

Invitation to Tender

Destination Earth Initiative

Communication Services

Volume II

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Table of Contents

1	Introduction	3
2	Context.....	4
3	Contract summary	6
4	Technical specifications	7
5	General Requirements	13
5.1	Meetings	13
5.2	Documents and reports	13
6	Tender Format and Content	14
6.1	Page limits.....	14
6.2	Specific additional instructions for the Tenderer's response	15
6.2.1	Executive summary	15
6.2.2	Track Record.....	15
6.2.3	Quality of Resources to be Deployed.....	15
6.2.4	Existing capabilities	15
6.2.5	Technical Solution Proposed	16
6.2.6	Management and Implementation	17

1 Introduction

Destination Earth (DestinE) is an initiative of the European Commission under the EU Digital Europe programme. By pushing the limits of computing, weather, and climate sciences, DestinE is a cornerstone of the European Commission’s efforts to boost Europe’s digital capabilities and the Green Deal actions on climate change. It aims at supporting climate change adaptation policies and decision-making for reducing the impacts of extreme events.

DestinE is deploying several high-resolution, thematic digital replicas (digital twins, DTs) of the Earth system to monitor and simulate natural and human activities as well as their interactions. The DTs of DestinE will be used to enhance our understanding of the Earth system and to investigate how different weather and climate scenarios may impact the environment and, consequently, human life and societies.

The initial high-priority digital twins are implemented by the European Centre for Medium-Range Weather Forecasts (ECMWF) – one on climate change adaptation and one on weather-induced and geophysical extremes. These develop enhanced simulation systems, informed by observations, based on a new generation of Earth system models. These enhanced systems will not only allow to realistically represent the Earth system but will also produce information at precisely those scales where the impact of climate change and extremes are felt and where key processes are observed. They will thus allow users from impact-sectors to access and exploit such information for their specific application.

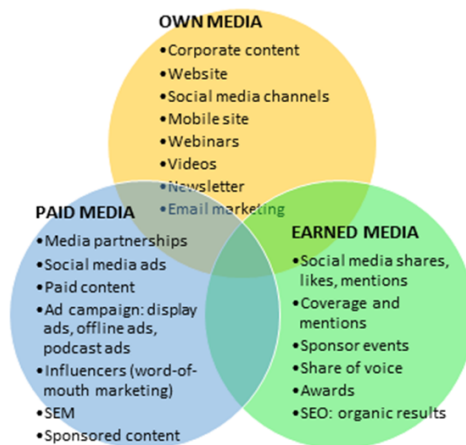


Figure 1: Communication activities at ECMWF are structured according to this marketing mix of own, earned and paid media.

Communication, by taking a proactive and reactive approach across media relations, content production, marketing and events, including via partnerships with trusted brands, puts the role of ECMWF within the Destination Earth initiative in front of large audience numbers. This is done with the support of expert external communication agencies who deliver the different communication activities. During the timeframe of this contract, there will be communication agencies or contractors for the following activities: audio and data visualisation production, communication services incorporating events management, media relations, media partnerships, and web services.

The core aim of this ITT is to provide high-quality communications services to deliver the aims and strategy of the ECMWF DestinE Communication Team. The services delivered under this contract will ensure that the Destination Earth initiative is able to reach a variety of target audiences, including the research community, policymakers and the general public. The products created under this contract will need to be tailored to meet audience needs and may therefore include the use of multiple platforms including social media, broadcast media, websites and conferences and events.

2 Context

DestinE is funded by the European Union's Digital Europe programme and implemented through a partnership between the European Space Agency (ESA), the European Centre for Medium-Range Weather Forecasts (ECMWF) and the European Organisation for the Exploitation of Meteorological Satellites (EUMETSAT).

