased to present the following proposal: insert title of the activity here (and an acronym, if possible).

1. The Prime Contractor is: Company name, address, fax and telephone number
2. The sub-contractor(s) participating to the activity are: Company name, address and nationality.
3. Our firm fixed price for the activity in accordance with the funding limit ${ }^{1}$ is: insert total price (in EURO).
Please mention the price breakdown in EURO between Prime-Contractor and SubContractor(s) (if any) and the percentage with respect to the total price (in EURO).
4. The subject of the activity is: insert either $a$ ), $b$ ), $c$ ), or $d) .{ }^{1}$

5 The proposed contract duration is : insert total duration in months.
6. Our entity code is: insert entity (10000....) and business unit (80000....) codes for the Prime Contractor
The entity code of our Sub-Contractor(s) is: insert entity (10000.....) and business unit (80000.....) codes for all Sub-Contractors

## ITT/ AO Package, a) Content

Annex III - Proposal Template

## - Annex III: Proposal Template

- Part A: Cover Letter
- MUST be signed
- Part B - Technical/Scientific Outline Proposal
- Part C - Financial, Management and Administrative
- The PSS* forms MUST be submitted by both the bidder (contractor) and his sub-contractors (one set each). Please note that all PSS forms MUST be signed.

Note: all greyed paragraphs of the template are for your information and may be deleted. The
title "ANNEX III - PROPOSAL TEMPLATE" may also be deleted to include activity title and reference.
NO CHANGE in the structure, title headings. Margins, font are allowed.
*Procedures, Standards and Specifications (PSS) forms give detailed costing information

## ITT/ AO Package, a) Content

## ITT/ AO Cover Letter

Annex A: Workplans of ESA


Annex I: Evaluation Criteria Annex II: Expression of Intent Annex III: Proposal Template

- Part A: Cover letter
- Part B: Technical and application proposal
- Part C: Financial, management and administrative Annex IV: Technology Readiness Levels (TRL)


## - Annex I V: Technology Readiness Levels (TRL)

- Outline Proposal requires that you identify the start and target TRL of the proposed activity.
- Contains information to help you identify the start and target TRL.
- TRL is given for Software, Applications and Services as well as Commonly Used Engineering Terms.


## ITT/ AO Package, a) Content Appendix 2 - Special Conditions of Tender XIV

## I mage of first half page

ESA UNCLASSIFIED - For Official Use

## ANNEX IV - TECHNOLOGY READINESS LEVEL (TRL)

ESA has adopted the Technology Readiness Level (TRL) scale as a way to measure the maturity of a technology. It has now become a well-established standard.

Indicate the TRL of the technology to be developed under the Contract using the classification given below (for additional information on definitions, please refer to ECSS-E-AS-11C)


Figure 1 - Technology Readiness Levels adopted in ESA

SC11 print screen to update
Creen
Sandy Courtois, 02/09/2016

## ITT/ AO Package

b) Reference Documentation I

- ESA Procurement Regulations, Reference: ESA/REG/001, Rev. 4
- General Clauses and Conditions (GCC) for ESA Contracts, Reference: ESA/REG/002, Rev. 2
- General Conditions of Tender for ESA Contracts (GCT), Reference: ESA/REG/001 rev. 4, Annex IV
- PSS Forms for cost proposal submission

For this Call for Outline Proposals you will need PSS A1, A2 (and its "Exhibits A \& B") and A8.

These Reference Documents can be obtained in EMI TS under: Reference Documentation/ Administrative Documents with a GUEST login (no password needed)

# 1．ITT／AO Package <br> b）Reference Documentation II 


${ }^{4}$ Specification for the Production of ESA Study Contract Reports
－General Clauses and Conditions for ESA Contracts－ESA／REG／002，Rev． 2

- ESA Penalty Policy

Procurement Regulations－ESA／REG／001，rev． 4
－Right to review in the frame of the Procurement Regulations
$\pm$ Gest Practices for the selection of subcontractors（IPC（2012）65，rev．2）
${ }^{\triangle}$ EXPRO
${ }^{4}$ PSS Forms（Issue 5）
$\triangle$ National Price and Salary Statistics in EUROS
$\$$ National Price and Salary Statistics－Annual Publications
－$⿴ 囗 十$ Tecrevious Versions
－ QECOS Resources
4 How to do Business with ESA
http：／／emits．esa．int

## The Tendering Period

- During the tendering period ALL questions must be submitted in writing to the Contracts Officer (Sandy.Courtois@esa.int ). **
- Those Questions and Answers that are of relevance to all Bidders, will be published on EMITS as a clarification for the benefit of all Bidders.
- At the end of the tendering period there is a formal opening (Tender Opening Board TOB) of the outline proposals that have arrived at the Central Mail Registry in time. The compliant proposals will be accepted for evaluation by the Tender Evaluation Board (TEB). Non-compliant proposals will be rejected and not evaluated.
- Note that ESA will NOT send an acknowledgement of receipt regarding your outline proposal.
- Be sure that your proposal arrives in time (before 13:00h CET on the 11 ${ }^{\text {th }}$ of November 2016) and send by email a scan of your courier receipt to the Contracts Officer. Proposals shall NOT be sent by email.
- Bidders are not entitled to contact ESA staff about the outcome of the evaluation of the AO after the closing date (13:00, 11 ${ }^{\text {th }}$ November 2016). After the technical evaluation by ESA and the review by the Ministry of Transport, Communications and Works of the Republic of Cyprus, ALL bidders will be notified.
** With the exception of questions relating to EMITS and ESASTAR which maySC12 addressed to IDHelp@esa.int

The technical evaluation is performed by the Tender Evaluation Board (TEB):

- TEB is composed of technical ESA staff that are experts in the specific area of the proposal
- Statement of Non-Disclosure and Non-Interest Form signed by all TEB members
- All outline proposals are reviewed technically by the TEB
- The TEB will assess the proposals and mark them. A TEB report will be written containing all details of the evaluation.
- A summary TEB report with the technical evaluation, ranking of proposals and recommendations is then discussed with the Ministry of Transport, Communications and Works of the Republic of Cyprus. During this discussion, no detailed financial information (e.g. hourly rates) will be disclosed.


## See ANNEX I of Special Conditions of tender.

ESA's Tender Evaluation Board (TEB) will evaluate the outline proposals using the following criteria:

| No. | Evaluation Criterion | Weighting <br> Factors |
| :---: | :--- | :---: |
| $\mathbf{1}$ | Clarity of the technical objectives and definition of the <br> requirements for the proposed work. Quality of engineering <br> approach and discussion of problem areas. Quality and suitability <br> of proposed programme of work. Background and experience of <br> the entity/entities related to the particular field concerned, <br> including adequacy of proposed facilities. Adequacy of the key <br> personnel for the execution of the work. | $\mathbf{4 0} \%$ |
| $\mathbf{2}$ | Prospects for use in esa programmes including long term benefit <br> for Cyprus. Consistency with programmatic objectives. <br> Adequacy of the current and targeted maturity status of the <br> development. | $\mathbf{2 0} \%$ |
| $\mathbf{3}$ | Adequacy of management approach. Credibility of the cost <br> estimation and the proposed schedule. | $\mathbf{3 0} \%$ |
| $\mathbf{4}$ | Compliance with the administrative tender conditions of the call <br> for outline proposals and acceptance of the draft contract. | $\mathbf{1 0} \%$ |

## Marking:

90 Excellent
75 Very good
60 Good
50 Fair
40 Barely acceptable
0 Worthless

## The Tender Evaluation

ESA together with the Ministry of Transport, Communications and Works of the Republic of Cyprus will perform the programmatic evaluation:

1. Taking into account the summary TEB report containing the technical evaluation, marks, ranking and recommendations
2. Considering programmatic priorities and national interests
3. Recommending activities for implementation

The programmatic review is currently planned for January 2017.

