



OPEN CALL FOR TENDERS

Tender Specifications

“Barriers to Cross-Sectoral NIS Cooperation and Incentives for Engagement in Multi-Stakeholder Frameworks”

ENISA P/05/10/SRU

LOT 1 - Sectoral demand side study: MEDIA.

LOT 2 - Sectoral demand side study: FINANCE.

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PART 1 INTRODUCTION

BACKGROUND

Communication networks and information systems have become an essential factor in economic and social development. Computing and networking are now becoming ubiquitous utilities in the same way as electricity or water supply. The security of communication networks and information systems, in particular their availability, is therefore of increasing concern to society. This stems from the possibility of problems in key information systems, due to system complexity, accidents, mistakes and attacks to the physical infrastructures which deliver services critical to the well-being of European citizens.

For the purpose of ensuring a high and effective level of network and information security within the Community and in order to develop a culture of network and information security for the benefit of the citizens, consumers, enterprises, and public sector organisations within the European Union (EU), thus contributing to the smooth functioning of the Internal Market, a European Network and Information Security Agency (ENISA) was established on 10 March 2004¹.

SCOPE

The Agency shall assist the European Commission and EU Member States, and in consequence cooperate with the business community, in order to help them to meet the requirements of network and information security, thereby ensuring the smooth functioning of the Internal Market, including those set out in present and future Community legislation, such as in the Directive 2002/21/EC.

OBJECTIVES

The Agency's objectives are as follows:

- The Agency shall enhance the capability of the Community, EU Member States and, as a consequence, the business community to prevent, to address, and to respond to network and information security problems.
- The Agency shall provide assistance and deliver advice to the Commission and EU Member States on issues related to network and information security falling within its competencies as set out in the Regulation.
- Building on national and Community efforts, the Agency shall develop a high level of expertise.
- The Agency shall use this expertise to stimulate broad cooperation between actors from the public and private sectors.
- The Agency shall assist the Commission, where called upon, in the technical preparatory work for updating and developing Community legislation in the field of network and information security.

¹ Regulation (EC) No 460/2004 of the European Parliament and of the Council of 10 March 2004 establishing the European Network and Information Security Agency. A "European Community agency" is a body set up by the EU to carry out a very specific technical, scientific or management task within the "Community domain" ("first pillar") of the EU. These agencies are not provided for in the Treaties. Instead, each one is set up by an individual piece of legislation that specifies the task of that particular agency.

TASKS

In order to ensure the fulfilment of its objectives, the Agency's tasks will mainly be focused on:

- Advising and assisting the Commission and the Member States on network and information security and in their dialogue with industry to address security-related problems in hardware and software products.
- Collecting and analysing data on security incidents in Europe and emerging risks.
- Promoting risk assessment and risk management methods to enhance our capability to deal with network and information security threats.
- Awareness raising and cooperation between different actors in the network and information security field, notably by developing public-private partnerships in this field.

The Agency shall base its operations on carrying out a work programme adopted in accordance to the relevant Articles of the establishing regulation. The work programme does not prevent the Agency from taking up unforeseen activities that follow its scope and objectives and within the given budget limitations.

ORGANISATIONAL FRAMEWORK

The bodies of the Agency comprise a Management Board, an Executive Director (and his staff) and a Permanent Stakeholder Group. The Executive Director is responsible for managing the Agency and performs his/her duties independently.

The Management Board is entrusted with the necessary powers to: establish the budget, verify its execution, adopt the appropriate financial rules, establish transparent working procedures for decision making by the Agency, approve the Agency's work programme, adopt its own rules of procedure and the Agency's internal rules of operation, appoint and remove the Executive Director. The Management Board should ensure that the Agency carries out its tasks under conditions which enable it to serve in accordance with the Regulation establishing it.

The Permanent Stakeholders Group is composed of experts representing the relevant stakeholders, such as Information and Communication Technologies industry, consumer groups and academic experts in network and information security. The Permanent Stakeholders Group advises the Executive Director in the performance of his duties under the Regulation, in drawing up a proposal for the Agency's work programme and in ensuring communication with the relevant stakeholders on all issues related to the work programme.

The Executive Director will establish, in consultation with the Permanent Stakeholders Group, ad hoc Working Groups composed of experts. Where established, the ad hoc Working Groups shall address in particular technical and scientific matters.

ADDITIONAL INFORMATION

Further information about ENISA can be obtained on its website: www.enisa.europa.eu.

For ENISA's legal base please [click here](#).