DestinE is comprised of the following components, developed and deployed in the first phase of the initiative (15 December 2021 – 14 June 2024):

- The Core Service Platform (DESP; responsibility ESA) for providing many users with access to observations, simulations and models, evidence-based policy and decision-making tools, applications, and services, based on an open, flexible, scalable, evolvable, and secure cloud-based architecture.
- The Data Lake (DEDL; responsibility EUMETSAT) for handling the storage and access requirements for any input and output DestinE data that is offered to DestinE users via the seamless access through the DESP including near-data processing to maximize throughput and service scalability.
- The Digital Twin Engine (DTE; responsibility ECMWF) consisting of generic software infrastructures for workflows, extreme-scale simulation and data fusion, data handling and ML that allow exploiting the latest digital infrastructure technology for operating Earth-system DTs and their integration in the wider digital environment.
- The two high-priority DTs (responsibility ECMWF) for generating high-quality simulations and combining simulations and observations of the Earth system at unprecedented resolution to serve the EU's Green Deal policy priorities:
 - Weather-induced and geophysical extremes DT for providing capabilities for the assessment and prediction of environmental extremes at high spatial resolution and close to real-time decision-making support at continental, country, coastline, catchment, and city scales in response to meteorological, hydrological and air quality extremes.
 - Climate change adaptation DT for providing capabilities to support climate change adaptation policy and scenario testing at multi-decadal timescales aiming at a real breakthrough in resolution at regional and national levels.

The second phase of DestinE covers the period 15 June 2024 – 14 June 2026. This phase will focus on consolidation, maintenance, ramp-up, and continuous evolution of the system components. DestinE users will thereby benefit from:

- global Extremes DT simulations available at km-scale (2.8 to 4.4 km) on a timescale of 4 days ahead and event/impact-driven (on-demand) regional simulations at sub-km scale (500-750m) on a timescale of 2 days ahead
- global Climate DT projections up to 2050 at about 5km resolution, produced on a regular basis;
- DTE performance and stability improvements, improving data access and data information management, while improving timeliness within the constraints of the available EuroHPC resources;
- Responsive evolution of DESP services, co-designed with DESP users;
- Growing portfolio of user-provided services on DESP;
- Increasing maturity and fitness-for-purpose of the DestinE data portfolio and improved performance of federated access;
- Further development of the uncertainty quantification approach, particularly through novel ML/AI techniques;

- Further demonstration of co-developed use cases of DestinE capabilities in different impact sectors with selected users.

Subsequent phases of DestinE will focus on full operationalisation of ongoing activities and improving Destination Earth content with a long-term objective of the availability of Destination Earth services.

Throughout this contract, the Communication Strategy will serve as a primary guide for the Communications Team and the service provider. The aims and supporting objectives for communication are to inform, educate, and increase awareness and understanding of both ECMWF's involvement in Destination Earth and the wider initiative.

The work ECMWF intends to contract via this ITT should help to generate interest and understanding of the above points within the key target audience profiles identified during the first phase of the initiative.

- Policy and decision-makers at European and National level
- Scientists, academics and researchers
- Media (as an audience and amplifier to reach 'the public' and other stated target audiences)
- *ECMWF Member States*
- *The Public**

**The 'Public' is an audience category by default and in which members of all other groups fall, however, in this phase and per the audience categories identified, the language, content and material will accommodate a non-expert but educated audience with likely interest in data, artificial intelligence and machine learning, weather, climate, and environment issues and news.*

3 Contract summary

The successful Tenderer will contribute to the delivery of ECWMF Destination Earth Communication Strategy under ECMWF Destination Earth Communication team's guidance. The services will cover activities for B2C, B2B and B2G purposes including the following areas:

- **Event management services** – including but not limited to managing in-person, hybrid and online events (webinars) that are hosted by ECMWF and also managing the participation in third-party events
- **Communication services** - including but not limited to offering media monitoring, campaign support, procuring media partnerships, organising media training, crisis communications

Tenderers should submit proposals that address the areas outlined in the technical specification (section 5) below.

4 Technical specifications

- WP0: Contract management and coordination
- WP1: Event management services
- WP2: Communication services
- WP3: Monitoring and evaluation

WP0: Contract management and coordination

WP0 covers the management and monitoring of contract delivery for WP 1 and 2 as agreed with ECMWF and dictated by the European Commission.

Regular (as required) teleconferences/meetings with the DestinE Communications Team will be arranged as part of the work package management plan.

As part of the general contract management description, the Tenderers shall include the following elements in line with the reporting and planning requirements for tracking contract delivery as laid down in the Terms and Conditions of the Agreement (this is not an exhaustive list):

- Semestrial, annual and final reports shall be provided in accordance with the Agreement Article 2.3.
- WP 1 and 2 implementation and management plan for the year N+1 shall be provided for ECMWF's approval no later than 60 days from signing of the contract.
- A list of subcontractors and details of their contribution, key personnel, legal names and addresses shall be provided. The Tenderer shall describe how the Agreement, in particular Clause 2.9, has been communicated down to all their sub-contractors.