## The Negotiation Period <br> Positive Outcome

See section 8) of the Cover Letter:

## 8. Process for the selection of Outline Proposals

Following the evaluation of the Outline Proposals by ESA and after agreement with the Ministry of Transport, Communications and Works of the Republic of Cyprus, for the Outline Proposals which have been recommended for implementation, the tenderers will either be invited to:
a) negotiate a contract on the basis of the Outline Proposal, or
b) submit a full proposal. The list of contents required for the full proposal will then be provided to the selected tenderers. The full proposal will itself be the subject of evaluation and negotiation.

If, as a result of the evaluation, several Outline Proposals on the same subject were to be positively evaluated, the Agency may issue a competitive invitation to tender restricted to those tenderers positively evaluated.

## The Negotiation Period <br> Negative Outcome

See PART 2, Section F 8 of Special Conditions of Tender:

## 8. Information after tender evaluation

Tenderers will be informed in writing whether or not their proposal has been selected for placing of a contract.

Upon receiving notice that his tender has been unsuccessful, a Tenderer may request in writing from the nominated Contracts Officer an oral debriefing explaining the reasons why his tender was not successful.

Any information will be limited to the findings of the Agency's Tender Evaluation Board on the tender in question and shall not cover the quality or content of other tenders.

## Basic Step-by-Step Recipe I



## Basic Step-by-Step Recipe II

Download (in EMITS):

- PSS Forms (A1,A2 \& A8)
- General Clauses and Conditions
- General Conditions of Tender

Ask your legal \& administrative support for help

## Send:

- Proposal via courier to address in Cover Letter
- Proof (Tracking Number) to S. Courtois by fax or email

- Sign your Cover Letter
- Sign all PSS by Bidder \& sub-contractors - Bind the proposals - Produce 2 USB memory sticks with all files and a single PDF


## Notes:

- Maximum length of a proposal is 20 pages

- Maximum of 2 independent and unrelated proposals.


## What to Submit?

## Who can be involved?

## From Cover Letter

## 1. The present Call for outline proposals is addressed only to legal entities in Cyprus

Potential Tenders are requested to note that the Agency can only consider proposals from companies or organizations residing in Cyprus, which operate in accordance with the laws of the Republic of Cyprus.

Consortia including companies \& organizations within other ESA Member States may be accepted if duly justified. Tasks assigned to non-Cypriot entities shall in any case not constitute the core activities of the proposed study or development and shall not exceed $\underline{20 \%}$ of the total price. This limit does not apply to procurement of equipment required to carry out the work when duly justified.

## What to Submit? <br> Who can be involved?

## Tips:

$\checkmark$ If your company/institute has no expertise in space activities, a non-Cypriot partner may be part of the team but you have to ensure that you are doing the core activities (as prime or subcontractor as appropriate).

Example: one of the Large-Space-Integrators (LSI), defining requirements and/or specifications or performing qualification.
$\checkmark$ If test or qualification facilities are necessary and these are not available in Cyprus or the know-how to do it, you may have a non-Cypriot partner within the ESA Member States (as prime or sub-contractor as appropriate).

## What to Submit?

## From the Cover Letter:

2. The subject of the present Call is exclusively for:
a) Research and Development activities (including technology demonstrations, industrial processes and their qualification/ certification) leading to products (hardware or software) or to generic technologies with potential for re-use (the start TRL shall be at least 2);
b) Space applications, products and services making use of ESA / European space infrastructure that is already existing or scheduled for operation in the near term (the start TRL shall be at least 4).
c) Preparatory activities (paper studies, e.g. feasibility studies, user requirements or market surveys) to support national competitiveness related to ESA programmes (optional or mandatory);
d) Awareness and education activities:
i. to raise awareness about space technologies and their practical application (including demonstration activities in secondary education institutions and science centres);
ii. to increase young people's motivation to choose space related education and industry as a career.

## Technology Readiness Levels

## ANNEX IV - TECHNOLOGY READINESS LEVEL (TRL)

ESA has adopted the Technology Readiness Level (TRL) scale as a way to measure the maturity of a technology. It has now become a well-established standard.

Indicate the TRL of the technology to be developed under the Contract using the classification given below (for additional information on definitions, please refer to ECSS-E-AS-11C)


Figure 1 - Technology Readiness Levels adopted in ESA
Plan for European Cooperating States (PECS) in Cyprus \| Briefing AO 1-8770 | $7^{\text {th }}$ September 2016| Nicosia | Slide 53
This is not a legal document. It is made available for information only.

## What to Submit?

## For what price?

## From the Cover Letter:

3. Tenderers are invited to submit Outline Proposals quoting for:
a) Research and development activities at a price not higher than Euro 200,000 ${ }^{1}$;
b) Space applications, products and services at a price not higher than Euro 150,000;
c) Preparatory activities at a price not higher than Euro 50,000;
d) Awareness and education activities at a price not higher than Euro 50,000.
4. The total budget earmarked for this Call for Outline Proposals is:

Euro 1.200,000 (One Million and Two Hundred Euros).

1) Activities with a total cost higher than this limit must be proposed as Phased activities with the initial Phase(s) costs falling within this limit. In these cases the costs shall cover at least Phase 1 (reaching at least TRL 4 for a)). In these cases, the proposal must also present the full cost to completion (to reach at least TRL 5 for a)) over all phases. A brief description of all consecutive phases shall also be provided in the proposal.

## What to Submit?

Academic or Industrial Organisations?

## From Cover Letter:

## 5. Prime Contractorship

Tenderers' teams may be composed of industry, academic/research organizations or both, however:

Type a) R\&D proposals must be led by industry for target TRL higher than 3 . For target TRL 3 or below the proposal may be led by industry or academic/ research/ public organisations.

Type b) Space application, product and service development activities should preferably be led by industry but in any case the consortia making a proposal must include partners who have the capability to develop the application, product or service to the point where it can be brought to the market and become part of an ongoing, sustainable business.

Type c) Preparatory activities may be led by any entity depending on the specific context, while ESA mission related services must be led by industry.

Type d) Awareness and education activities may be led by either industry, universities/ research organizations or other national entities depending on the context.

## What to Submit? Academic or Industrial Organisations?

Tips:
a) R\&D - these proposals MUST be led by industry if target TRL is higher than 3.
b) Applications - credibility depends on the consortium to develop and establish a service. Anyway the proposal SHOULD preferably be led by industry.
c) Preparatory - may be led by either depending on the context but ESA mission related services MUST be led by industry.
d) Awareness and Education activities - may be led by either depending on the context.