PART 2 TECHNICAL DESCRIPTION

1. CONTEXT

Europe's transition to an information society has been marked by profound developments in all aspects of human life: in work, education and leisure, in government, industry and trade. The new information and communication technologies are having a revolutionary and fundamental impact on both economies and societies. The success of the information society is important for Europe's growth, competitiveness and employment opportunities, and has far-reaching economic, legal and social implications.

The digital information age continues to provide many opportunities for businesses. However, emerging risks and new threats create fundamental challenges (e.g.) to organisations doing business online. As a growing number of network and information security (NIS) threats involve sophisticated combinations of network and service protocols traditional forms of protection are no longer enough to prevent intruders from entering and stealing or damaging key electronic assets of businesses or other organisations. Co-operation between network and service providers in NIS service development and provision has grown as a result of market demand for solutions to the problem.

As intangible assets have become increasingly core to value generation, technologically advanced companies, both large and small, have also found good reasons for working on NIS challenges with public agencies. Private sector actors have some legal obligations to co-operate with public authorities in such areas as data protection and retention. But the complex and sometimes legally ambiguous nature of NIS attacks mean that more voluntary, comprehensive and pro-active forms of co-operation among different sectors along value chains may need to be increased if exploitation of possible gaps in supply chain security and integrity are not to cause potentially widespread economic disruption.

To be successful such forms of co-operation need to be based on a realistic assessment of the respective parties' ability to tackle NIS challenges in relation to their legitimate commercial or regulatory responsibilities and capabilities. Otherwise, responses are liable to be fragmented, inadequate or disproportionate and potentially unrealistic in terms of what those involved either need or can deliver.

Problems for a broad range of important public policy issues could be generated by solely supply-side co-operation if demand-side drivers are not positively delineated, or market failures clearly identified. However, little is known about the operational, commercial and/or regulatory conditions that actually deter, facilitate or incentivise NIS co-operation among different sectors, and the kinds of situations where co-operation with public sector authorities in the development of service tools, services or co-operative frameworks may be mutually useful or desirable from both a commercial and public policy perspective.

Moreover, if organisations are to face coherent, straightforward and effective regulatory requirements, and public-private co-ordination optimised, national, EU and international approaches need to be integrated. The increasing complexity of security threats means they are rarely capable of being dealt with by any single entity at any one level. Action by actors with different areas of responsibility at any one level may impact on the ability of others to take action, potentially undermining overall effectiveness. Attempts to co-operate at pan-European and international levels may also face potential contradictions with national regulatory

requirements unless partnerships are given explicit legal sanction or support by public sector actors at EU and/or international levels.

Though general incentives for co-operation amongst private sector actors and between public-private sectors actors may be quite extensive, remaining barriers to their successful development may be quite strong. Analysis of barriers and incentives can help identify how and which pan-European co-operative service tools and frameworks could be created for various value chain actors (network operators, software and service security providers, user organisations and public agencies) in ways that facilitate market drivers where they exist, and are in line with the full range of public policy requirements where there are market failures.

1.1 ENISA Work Programme 2010

ENISA Work Programme 2010 under the heading of Preparatory Action 2 (PA 2) “Identifying Drivers, Barriers, and Frameworks for EU Sectoral NIS Co-operation” and in the context of Work Package 2.1 (WPK PA 2.1) describes as activity to be conducted and delivered in 2010 two *studies* related to the overall topic “Incentives and Responsibility Requirements for Multi-stakeholder NIS Co-operation in ICT Supplier and User Communities”. The Preparatory Action (PA 2.1) will thus seek to clarify the question of *how* best to get commitments from relevant both private and public sector actors to collective action to address NIS challenges at a pan-European level.

2. THE PROJECT

In order to identify barriers and incentives to cross-sectoral NIS co-operation, to assess where those are stronger or weaker, where the possibility of success in the short or medium term is greater or more challenging, and the need for public-private sector partnerships thus potentially more or less necessary, ENISA launches an Open tender procedure related to the overall topic “Incentives and responsibility requirements for multi-stakeholder NIS co-operation in ICT supplier and user communities” specifically in the *media* and *finance* sectors, henceforth addressed as *Studies*. ENISA in conducting these *Studies* will examine NIS requirements of different groups of private sector actors and to identify barriers to and incentives for engagement in multi-stakeholder frameworks.

The overarching aim of the two *Studies* is to investigate how the NIS requirements of business users of network-based services may or may not affect co-operation between network operators, software and service security providers, both in the development **and** delivery of NIS services. In addition, the *studies* will identify relevant actors and groups of stakeholders, and assess their roles and responsibilities. In contributing to a better understanding of the economic impact of network and information security, each study is expected to offer explanatory and where possible causal linkages.