Tenderers shall complete the relevant table in Volume IIIA as part of their bid, which shall include the deliverables and milestones for this work package already indicated in the tables below. All milestones and deliverables shall be numbered as indicated. All document deliverables shall be periodically updated and versioned as described in the tables.

Key activities under this work package include:

- Define metrics and tools to report KPIs based on production and engagement. Other KPIs could be proposed as part of the Tenderer's bid and subsequently agreed with ECMWF.
- Participate in regular meetings (and additional ad hoc meetings as required) with DestinE Communication Team, and other contractors as required, for planning communication activities and follow up with specific projects.
- Develop and circulate meeting agendas with discussion points and meeting minutes to enable monitoring of action points.
- Design the implementation plan for delivery of communication services.
- A list of subcontractors and details of their contribution, key personnel, legal names and addresses shall be provided. The Tenderer shall describe how the Agreement, in particular Clause 2.9, has been communicated down to all their sub-contractors, and is expected to clearly demonstrate how it intends to manage subcontractors' activities and how it will deal with conflicts and underperformance. The Tenderer may allocate new sub-contractors to specific tasks throughout the

contract and should put in place an auditable selection process. Any changes in the list of subcontractors throughout the full duration of the contract shall be communicated to ECMWF for prior acceptance. *A paper on the selection process should be proposed to ECMWF for approval as a deliverable by T0+1month.*

Deliverables for this work package shall include the following reports:

WPO Contractual Obligations Template			
#	Nature	Title	Due
D0.y.z-YYYY	Report	Semestrial Implementation Report (January-June YYYY) YYYY being the Year n This includes a specific Financial Report	Annually on 15/07
D0.y.z-YYYY	Report	Annual Implementation Report YYYY YYYY being the Year n-1 This includes a specific Financial Report	Annually on 15/01
D0.y.z	Report	Final Implementation Report	60 days after end of contract
D0.y.z-YYYY	Report	Annual Work Plan YYYY YYYY being the Year n+1	Annually on 31/08
D0.y.z-YYYY	Other	Copy of prime contractor's general financial statements and audit report YYYY, YYYY being the Year n-1	Annually (no-cost associated)
M0.y.z	Minutes	Kick off Meeting	Start of contract
M0.y.z [...]	Minutes	Review meetings	Monthly or Quarterly

WP1: Event Management Services

This WP is required to strengthen recognition and relationships through the organisation of events that support the communication objectives outlined in the Communications Strategy and Communications Working Plan, which will be supplied by ECMWF, as well as supporting the wider work of ECMWF within DestinE and the implementation of the overall initiative.' Events should enable networking opportunities, brand awareness building, and information exchange. The successful tenderer will manage and organise hosted (convened by ECMWF Destination Earth) and external (third-party) events on behalf of ECMWF and will assume event concept creation, marketing, logistics, merchandise, storage and shipping responsibilities as and when required. Representatives from ECMWF Destination Earth participate in external meetings adopting different roles such as exhibitor, sponsor, speaker and/or panellist, amongst others.

As part of their bid, Tenderers must provide evidence of their expertise in total event solutions, which include pre-production, curated content, event management, guest engagement and post-event management.

Tenderers are expected to provide details of previous experience organising and managing events by detailing the ‘start to finish’ process they follow in combining live/in-person production with virtual event live streaming and with guests attending remotely; producing live-streamed events and managing in-person and hybrid events with maximum quality from concept to completion. Tenderers should note that ECMWF and DestinE activities are international in scope and therefore events are likely to take place across Europe.

As part of ECMWF’s principles and values, the delivery of the external events will need to be environmentally friendly and sustainable in terms of travel, mobility, procurement of products, catering, waste and water management or gifts for guests.