## What to Submit?

## From Cover Letter:

9. The proposed activity shall have potential for further use or development in ESA activities.
a) The proposed activity shall address at least one of the following:

- foster the development of space-related capabilities, especially in industry, in preparation for a potential future accession of the Republic of Cyprus to the ESA Convention;
- address specific niche markets (no competitive products available elsewhere in Europe or when a second source would be an asset);
- foster the creation of strong and long-term relations between national firms and well-established space firms in ESA Members States;
- foster the creation of strong and long-term relations between national firms and national universities and research institutions.


## What to Submit?

## What content? II

## From Cover Letter:

## 9. The proposed activity shall have potential for further use or development in ESA activities. (continued)

b) In addition, the technical subject shall take into account the following:

Of special interest are:

- activities leading to cross-sectorial products/services relevant to different types of European satellite missions that are used in several types of European satellite platforms;
- activities having the potential to increase competiveness and bring long-term benefits to Cypriot industry and to the Republic of Cyprus in its participation in space activities;
- activities having the potential to stimulate economic growth or other societal benefits within Cyprus in the medium-term (i.e. within five years) and on a long term sustainable basis.


## What to Submit? <br> What content? III

## From Cover Letter:

## 9. The proposed activity shall have potential for further use or development in ESA activities. (continued)

b) In addition, the technical subject shall take into account the following:

Usage of non-European data, services or sources shall be excluded unless the proposal explicitly demonstrates the right to access such data (e.g. through specific agreements) by the submitting entity.

The Intellectual Property Rights (IPR) of what is being pursued with the activity must also be considered and explicitly addressed in the Outline Proposal. In principle, the proposed activity should lead to a product/application/service with IPR owned by a Cypriot entity; however, this requirement may be waived when there is a clear Cyprus national benefit.

## Tips:

$\checkmark$ If it is a single-shot activity $=>$ forget it!
$\checkmark$ It must have a good chance of being used in an ESA programme.
$\checkmark$ If what you propose does not exist in Europe (in the world it would be fantastic) and it has a use in ESA space activities then $\ldots$ very good chances. You must ensure that the benefit (and the IPR) will be Cypriot.
$\checkmark$ To have an activity with another European player where a customer-supplier relationship is established through the development of a product... that would be very good.

## What to Submit?

## From Cover Letter:

## 9. The proposed activity shall have potential for further use or development in ESA activities. (continued)

Tenderers shall avoid duplication of past, ongoing and intended ESA activities. Such duplication may lead to rejection of the proposal.

Duplication of activities carried out in EU (or Public) programmes may also lead to rejection. The documents in Annex A hereto provide visibility of the workplans of ESA. However, complementarity to these activities is allowed.

Programmatic Alignment: Search the workplans (documents) and the websites supplied (Annex A of ITT) to be sure that your idea/proposal is not already covered. If it is, your proposal will be rejected.

## Programmatic Alignment (I)

## Links in ANNEX A of the ITT Cover letter

o In the ITT/AO Cover Letter, there are links in Annex A. These links provide: Work plans for all relevant ESA programmes (recent past, current and future)

- General Studies
- Technology Research Programme
- Cosmic Vision
- Robotic Exploration
- General Support Technology Programme
- Earth Observation
- Global Navigation Satellite System
- Advanced Research in Telecommunication Systems (ARTES)


## Programmatic Alignment (II)

## Links in ANNEX A of the Cover letter

o Intended Invitations-to-Tender (EMITS) covering all ESA Programmes
o Currently Open Invitations to Tender (EMITS) covering all ESA Programmes

## Link in ANNEX III of Appendix 2 - Special Conditions of Tender

o Proposal Template - MUST be used to submit a proposal

## Expected Schedule:

## Publication in EMI TS

- 19th of September 2016


## Deadline for Submission of Outline Proposals

- 11th of November 2016

Tender Evaluation Board (TEB)

- January 2017 (planned)


## ESA-Cyprus Meeting

- January 2017 (planned)


## Communications to Bidders

4 to 6 weeks after the meeting

- negative outcomes will be communicated first
- positive outcomes conditional to approval by ESA Delegate Bodies

First contracts based on Outline Proposal

- May / June 2017

?
For issues DI RECTLY related to this Call contact (Contract Officer):
Email: sandy.courtois@esa.int Phone: +31715658230

For issues NOT related to this Call (AO 1-8770), feel free to contact:
Email: maite.trujillo@esa.int Phone: +31715658375 PECS Manager

## Other information

## ECSS (European Cooperative Space Standards)

http: //www.ecss.nl

## The Proposal Template I NTRODUCTION

During this presentation we will draw your attention to common mistakes and oversights in PECS proposals. It is not a prescriptive 'do it like this' list and the material must be sensibly applied to your particular case.

There is no substitute for a good idea - this presentation will only help you to present your idea in a way it can be understood by reviewers.

Please ensure that your Outline Proposal is compliant with the ITT conditions of tender and cover letter - each ITT can be different.

REMEMBER: the evaluation by ESA is only allowed to evaluate what is in the proposal - do not assume that the reviewers have "your common knowledge" or that "it is commonly known". We cannot evaluate intentions, "read in-between-the-lines" or guess what you mean. We are only allowed, outside of the proposal, to consult EMITS or other ESA internal information.

## The Proposal Template Part A: Cover Letter II

I mage of first half page

## ANNEX III - PROPOSAL TEMPLATE

Annex III to Appendix 2 to AO/1-8770/16/NL/SC

Page $1 / 9$

## PART A: COVER LETTER:

Subject: ANNOUNCEMENT OF OPPORTUNITY AO/1-8770/16/NL/SC 1st CALL FOR OUTLINE PROPOSALS UNDER THE PLAN FOR EUROPEAN COOPERATING STATES (PECS) IN CYPRUS

Reference: insert your own internal reference number (if you have one)

Dear Madam, Dear Sir,
With reference to the above AO/1-8770/16/NL/SC, we are pleased to present the following proposal: insert title of the activity here (and an acronym, if possible).

1. The Prime Contractor is: Company name, address, fax and telephone number
2. The sub-contractor(s) participating to the activity are: Company name, address and nationality.
3. Our firm fixed price for the activity in accordance with the funding limit ${ }^{1}$ is: insert total price (in EURO).
Please mention the price breakdown in EURO between Prime-Contractor and Sub Contractor(s) (if any) and the percentage with respect to the total price (in EURO).
4. The subject of the activity is: insert either a), b), c), or d). ${ }^{1}$

5 The proposed contract duration is : insert total duration in months.
6. Our entity code is: insert entity (10000.....) and business unit (80000.....) codes for the Prime Contractor
The entity code of our Sub-Contractor(s) is: insert entity (10000.....) and business unit (80000.....) codes for all Sub-Contractors

## The Proposal Template Part A: Cover Letter III

## Contains details on:

- The team submitting the proposal
- Cost of the proposal
- What type of activity (a, b, c or d)
- Duration of the proposal
- Who submitted the proposal
- Who prepared it
- Who is the point of contact
- Author of the proposal
- Legal representative
- Validity of the proposal
- Acceptance of contract conditions
- etc.


## It MUST be signed

## REMEMBER: by signing the cover letter you are accepting the contract

 conditions - so do not, in the proposal, state that you want to modify them.
## The Proposal Template Part A: Cover Letter IV

## Hints and tips: The Title

Each call may have many proposals. To aid reviewers, take care with the title of your proposal. It should prepare them for what they are about to read and clearly identify your proposal:

- Keep it short
- Keep it clear
- Make it descriptive and relevant
- Do not waste time to think up overly long titles or try to force acronyms for the project.