The scope of products and services for this work package shall include, but are not limited to the following:

- Provide advisory and consulting services on event management for in-person, sponsored, and online events.
- Manage from planning to delivery all events on behalf of ECMWF Destination Earth, including in-person, hybrid and virtual events. This will include but is not limited to the following areas: scouting for venues, dealing with organisers on behalf of ECMWF, offering consulting services, concept creation, AV services, marketing and experience booth planning and event banner design and production/building/transport, logistics, merchandise/giveaways, selection/storage/production/shipping and wrap up (re-shipment of unused material).
- Manage from planning to delivery virtual and hybrid events, proposing and managing successful ways to broadcast and where applicable develop audience interaction via online platforms.
- The successful Tenderer will sign and manage contracts with third parties to undertake services and supplies under this service Work package (such as sponsored events) on behalf of ECMWF; will act as the primary contact for ECMWF liaising with the third party in a day-to-day basis and as the contact for issue management and resolution; will ensure that deliverables and deadlines are set and met; and will convene and attend meetings with ECMWF and the third party in all phases of work.
- Prepare, submit for approval, execute and report on event budget.
- Identify and manage sub-contractors
- Ensure adherence and application of DestinE Visual Guidelines throughout all marketing and communication material including but not limited to relevant event materials such as pop-ups, brochures and merchandise.

As an example of the activities and according to the description of products and services in WP1, some deliverables for this work package in one year of the contract delivery could be expected to include *-but not be limited to-* the following table:

WP1 Event Management Services				
#	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D1.0-YYYY	Tenderer	Other	Annual event plan: an external and hosted event plan with the full list of proposed events will be produced on an annual basis, this plan will be	Annually on 01/06/2025

			adapted throughout the remainder of the year.	
D1.1	Tenderer	Other	Physical events guidelines: Guidelines to organise in-person events to optimise processes and take advantage of synergies	01/02/2025
D1.2	Tenderer	Other	Virtual events guidelines: Guidelines to organise virtual events to optimise processes and take advantage of synergies	01/02/2025
D1.3-YYYY	Tenderer	Other	Delivery of the ECMWF Destination Earth Annual Meeting in-person and livestreamed with interactive elements	Annually expected September 2025
D1.4	Tenderer	Other	Management of ECWMF hosted User eXchange event in-person and livestreamed with interactive elements	Every 27 months approximately
D1.5-QQ-YYYY	Tenderer	Other	Quarterly meeting to discuss upcoming events tracking logistics and budget	Quarterly planning meetings
D1.6	Tenderer	Other	Delivery of an ML Workshop Event in-person and livestreamed with interactive events	Spring 2025

**An optional training event is foreseen to take place in Bonn, at an external venue, indicatively around November 2025 (dates to be confirmed). The event will be a multi-day event and will bring external experts together with ECMWF experts, to offer training on machine learning in weather, climate, and Earth system modelling. The event will consist of lectures, panel discussions, and breakout sessions, among other things, and will include remote participation for selected sessions. The event will be delivered under the supervision of the ECMWF User Engagement Team, and will coordinate with a series of Massive Open Online Courses (MOOCs) on the same topic which will take place over 2025.

Volume IIIA (“Business Case” tab) contains a Business Case related to this Work package. Tenderers are requested to provide a complete pricing for achieving the requirements set out in that Business Case.

WP2: Communication Services

The successful tenderer shall be responsible for the delivery of a number of activities that support the communication aims of the ECMWF DestinE Communications Team. These include:

- Media monitoring of ECMWF Destination Earth activities in the global press, print, online, broadcast, creating a monthly report of activity.
- Social media monitoring of activities related to ECMWF’s activities within Destination Earth, the first two high-priority Digital Twins, Climate Change Adaptation, and the Weather-Induced Extremes Digital Twin, as well as the Digital Twin Engine.

- Organising media and moderator training for ECMWF Destination Earth staff (optional, as and when required) that builds confidence and resilience and ensures key individuals are given access to useful tools and techniques when interviewed.
- Campaign concept support, (optional, as and when required), working with the ECMWF Destination Earth Communications Team to deliver high-impact, targeted campaigns via social media to key audience groups such as policymakers, SMEs, academic community and public.
- Brokering media partnerships (as and when required), negotiating fees and packages in relevant publications.
- Press liaison (optional, as and when required), offering support and liaison, maintaining relevant media contact list and assisting with crisis communication if necessary.