## Examples

- Boring - but OK: "Increasing coffee sales by responding to customer demands"
- Overly long and unnecessarily complex: "Investigating and testing various methods of maximising financial revenue and fiscal returns resulting from bean derived hot beverages sales in a customer focused environment using direct market feedback and other methods."
- Trying too hard for an acronym: "Cash maximising Objectives for increased Financial and Fiscal returns in a European Environment for HOt Beverages Sales (COFFEE HOBS)"


## The Proposal Template Part B: Technical and Application Proposal I

## cesa

## ITT/ AO Cover Letter

Annex A: Workplans of ESA


Annex I: Evaluation Criteria Annex II: Expression of Intent Annex III: Proposal Template

- Part A: Cover letter
- Part B: Technical and application proposal
- Part C: Financial, management and administrative Annex IV: Technology Readiness Levels (TRL)


## The Proposal Template Part B: Technical and Application Proposal II

## I mage of first half page <br> ANNEX III - PROPOSAL TEMPLATE <br> M16MLSC <br> Page 3/9

为少

Notes: The font size (Arial 10) and margins are not to be adjusted. All parts and sections of this template are to be filled-in, no parts or sections shall be deleted. The text highlighted in grey is for information only and should be removed from your proposal.

## PART B: TECHNICAL AND APPLICATION PROPOSAL

1. TECHNICAL OBJECTIVES

Outline the main technical objectives and the proposed approach to reach them. Identify and discuss briefly the application area where the technical objectives will have an impact (expand on the application area in 6 . below)
2. REQUIREMENTS/SPECIFICATIONS:

Identify and discuss the technical requirements / target specifications to be addressed in relation to the specific Technical Objectives as outlined in Section 1 above. (Note: This is not intended to be a description of what you need to do the work).
3. TECHNOLOGY READINESS LEVEL

Indicate and discuss the current level of maturity of the technology (TRL) and the level of technical maturity to be reached at the end of the activity (TRL). Please refer to Annex IV to the Special Conditions of Tender for the Description of TRLs. Please note that the TRL has to be compatible with the type of activity proposed, a) , b) , c), d) or e) and with the programme of interest.

ENGINEERING APPROACH
a) Technical Steps

Present and discuss in detail the scientific/technical steps to achieve the objectives outlined under point 1
pritn screen to update
Sandy Courtois, 0

# The Proposal Template Part B: Technical and Application Proposal III 

1. TECHNICAL OBJECTIVES:

Outline the main technical objectives and the proposed approach to reach them. Identify and discuss briefly the application area where the technical objectives will have an impact (expand on the application area in 6 . below).
2. REQUIREMENTS:

Identify and discuss the technical requirements / target specifications to be addressed in relation to the specific Technical Objectives as outlined in Section 1 above. (Note: This is not intended to be a description of what you need to do the work).
3. TECHNOLOGY READINESS LEVEL:

Indicate and discuss the current level of maturity of the technology (TRL) and the level of technical maturity to be reached at the end of the activity (TRL). Please refer to Annex IV to the Special Conditions of Tender for the Description of TRLs. Please note that the TRL has to be compatible with the type of activity proposed, a), b), c) or d) and with the programme of interest.

# The Proposal Template <br> Part B: Technical and Application Proposal IV 

## Hints and tips: The Objectives

The Objective is what you hope to achieve with the proposal (i.e. the end goal) and the key constraints or conditions under which that should be met. This is sometimes called the mission goal in texts. In theory, everything you propose to do should be derivable from this statement.

1. Objectives should:
2. Be short ( 1 to 3 sentences)
3. Be clear and verifiable
4. Contain the core essence
5. Objectives should not:
6. Describe the work to be done, the work flow or how to do it
7. Describe the nice to haves/ options
8. Be overly long and descriptive
""...this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the Moon and returning him safely to Earth" - this was the objective stated for a 24 Billion dollar project.

In Section 6 (Application), you should justify WHY this is a good objective!

# The Proposal Template Part B: Technical and Application Proposal V 

## Hints and tips: The Requirements

For proposals, requirements are the key measureable features that the product or the work must meet in order to be declared successful. They should take into account what the end user needs or considers important.

## Requirements are:

- Clear, verifiable, quantitative and measureable.
- Requirements tell you what needs to be achieved / realized
- Requirements are what we all use to measure if the objectives were achieved Note: Ideally requirements will also be justified in the proposal.


## Requirements are not:

- The facilities, tools, experience or personnel that you need to perform the work.

If you are not in a position to properly define a full set of clear, well formulated requirements then consider to either look at a preparatory activity or include a task focus on requirement definition and include a work package to this end.

Examples... (next slide)

# The Proposal Template Part B: Technical and Application Proposal VI 

## Hints and tips: The Requirements

Example (in a cafeteria):
Well formulated requirements:

- The coffee shall be served at a temperature between 85 and $90^{\circ} \mathrm{C}$.
- The coffee shall be delivered to the customer within 4 minutes of being ordered.
- The coffee shall be dispensed in $200 \mathrm{ml}+/-10 \mathrm{ml}$ servings.
- The customer shall receive a biscuit with each coffee, included in the price of the coffee


## Poorly formulated requirements:

- The coffee has to be a good temperature
- The coffee must be served quickly
- The coffee shall have big serving sizes
- We want people to have biscuits with their coffee


## Not a requirement at all in this sense:

- We need to buy a kettle and coffee cups
- We need to hire someone to make the coffee
- We should do a trade off on what biscuits to give
- We shall get a coffee sellers license


# The Proposal Template <br> Part B: Technical and Application Proposal VII 

## 4. ENGINEERING APPROACH:

a) Technical Steps

Present and discuss in detail the scientific/technical steps to achieve the objectives outlined under point 1.
b) Implementation aspects

Elaborate in detail the engineering approach pertinent to the implementations of the technical steps. Discuss the trade-offs that need to be taken into account and show the overall logic of the work being proposed. Show how the proposed approach addresses the objectives.
c) Problem Areas

Identify and discuss in detail the problem areas. Propose and discuss credible solutions to mitigate them.

# The Proposal Template Part B: Technical and Application Proposal VIII 

## Hints and tips: Engineering Approach -

- Technical Steps and I mplementation Aspects

Strongly linked to Section 4 a) Flow Chart of Part C - in fact, this is the text description and justification of the flow chart and to the Work Breakdown Structure (WBS).

1. What are the key stages/ steps in the work/activity?
2. What is the goal/ purpose of each step?
3. What will be done in each step?
4. How will each step be assessed, controlled, reviewed or validated?
5. How does each step relate to the others?
6. If there are subcontractors: How is the work broken up between companies?
7. What are the key trade offs? What are the key decision points?

## The Proposal Template Part B: Technical and Application Proposal IX

## Hints and tips: Engineering Approach -- Technical Steps and Implementation Aspects

1. What is your proposed technical solution/ baseline?
a. Provide sufficient detail for it to be understood by someone else (e.g. what technique, what waveband, what key technology?)
2. What alternatives are there?
a. Explain why you chose this baseline instead of others, what benefit does it have over the others
3. What evidence is there that it will work?
a. Provide sufficient detail that the credibility can be understood/ checked by someone else

## The Proposal Template Part B: Technical and Application Proposal X

## Hints and tips: Problem areas and Risks

The problem areas and risks discussions are intended to cover TECHNICAL and PROGRAMMATIC risks that may arise DURING the work and cannot be preemptively resolved prior to the start of work.

Correct identification of risks shows you understand the work you are proposing.
Discussion of risks and problems should include a mitigation plan:

- What is the potential impact and what actions will you take to minimise the risk from realising or dealing with it if it does?
- Provide details to show those mitigating actions are credible and feasible.


## The Proposal Template Part B: Technical and Application Proposal XI

## Hints and tips: Problem areas and Risks

## Good Example:

"The procured coffee machine breaks down during service"

Mitigation options that will be investigated:
a) procure a spare machine,
b) procuring a ready source of spares
c) ensuring a rapid call out repair service

Prevention actions:
a) ensure regular servicing and inspection with company $X$ who have $X$ years experience in this
b) Pre-procure and keep on stock the top parts most at risk of failure

## Bad Examples:

"We don't have someone to make coffee and are not sure about hiring someone."
"We might not be able to afford a coffee machine."

# The Proposal Template Part B: Technical and Application Proposal XII 

## 5. TECHNICAL FEASIBILITY AND DEVELOPMENT RISK:

Assess the technical feasibility of achieving the targeted maturity status of the development, and assess the development risk.
6. APPLICATION OF TECHNOLOGY DEVELOPMENT

Present the prospects to apply the outcome of the activity and analyse briefly the financial risks involved (if applicable). In the case of applications/products consider commercial or scientific space applications in the light of the Objectives and Requirements above. In this case, contacts with, or involvement of potential customers or users are welcome and shall be documented (in the case of an Integrated Application proposal, the involvement of users is essential and needs to be presented). Discuss the benefits of the proposed activity to your company/institution and, if applicable estimate the potential market. If the application is pertinent to an ESA Programme(s) please identify which would be relevant to your proposal; indicate the structuring effect of the proposed activity, in terms of possible continuation in ESA programmes, the relevant time frame, targeted missions, and cooperation potential.

## The Proposal Template Part B: Technical and Application Proposal XIII

## Hints and tips: Application of Technology Development

This is very strongly linked to the objectives and the requirements (in particular the user requirements)

1. Who will use the technology developed?
2. What will they use it for?
3. Why is it needed?
4. What are the competing technologies/ methods?
5. Why could this be better?
6. Is there a valid business case for continuing after this activity?

If you don't know the answers to all these and can't convince us then why should we finance the development? Think about a preparatory activity.

## The Proposal Template Part C: Financial, Management \& Administrative I

## ITT/ AO Cover Letter

Annex A: Workplans of ESA


Annex I: Evaluation Criteria Annex II: Expression of Intent Annex III: Proposal Template

- Part A: Cover letter
- Part B: Technical and application proposal
- Part C: Financial, management and administrative Annex IV: Technology Readiness Levels (TRL)


## The Proposal Template Part C: Financial, Management \& Administrative II

## I mage of first half page

## ANNEX III - PROPOSAL TEMPLATE

Annex III to
Appendix 2 to AO/1-8770/16/NL/SC
Page 4/9

## PART C: FINANCIAL, MANAGEMENT AND ADMINISTRATIVE

1. BACKGROUND AND EXPERIENCE OF THE COMPANIES: Briefly describe relevant experience for prime contractor and subcontractors, if any, for the performance of the work (the bidder may submit additional information beyond the 20 pages with Annexes*).
2. TEAM ORGANISATION AND PERSONNEL
a) Structure of the Companies (prime contractor and subcontractor) and project team Present the structure of the prime contractor and subcontractors, if any, by means of organigrammes (organisational charts).

Present also the structure of the project team in an organigramme including the subcontractors, if any. The organigramme of the project team shall clearly show the tasks, position, authority and name of the persons proposed for the work, and in particular the study/project manager and the contracts officer. Show the lines of communication and reporting within the team.
b) Management Plan, Communications and Reporting

Present your management plan, policies and procedures for this activity including a discussion of the management control organisation, the procedure that will be used to exercise control over the project and the proposed subcontracting control (if any). Lines of communications and reporting, and means for settling disagreements shall be described.

## The Proposal Template Part C: Financial, Management \& Administrative III

1. BACKGROUND AND EXPERIENCE OF THE COMPANIES:

Briefly describe relevant experience for prime contractor and subcontractors, if any, for the performance of the work (the bidder may submit additional information beyond the 20 pages with Annexes*).
2. TEAM ORGANISATION AND PERSONNEL
a) Structure of the Companies (prime contractor and subcontractor) and project team Present the structure of the prime contractor and subcontractors, if any, by means of organigrammes (organisational charts).

Present also the structure of the project team in an organigramme including the subcontractors, if any. The organigramme of the project team shall clearly show the tasks, position, authority and name of the persons proposed for the work, and in particular the study/project manager and the contracts officer. Show the lines of communication and reporting within the team
b) Management Plan, Communications and Reporting

Present your management plan, policies and procedures for this activity including a discussion of the management control organisation, the procedure that will be used to exercise control over the project and the proposed subcontracting control (if any). Lines of communications and reporting, and means for settling disagreements shall be described.
c) Key personnel

Include a short and concise Curriculum Vitae (CV) pertinent to the activity for all key personnel that will be allocated to the activity together with information concerning the proportion of the person's working time that is devoted to the work offered.

## The Proposal Template Part C: Financial, Management \& Administrative IV

## Hints and tips: Background and Experience

We are only interested in DIRECTLY RELEVANT background and experience.
Silly Example:

1. Directly relevant experience for a Coffee maker: Having made coffee before for themselves or having made multiple types of coffee in a café
2. Partially relevant experience for a Coffee maker: Having made other (noncoffee) hot beverages, having worked in a café where coffee was made, but not actually making the coffee.
3. Non-relevant experience for a Coffee maker: Cleaning the café, playing football, driving a car

Do not waste space in the proposal with non-relevant experience. Relevant patents, papers or publications could be included in Annex(es) (not counted for 20 pages limit).

If the people or bidding team is missing key background, experience or knowledge - explain how you will get it.

# The Proposal Template Part C: Financial, Management \& Administrative V 

## Hints and tips: Management Plan

Role of the management plan in the proposal is to give confidence that the activity will be kept on track, on schedule and on cost to lead to a successful conclusion, with every aspect under control and traceable for the entire duration.

Things to cover in a management plan:
a) Team organisation - including roles and responsibilities of key personnel and sub-contractors.
b) How is technical progress monitored and controlled? (e.g. Progress reports and meetings)
b) How are tasks given to people?
c) How is schedule and cost controlled?
d) How are actions traced?
e) How are risks identified, traced, managed and controlled?
f) What configuration and version control is done?
g) How is the project status communicated to ESA and how often?

## The Proposal Template Part C: Financial, Management \& Administrative VI

## Hints and tips: Time Allocations and Key Personnel

A Key Personnel is someone playing a leading role in the activity OR providing irreplaceable experience and expertise.