As an example of the activities and according to the description of products and services in WP1, some deliverables for this work package in one year of the contract delivery could be expected to include *-but not be limited to-* the following table:

WP2 Communication Services				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D2.0-M1 D2.0-M2 D2.0-M3 [...]	Tenderer	Other	Monthly report of press and media activity related to ECMWF Destination Earth activities	Monthly commencing 1 month after contract commences
D2.1-M1 D2.1-M2 D2.1-M3 [...]	Tenderer	Other	Monthly report of social media activity related to ECMWF Destination Earth activities	Monthly commencing 1 month after contract commences
D2.2-YYYY	Tenderer	Other	Yearly combined report of all activity tracking trends, engagement, audience profiles and reach.	Annually January
D2.3-QQ-YYYY	Tenderer	Other	Quarterly meeting to discuss upcoming needs and budget	Quarterly planning meetings

Volume IIIA (“Business Case” tab) contains a Business Case related to this Work package. Tenderers are requested to provide a complete pricing for achieving the requirements set out in that Business Case.

WP3: Monitoring and evaluation

In addition to reporting for contract management purposes, the successful Tenderer shall undertake regular result-based monitoring and evaluation of services for analysis and insight. Monitoring and evaluation will provide progress towards goals, results achieved, lessons learned and recommendation for changes to the DestinE communications Team approach. The monitoring and evaluation work package will be key for a

successful implementation of the Communications Strategy, providing inputs and information for future communication decision making.

Activities for this work package shall include, but are not limited to the following:

- Define metrics and tools to monitor and facilitate reporting of DestinE KPIs in addition to those dictated by the European Commission. These KPIs should be proposed as part of the Tenderers bid and subsequently agreed with ECMWF.
- Annual analysis to evaluate progress towards goals, provide lessons learned, identify opportunities and suggest recommendations for next year’s implementation of communication plan. This point would input “Annual Implementation Report” under WPO.
- Produce post-activity reports on request to evaluate the achievement of expected results.

As an example of the activities and according to the description of products and services in WP3, some deliverables for this work package in one year of the contract delivery could be expected to include *-but not be limited to-* the following table.

WP3 Monitoring and Evaluation				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D3.0-QQ-YYYY	Tenderer	Report	Quarterly report: Tracking of work deliverables against budget	15th each quarter
D3.1-YYYY	Tenderer	Presentation to ECMWF DestinE Communication Team	Annual presentation: result-based analysis of work undertaken, success, quality, quantity, engagement	Annually – 1 year from kick-off

5 General Requirements

ECMWF intends to award a contract, with a maximum contract value of €580k. The duration of the contract is foreseen to run until the end of the Phase 2 of Destination Earth, mid-June 2026. With a possible extension beyond this period, this will be communicated formally 6 months prior to the end of the set contract term.

5.1 Meetings

As well as the afore mentioned monthly progress meetings and annual presentations, the successful tenderer could be required to participate in additional meetings to accomplish specific projects. These will be set up in collaboration with the successful Tenderers and ECMWF DestinE Communications in accordance with the communications plan.

5.2 Documents and reports

All project reports must be produced in English. Unless otherwise specified in the specific contract, deliverable documents and reports shall be made available to ECMWF in electronic format (Microsoft Word/PDF/Microsoft Excel or compatible), via the DestinE Deliverables Repository portal; the details will be agreed at the negotiation stage. Please refer to Clause 2.3 and the Annex 5 of the Volume V Agreement for details on Reporting Obligations.

6 Tender Format and Content

General guidelines for the tender are described in Volume IIIB. Specific requirements to prepare the proposal for this particular tender are described in the next sub-sections.

6.1 Page limits

As a guideline, it is expected that individual sections of the Tenderer's response do not exceed the page limits listed below. These are advisory limits and should be followed wherever possible, to avoid excessive or wordy responses.

<i>Section</i>	<i>Page Limit</i>
<i>Executive Summary</i>	2
<i>Track Record</i>	2 (for general) and 2 (per entity)
<i>Quality of resources to be Deployed</i>	2 (excluding Table 1 in Volume IIIB and CVs with a maximum length of 2 pages each)
<i>Technical Solution Proposed</i>	2 + 3 per Work package (Table 2 in Volume IIIB, the section on references, publications, patents and any pre-existing IPR is excluded from the page limit and has no page limit)
<i>Management and Implementation</i>	6 (excluding Table 4 and Table 5 in Volume IIIB) + 2 per each Work package description (Table 3 in Volume IIIB)
<i>Pricing Table</i>	No limitation

Table 1: Page limits

6.2 Specific additional instructions for the Tenderer's response

The following is a guide to the minimum content expected to be included in each section, additional to the content described in the general guidelines of Volume IIIB. This is not an exhaustive description and additional information may be necessary depending on the Tenderer's response.