1. Anyone contributing $<10 \%$ of their time is being used very inefficiently and is by definition not playing a leading role. (They may still play a key role due to unique expertise)
2. If someone is claimed to be a key personnel because they have irreplaceable experience and expertise - explain the role they play, what this is and how it will be exploited.
3. High numbers of claimed key Personnel does not make the proposal any better. Demonstrated good and effective use of people with the right background and with clear roles is better.
4. The percentage of the working time that each key personnel will dedicate to each Work-package (WP) shall be given. For the management task, if the consortium is not large, the percentage should not be higher than $\sim 10 \%$.

# The Proposal Template Part C: Financial, Management \& Administrative VII 

## Hints and tips: Team Organisation

Provide organigramme to show the overall structure of the Prime Contractor and subcontractors so that it is clear which section/division of the company is responsible for the project.
In addition provide an organigramme for the Project Team, this is intended to show the reporting lines and responsibility/delegation. It does not show who talks to whom on a daily basis.

- Each sub-contractor should have 1 formal contact point
- NO steering committees in ESA contracts - Project Manager (in discussion with ESA) is responsible for the direction, quality of work, decisions and timeliness.

Examples: Bad and Good


European Space Agency
This is not a legal document. It is made available for information only.

## The Proposal Template Part C: Financial, Management \& Administrative VIII

3. FACILITIES:

Submit a brief description of the intended facilities relevant to the work (the bidder may submit additional information beyond the 20 pages with Annexes*).

* Any Annexes attached to the proposals are for information only and will not be considered for evaluation.

4. WORK DESCRIPTION:**
a) Flowchart

Insert a flowchart to show the work logic.
b) Work Breakdown Structure (WBS) (See Annex D, Paragraph D of the General Conditions of Tender)
Insert a WBS for the total scope of the activity showing the links and dependencies between the work packages.
c) Work Package Descriptions (WPD) (See Annex D, Paragraph D of the General Conditions of Tender)
Individual WPD shall be established per work package identified in the WBS; describing the following:

- responsible company
- beginning and end date of each work package
- person responsible for the work package
- description of the activities in the work package
- inputs to the work package
- outputs of the work package
- the outputs to the work packages are to be clearly identified (e.g. TN1 etc.) and shall be included in the List of Deliverables.


# The Proposal Template Part C: Financial, Management \& Administrative IX 

## Hints and tips: Facilities

Facilities are the things needed in order to complete the work proposed. You need to identify what you need for the proposed work and whether you have it, or how you gain access to it.

1. Example Facilities
2. Test equipment
3. Specialist design and analysis software
4. Specialist computing facilities
5. Specialist manufacturing facilities
6. Examples of things NOT generally considered Facilities:
7. Your building and address
8. Your car park
9. Your desks and office furniture
10. Standard computers and printers

# The Proposal Template Part C: Financial, Management \& Administrative $\mathbf{X}$ 

## Hints and tips: Flowchart

The Flowchart is intended to show the order in which the work needs to be performed (i.e. the logic) and the checks and balances put in place, i.e. work flow, dependencies, reviews (internal/ external)

Should relate directly to the Work Breakdown Structure (WBS), Milestones and GANTT chart.


# The Proposal Template Part C: Financial, Management \& Administrative XI 

## Hints and tips: WBS

WBS is a management tool to assist the effective definition, monitoring, payment and running of the activity.
Guidelines

1. Logically structure the main Work Packages following the main tasks of the work flow (preferably 'gated' by reviews)
2. Include WP for management
3. Ensure each company has separate (sub)work packages
4. Ensure all tasks in one work package 'belong together'

Examples - BAD, OK, GOOD


## The Proposal Template Part C: Financial, Management \& Administrative XII

## Hints and tips: Work Package Descriptions

## 1. Essential Data:

a. Work Package (WP) Title, WP Manager, Company
b. Start and end dates (TO+) and/or EVENT (PDR, CDR)
c. Inputs
d. Description of work (e.g.: tasks and sub-task)
e. Outputs (each WP will result in a number of technical documents, for example output of WP1 (task 1.1 and task 1.2), there will be TN1.1 and TN1.2
2. TIPS:
a. WP Manager responsible for the work need to have suitable experience.
b. Duration (Start: $\mathrm{TO}+1$, End: $\mathrm{TO}+5$ ).
c. Describe work (bullets) at sufficient detail to understand level of analysis performed, work flow within the WP, reviews to be held etc.
d. Avoid generic ambiguous high level descriptions (e.g. 'Perform design')
e. Outputs are all deliverables produced, ensure consistency with Deliverables list and deliverable identifiers.

## The Proposal Template Part C: Financial, Management \& Administrative XIII

## Hints and tips: Work Package Descriptions - Examples

```
WP }110
WP Title: Management Phase 1
Company: My Big Coffee Co.
WP Manager: C.Puccinno
```

Start Event: Kick Off Meeting (KOM) End Event: Final Presentation

Planned Date: T0 Planned Date: T0+14M

## Inputs: Proposal, KOM Minutes

## Tasks:

- Organization of meetings and reviews
- Weekly team meetings
- Monthly progress meetings with sub-contractors
- Produce Progress Reports for ESA
- $\quad$ Schedule update using Microsoft Project
- Identify schedule slippage and instigate mitigation actions
- Quality control of deliverables prior to delivery
- Monitoring and control of actions and action item list
- Evaluation of risks and management of mitigating actions
- $\quad$ Cost monitoring and CCN handling (as required)
- Production of Final Technical Data Package
- Final Presentation

Outputs: Progress reports (D1.1), Final Report (D1.2), Contract Closure Documentation (D1.3)

## Examples of good and bad WPDs

## WP 1100

WP Title: Management
WP Manager: A.Nonymous

Start Event: Start of project End Event: End of project

## Inputs: None

## Tasks:

- Manage the project
- Control the team
- Write reports
- Produce final documents
- Support some technical work
- $\quad$ Participate in meetings

Outputs: Management documentation, final deliverables
| $7^{\text {th }}$ September 2016 | Nicosia | Slide 96
Planned Date: $1^{\text {st }}$ April 2017
Planned Date: 25 ${ }^{\text {th }}$ Dec 2018

This is not a legal document. It is made available for information only.

# The Proposal Template Part C: Financial, Management \& Administrative XIV 

## 4. WORK DESCRIPTION: ** (continued)

With respect to the standard requirements for management, reporting, meetings and deliverables (Appendix 2 to the Draft Contract), please include a work package for Management and Reporting. All management tasks, such as meetings, progress reports and final documentation shall be carried out under this work package.
** For Phased activities, detailed information for the phase being proposed shall be provided. For the activities in the following phases, less detailed information is expected. Phased activities (relevant only to type a) activities) may exceed the period limitations when all subsequent phases are considered but shall respect this limit for the first phase. For Phased activities an estimate of the cost to completion of all phases has to be provided.

## 5.PLANNING**

Insert a GANTT bar chart schedule for the proposed activity. The schedule from the start of the activity until the end of the contract shall, in principle, not exceed two (2) years unless fully justified. If the scope of the activity is software development then this must be delivered and the standard 6 months warranty period should be reflected in the bar chart and may lead to a total period exceeding 2 years.

## 6. FINANCIAL DATA**

a)PSS Forms

Complete the following PSS forms and attach them to your Outline Proposal. Please note that the PSS forms attached to the proposal do not count for the purpose of the maximum pages.

The PSS forms are available on EMITS http://emits.sso.esa.int/emits-doc/pss/pss_i5.html and instructions for completing the forms are provided (additional help and information are available at: http://www.esa.int/About_Us/Business_with_ESA/How_to_do/How_to_use_PSS_forms).

All PSS forms including those for your sub-contractors are to be signed by the authorized representative of the company.

## The Proposal Template Part C: Financial, Management \& Administrative XV

## Hints and tips: Planning - The GANTT

The GANTT chart shows you can organise your work, provides a tool to monitor the work, to communicate key dates and to show what drives the schedule. It shows you understand the work involved in what you are proposing.

Some tips for GANTT charts:

1. It should link clearly to WBS and Flow Chart
2. It should show milestones, reviews and key deliverables
3. It should show the key dependencies between tasks
4. Include to a 'sensible' level of detail (not too much, not too little)

## The Proposal Template Part C: Financial, Management \& Administrative XVI

## Hints and tips: Planning - The GANTT (examples)

## Good GANTT chart



Bad GANTT chart


# The Proposal Template Part C: Financial, Management \& Administrative XVII 

## 6. FINANCIAL DATA** (continued)

## Please note that all fields in National Currency and in EURO must be filled in. Please do not

 forget to fill in the exchange rate.- PSS A1
- PSS A2 - see Note 1.
- PSS A2 exhibit A - Other Cost Element Details (if applicable).
- PSS A2 exhibit B - Travel Plan (mandatory), see Note 2.
- PSS A8

Note 1: For non-profit organisations, no profit can be accepted. For other organisations, the profit is presented on line 9 of the "Company Price Breakdown Form PSS A2 (Issue 5)" and shall not exceed $8 \%$ of the Total Company Cost shown on line 8 , which excludes the base value of 3.5 b . Subcontractor prices are not considered to be own company cost and, being already inclusive of profit, are shown on line 13 of the PSS A2 (Issue 5).

Note 2: Final presentation shall take place at the Agency's premises. The cost of attendance/participation to conferences can only be covered if it is directly pertinent to the work being proposed, and shall be justified.
b) Cost-to-Completion

If applicable, provide an estimate of the cost to completion for the technical objectives stated.

# The Proposal Template Part C: Financial, Management \& Administrative XVIII 

6. FINANCIAL DATA** (continued)
c) Payment Plan

The payment plan to be proposed shall take into account Article 3 of the Draft Contract, Clause 28 of the General Clauses and Conditions and the following provisions:

- All claims for payment shall be linked to the achievement of defined schedule milestones. These milestones are to be in the form of significant events in the programme to be selected on the basis of providing a check point for progress in the work performed. Examples of such milestones are the satisfactory completion of Design Reviews, satisfactory completion of tests, hardware deliveries and closure of contract. It should be noted that the commencement of an activity is not deemed to be a suitable milestone for payment purposes.
Advance payments to be made after contract signature, may be agreed in line with the following provisions:
- The Advance payment constitutes a debt of the Contractor to the Agency until it has been set-off against a subsequent milestone. The advance payment shall nominally be set-off against the 1st progress payment.
- An advance payment is not granted automatically; a significant need for cash disbursement at the beginning of the execution of the contract must be demonstrated.
- Advance payments for SMEs may be increased to a maximum of $35 \%$ of the contract price, if justified, or a positive cash flow negotiated. SMEs are classified according to the criteria of the European Commission (Recommendation 2003/361/EC of 6 May 2003 (OJ L 124, 20.5.2003, p. 36)).
- The final payment milestone shall not be less than $10 \%$ of the contract price. For software deliverables $5 \%$ of the contract price will be due after expiry of the 6 months warranty period.


## The Proposal Template Part C: Financial, Management \& Administrative XIX

6. FINANCIAL DATA** (continued)

Example of Milestone Payment Plan (Note: payment amounts should be shown in Euros and not as percentages of the total price):

| PRIME CONTRACTOR MILESTONE PAYMENT PLAN |  |  |  |
| :--- | :---: | :---: | :---: |
| Milestone Description | Scheduled <br> Dates | Payments from <br> ESA to Prime <br> Contractor <br> (in Euro) | Country <br> (ISO code) |
| Progress (MS1):Upon successful completion of WP xxx <br> and/or successful [review and] acceptance of all related <br> deliverables | T0+.... |  |  |
| Progress (MS2): Upon successful completion of WP xxx <br> and/or successful [review and] acceptance of all related <br> deliverables | T0+.... |  |  |
| Progress (MS3): Upon successful completion of WP xxx <br> and/or successful [review and] acceptance of all related <br> deliverables | T0+.... |  |  |
| Final Settlement (MS4): Upon the Agency's acceptance <br> of all deliverable items due under the Contract [and <br> provisional acceptance of software,] and the Contractor's <br> fulfilment of all other contractual obligations including <br> submission of the Contract Closure Documentation] <br> (minimum 10\% of the contract price) | T0+.... | CY |  |
| [For Software Delivery - Final Settlement 2 (MS5): Upon <br> the Agency's final acceptance of software after <br> successful completion of the 6 month warranty period <br> (5\% of the contract price)] | T0+.... |  |  |
| TOTAL |  |  |  |

Example of an Advance Payment Plan (delete if not applicable)

| Prime <br> $(P)$ | Company <br> Name | Vendor Code <br> (at contract signature) | Country <br> (ISO Code) | Advance <br> Payment <br> (in Euro) | Offset <br> against | Offset by <br> (in Euro) | Condition for release <br> of the Advance <br> Payment |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| P |  |  | Cy |  | MS 1 |  | Upon signature of the <br> Contract by both <br> Parties |

## The Proposal Template Part C: Financial, Management \& Administrative XX

6. FINANCIAL DATA** (continued)

Example of Milestone Payment Plan for sub-contractors (delete if not applicable)

| Amounts in Euro for Contractor and Subcontractor(s) |  |  |  |  |  |  |  |
| :---: | :--- | :--- | :--- | :--- | :--- | :--- | :---: |
|  | Prime <br> Contractor | Country <br> (ISO code) | Sub-contractor A | Country <br> (ISO code) | Sub-contractor B | Country <br> (ISO code) |  |
| MS1 |  |  |  | Total |  |  |  |
| MS2 |  |  |  |  |  |  |  |
| MS3 |  |  |  |  |  |  |  |
| MS4 |  |  |  |  |  |  |  |
| Total |  |  |  |  |  |  |  |

## 7. MEETING PLAN

Complete the table below showing all meetings : meetings with sub-contractor(s) (if applicable), progress meetings with the Agency.
Note: the kick-off meeting and final presentation shall be held at the premises of the Agency (e.g ESTEC or ESRIN).

| Work Package <br> Number | Purpose | Location | Companies attending | Date | Milestone <br> (if applicable) |
| :--- | :--- | :--- | :--- | :--- | :--- |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

## The Proposal Template Part C: Financial, Management \& Administrative XXI

## Hints and tips: Meeting and Travel Plan

What to include:

- All meetings with ESA (e.g. progress meetings), some via teleconference
- All reviews, both internal and with ESA (e.g. Requirements Reviews, Design Review....)
- All meetings with sub-contractors or potential customers (e.g. progress meetings, working meetings, requirement definition meetings)
- All travels to facilities (e.g. Test facilities, in-situ measurement areas)
- Final Presentation

Other information to include

- Location (should be most relevant location)
- Purpose of meeting (should be clear and obvious)
- Number of attendees


## What NOT to include

- Any meeting or travel not DIRECTLY needed for progression of the activity
- Ad-hoc meetings to resolve problems (e.g. supply problems)


## The Proposal Template Part C: Financial, Management \& Administrative XXII

8. DELIVERABLES

A list of foreseen deliverables shall be included. The List of Deliverable Items shall be grouped in Documentation, Hardware and Software. The delivery of the Technical Data Package, the Executive Summary of the Final Report, and the Final Report is mandatory.