6.2.1 Executive summary

The Tenderer shall provide an executive summary of the proposal, describing the objectives, team and service level.

6.2.2 Track Record

The Tenderer shall demonstrate for itself and for any proposed subcontractors that they have experience with relevant projects in the public or private sector at national or international level. ECMWF may ask for evidence of performance in the form of certificates issued or countersigned by the competent authority.

6.2.3 Quality of Resources to be Deployed

The Tenderer shall propose a team that meets at least the following requirements:

- A senior team member with more than 5 years of experience in managing activities related to this ITT (referred to as Service Manager). This person will be the point of contact on technical matters.
- A team member with experience of managing projects and contracts of this type and size (referred to as Contract Manager). This person will be the main point of contact for administrative matters.
- Team members with demonstrated experience in performing activities related to the various aspects of this ITT.

These team members shall be involved in the activities of this ITT at a minimum level of 10% of their total working time.

6.2.4 Existing capabilities

Tenderers should present information outlining the strength of their present capabilities in the following form:

- **Expertise in events management:** The tenderer must have extensive experience and success at managing a wide variety of events, including in-person, hybrid and online events.
- **Expertise in the full communications mix:** The tenderer must have experience of the full communications mix (social, digital, press, print, events) and be able to offer advice based on experience and research that enhances the efforts and effectiveness of ECMWF's Destination Earth activities.
- **Collaborative and coordination skills:** Given the need to closely liaise with ECMWF's DestinE communication team and other stakeholders, the tenderer must excel in collaborative work environments. This includes strong coordination, project management skills, and the ability to maintain open lines of communication to ensure alignment and constructive interaction across different components of the contract.
- **Innovative and Creative Approach:** The ability to think innovatively and creatively is crucial for developing compelling communications material. The tenderer should be able to present complex information in an accessible and engaging manner, propose creative solutions to challenges, and identify new opportunities.

6.2.5 Technical Solution Proposed

The Tenderer is expected to provide a short background to the proposed technical solution to demonstrate understanding of the solution proposed, as well as an exhaustive and detailed description of the proposed technical solution and its organisation into work packages.

Business Cases :

Two Business cases related to the Work packages 1 and 2 are described below and in the Volume III A. The tenderer is invited to provide its proposed efforts and costs in Volume III A.

Business case 1 : Work package 1 – Event Management Services

Organising the Symposium

We would like you to outline the steps required, processes you would use and likely costs to organise the following event. You will work closely with the ECMWF DestinE Communications Team who will oversee the project.

The ECMWF Destination Earth team have nine months to organise and host an interactive event across three days in Bonn, Germany entitled 'The Symposium' which aims to highlight activities related to the initiative, including artificial intelligence and machine learning.

It is foreseen that 200 attendees will attend onsite, with a further 300 people joining online. The majority of attendees will already be connected to Destination Earth activities and have knowledge of the initiative. A number of high-level guests including individuals from policy focused environments and institutions based across Europe will be invited as special guests, these will be identified by the ECMWF Destination Earth team.

Due to the size of the event, an external location needs to be sourced, including catering, drinks reception and AV.

The total budget for the event is 100,000 euros including project management costs. This needs to cover all aspects including venue, entertainment, merchandise, hybrid technology and branding tools (banners etc).

Please outline your approach to this event, highlighting the following:

- Event management support prior to the event - Venue, catering and entertainment - Event registration management - Delegate packs - Strategic support in identifying special guests - Other elements
- Event management during the event for hybrid event - Team roles and duties
- Post event management - Wash-up meetings – Surveys

Business case 2 : Work package 2 – Communication Services

Campaign building and media monitoring the Symposium

As part of the contract, the successful Tenderer will under the guidance of the ECMWF Destination Earth Communication Team, offer generalised communication services support. We would like you to outline your approach and costs to create a social media campaign around 'The Symposium' event, to reach the Destination Earth Community to raise awareness of the wider initiative and ensure good booking figures from the relevant audience. The campaign before the event should last three months.

We would also like you to outline your approach to monitor the performance of the campaign and engagement levels in the media and on social media platforms. This information will be required to organise the next event in the series, so should be available within 28 calendar days following the event.

Please outline your approach and costs for the following:

- Defining the campaign, platforms, graphics, media monitoring, post-campaign analysis

6.2.6 Management and Implementation

The Tenderer shall provide a detailed implementation plan of proposed activities for the duration of the contract. Deliverables should be consistent with the technical requirements specified in Section 4.

The Tenderer is requested to include management and implementation activities within a dedicated work package (WPO). The number of milestones is not prescribed, but they should be designed as markers of demonstrable progress in capabilities development and/or quality of capability delivery to keep progress monitoring manageable.

Adjustments to the proposed implementation plan can be proposed by the successful Tenderer, depending on the needs for the evolution of the technical solution, changed user requirements, or other requirements, but must be agreed to by ECMWF.

- Annual Work Plan and Semestrial, Annual and Final Implementation Reports shall be provided in accordance with the Volume V Agreement Clause 2.3 and Annex 5.
- Monthly videoconferencing with ECMWF and a proposal for involvement of ECMWF in major project reviews shall be provided as part of the management plan. The tenderer is responsible for the organisation of such meetings, including provision of minutes.
- If relevant, a list of sub-contractors and details of their contribution, key technical personnel involved in the contract, legal names and addresses shall be provided. The tenderer shall describe how the Volume V Agreement, particularly Clause 2.9, has been communicated to all their sub-contractors.
- The Tenderer shall describe in the Proposal the management of personal data and how this meets the requirements of Clause 2.8 and Annex 6 of Volume V Agreement.

As part of their response, it is imperative that Tenderers demonstrate strong advisory and management skills, ideally with emphasis on the following areas:

- Creativity and innovation, thinking conceptually and practically
- Problem-solving and strategic planning ability
- Analytical skills and clarity about goals
- Resources management: skillsets/availability of experts/geographic coverage
- Time management: efficient and rapid mobilisation of necessary resources
- Subcontract management / Conflict resolution
- Team management for effective account management
- Quality assurance: control/monitoring / thresholds
- Cost control and financial management: procurement and accounting policies/procedures/systems
- Risk management: assessment and mitigation.

With regards to cost control and financial management, and in line with ECMWF's principles of transparency, non-discrimination, equal treatment and effective competition when procuring, together with economy and sound financial management, it is a requirement that Tenderers are able to evidence their policies, procedures and controls necessary to achieve the following:

- Procurement procedures that ensure no conflicts of interest
- Selection based on a combination of efficiency, economy and effectiveness to achieve best value for money (ie not necessarily the cheapest)
- Not include any requirements that may be unjustifiably or prevent bids
- Ensure that potential Tenderers are given the same information to allow them to bid and, if applicable, to refine their bids during the evaluation phase
- Sound contractual relationships with suppliers
- Auditable payment process from purchase order (or equivalent) to payment following receipt of goods / service that has robust checks and /or controls hierarchy
- Adequate records to evidence payments made on behalf of ECMWF under this contract

At this stage, Tenderers should outline how they would achieve these principles using existing, or to be implemented, practices. The successful Tenderer(s) will subsequently need to evidence such during the contract negotiation stage and should be willing to make amendments where the controls are considered inadequate by ECMWF.

Additionally, for each work package, the Tenderers shall also provide an overview of their methodology / approach to the proposed activities, typical timescales to complete the activities, and how the activity would be planned and managed.

6.2.6.1 Key performance indicators

Contractors shall report to ECMWF on a set of Key Performance Indicators (KPIs) suitable for monitoring various aspect of service performance, including (but not limited to):

- **Completion of services related to events and communication services:** Number of projects developed and finalised.
- **Quality of deliverables:** Assessment of the quality of all deliverables based on predetermined quality criteria.
- **Project management effectiveness:** Effectiveness and efficiency of project management, measured by meeting milestones and deadlines and budget adherence.
- **Technical expertise and innovation:** Evaluation of innovative approaches and technical solutions proposed and the alignment with project goals.
- **Engagement metrics:** Reach and engagement levels (e.g., views, shares, likes, and comments) of the communication materials produced.

6.2.6.2 Diversity and inclusion

If multiple bidders present equally qualified proposals (discrepancy lower than 1%), ECMWF will take into consideration the diversity and gender balance of each bidder's organisation as a tiebreaker when making the final decision. We recognise that diversity and a collaborative environment are essential for advancing

scientific discovery and innovation, and we are dedicated to creating a culture that encourages and supports the contributions of individuals from all backgrounds.