For Documentation, the proposal shall indicate, a) list of technical notes b) list of the final deliverables as defined in Article 2 of the draft contract.

For Software, the proposal shall indicate, if applicable, a) whether the software will be delivered in object and/or source code, b) the format of delivery, c) if any licenses/third party licences will be delivered to ESA in accordance with Article 3.1.3 of the Contract.

| Description of <br> Deliverables: <br> Document / Hardware <br> / Software | Deliverable <br> Identifier (e.g. <br> TN1, etc.) | Title | Delivery date | Milestone (if applicable) |
| :--- | :--- | :--- | :--- | :--- |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| Technical Data Package |  |  |  |  |
| Executive Summary of <br> the Final Report |  |  |  |  |
| Final Report |  |  |  |  |

- Note: The outputs to the Work Package Descriptions shall be included in the List of Deliverables


## The Proposal Template Part C: Financial, Management \& Administrative XXIII

## Hints and tips: Deliverables

- Deliverables are everything that is delivered to ESA as part of the contract.
- Deliverables can be Documents, Hardware or Software
- All deliverables should have a unique identifier (e.g.: TN1.1)
- It is good practice to also include a short description of content of deliverables.

| ID | Title | Review | Type | Description |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| D1 | Trade-Off Report | TOR | Doc | ID of key trade offs, trade-off factors, selection and justification |  |  |
| D2 | Design Description | PDR | Doc | Functional design, operational modes, h/w description, parts list, materials list, s/w description, ICD |  |  |
| D3 | Design Justification File | PDR | Doc | Thermal analysis, mechanical analysis, radiation analysis, failure modes analysis, reliability ana |  |  |
| H1 | Breadboard | FR | H/W | Full electrical BB in non-repres components. | Title | Date |
| S1 | Prototype S/W V1 | FR | S/W | Full source code in Visual C++ executable for Windows v10. | Final Documentation | $4^{\text {th }}$ July |
| Examples of good and |  |  |  |  | Hardware Breadboard | $5^{\text {th }}$ November $25^{\text {th }}$ December |
| Plan for European Cooperating States (PECS) in Cyprus \\| Briefing AO 1-8770 \| $7^{\text {th }}$ September 2016 |  |  |  |  | Prototype S/W V1 | $1^{\text {st }}$ Jan 2017 |

# The Proposal Template Part C: Financial, Management \& Administrative XXIV 

## 9. INTELLECTUAL PROPERTY RIGHTS (if applicable)

a) If the tenderer intends to use its own background data (Background IPR), corresponding to existing intellectual property rights owned by the tenderer or by a proposed sub-contractor in the present activity, a comprehensive list of such Background IPR shall be defined using the table below.
b) If the tenderer intends to use 3rd Party Intellectual Property in the present activity, the proposal shall provide a comprehensive list of such 3rd Party Intellectual Property using the table below. If such arrangement or agreement could result in costs to be borne by the Agency these must be separately identified and covered in the total amount of the price quoted.

List of items covered by Background Intellectual Property Rights (BIPR) which are proposed to be used for the present activity

| Exact name of <br> BIPR Item | Owner | Description | Patent \# or <br> Ref. / Issue / <br> Revision/ <br> Version \# | Date of <br> creation of the <br> version of the <br> BIPR listed <br> here | Affected <br> deliverable |
| :--- | :--- | :--- | :--- | :--- | :--- |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

## The Proposal Template Part C: Financial, Management \& Administrative $\mathbf{X X V}$

6. INTELLECTUAL PROPERTY RIGHTS (if applicable) (continued)
c) Present the expected Intellectual Property that will be created as a result of the present activity and its ownership. (Foreground IPR).
d) In the case of the participation of subcontractors in the present activity, explain the agreement reached between the parties on the ownership of the IPR and the principles for its exploitation, use and benefits.

## The Proposal Template Part C: Financial, Management \& Administrative XXVI

## Hints and tips: Intellectual Property Rights

1. Background Intellectual Property Rights (IPR).
a. Intellectual property existing already BEFORE the ITT.
b. That is USED for the work of the ITT
c. That had no ESA financial contribution to develop it.
d. Must be listed (e.g. via patent, notebook or other means)
e. Impact on the deliverables must be described

- Which deliverables is it included in?
- How does it affect that deliverable and ESA's rights?

2. Foreground IPR
a. Intellectual property developed DURING the Activity
b. IP shall remain vested in the company
c. ESA might also have rights

## The Proposal Template Part C: Financial, Management \& Administrative XXVII

## 10. CONDITIONS RELATING TO EXPORT/IMPORT LICENCES/AUTHORIZATIONS AND RELATED DOCUMENTATION

Indicate any export or import restrictions the prime contractor and/or subcontractors
are subject to, in accordance with national legislation, at the time of the submission of his tender and state the necessary licences, authorisations or preliminary authorisations and related Documentation:

- Prime contractor (or subcontractors) has obtained in order to submit a tender; and/or
- Prime contractor (or subcontractors) has or will need to obtain prior to placing of the Contract: and/or,
- Prime contractor (or subcontractors) has or will need to obtain for the implementation of the contract.

Should in the execution of the Contract a need arise to provide the Agency with information which is subject to export control laws and regulations, the Contractor shall secure that such information is only passed on to the Agency in accordance with the provisions of such export control and regulations.

## The Proposal Template Part C: Financial, Management \& Administrative XXVIII

11. INSURANCE WAIVER

Please indicate whether a Waiver of subrogation rights will be obtained and provided. Bidders are encouraged to discuss with their insurance company to obtain a waiver of subrogation rights from the insurers (foreseen in Clause 18.1.3 of the GCC). This waiver will be available on the side of ESA in case of reciprocity. Failure to present such a waiver at a potential contract signature will result in a hold harmless agreement between the parties in accordance with Clause 18.1.6 of the ESA GCC.

## ESA Portal for suppliers <br> esa-p

## You won't need to access esa-p until you have a contract with ESA

1. All financial aspects, like advance payments, milestones achievements with deliverables and invoicing/payments are dealt using ESA-P, ESA's financial tool based on SAP
2. You can request a username and password to our helpdesk:

IDHelp@esa.int or +39 06941 80700, option 2
3. Tutorials on how to use ESA-P are available on the supplier's portal:http://esa-p-
help.sso.esa.int/QUICK_GUIDE_How to_SUBMIT_a_MAC_or_I NV_or_ADV.pdf


[^0]:    * This is a typical file name. There may be slight deviations.