3. LOT 1: SECTORAL DEMAND SIDE STUDY: MEDIA

3.1 Objectives and Scope of the Project

The principle objectives of the *Study* are to identify, in the form of a sectoral demand side study:

- Barriers to cross-sectoral co-operation, and
- Incentives for engagement in the development of multi-stakeholder (including public-private) service tools and frameworks

along the **media value chain**.

To support ENISA in compiling the deliverable, ENISA launches an Open Call for Tenders with the aim of identifying a contractor with a view to:

- Analyse the threat, business model, and market conditions which can lead demand-side actors in the media sector to require increased inter-sectoral co-operation in the development and delivery of NIS services;
- Analyse the ways and extent to which these requirements can lead to the need for specific responsibilities, commitments, and rewards for network operators, software and service security providers in the **media value chain**;
- Assess whether, in cases where requirements of users are not being met, involvement of public sector actors in developing good practice tools or services may facilitate cross-sectoral co-operation and multi-stakeholder engagement;
- Identify particular good practice tools, services, or co-operative frameworks which have been and/or could be developed between public and private sector actors at a national and/or pan-European level to meet these requirements.
- Provide a range of recommendations to relevant actors (decision-makers both at EU and national level, and within the private sector, and academia) for policy options, possible follow-up actions and initiatives.

3.2 Content and Methodology

The Contractor will have to follow a methodological approach combining theoretical and empirical analysis focusing on the economies of the European Union with examples covering at least two Member States.

In particular, the *Study* will identify trends, success factors and obstacles common to the media value chain comprising (i.a.) network operators, software and service organisations providing media products, as well as media companies acting as content suppliers.

All relevant actors and their individual roles (including potential multiple user roles) will be analysed, and their specific needs and expectations assessed. Considering the role(s) and responsibilities of relevant actors, the *Study* will provide recommendations for removing existing barriers to cross-sectoral co-operation and for creating incentives for multi-stakeholder (including public-private) engagement in the value chain analysed.

The *Study* will make a distinction between the needs of small and medium-sized enterprises (SMEs) and large corporations on the demand-side. Moreover, the *Study* will also differentiate among collaborating sectors, high-tech SMEs and end-users. It will also explore whether the participation of multiplier organisations in defining the requirement of (e.g.) SMEs can augment the ability to leverage change.

3.3 The Deliverable

In the context of the activities described in previous paragraphs, the following deliverable will be submitted to ENISA:

- A sectoral demand-side *Study* identifying NIS requirements of private sector actors operating in the media value chain including recommendations for removing existing barriers to cross-sectoral co-operation and for creating incentives for multi-stakeholder (including public-private) engagement in the development and delivery of co-operative NIS tools and frameworks in the sector analysed.

The Contractor will be required to participate in a preparatory meeting outlining the conceptual frameworks, general economics, and forms of engagement to be organised by ENISA and preliminary planned for June/July 2010.

3.3.1 Monthly Progress Reports

The Contractor will produce monthly progress reports to predefined milestones.

3.3.2 Draft Final Sectoral Demand-Side Study “Media”

A draft final *Study* will be presented by **30 August 2010**. It will contain the findings from the assessments of barriers, proposals for incentives and recommendations for future policy actions to relevant stakeholder groups. Three weeks will be allowed for comments on the draft final *Study* from key stakeholders and ENISA experts. An additional one week will be allowed for refinement of the *Study* in the light of comments received from aforementioned.

3.3.3 Sectoral Demand-Side Study “Media”

The final sectoral demand-side *Study* will present the full results and analysis of barriers and incentives following refinements required of the draft final *Study*. It will be submitted to ENISA by **30 September 2010** at the latest in electronic format in English and include: an executive summary which provides a synthesis of the main analyses and conclusions together with a main report presenting in full the results of the analysis, conclusions and recommendations. The *Study* should be in a form ready for publication.

3.3.4 For Approval of the Final Study

After receipt of the final deliverable, ENISA will have thirty (30) calendar days in which:

- To approve it, with or without comments or reservations, or
- To reject it and request a new deliverable.

If ENISA does not react within this period, the deliverable shall be deemed to have been approved. Where ENISA requests a new deliverable because the previously submitted one has

been rejected, this shall be submitted within thirty (30) calendar days. The new deliverable shall likewise be subject to the above provision.

Moreover, the Contractor will also be required to prepare a set of 'PowerPoint' slides for presentation of the *Study* and its findings both internally to ENISA experts and externally to key stakeholders (including the ENISA Permanent Stakeholders' Group) at a workshop to be organised by ENISA in 2010 (provisionally planned for October 2010).

3.4 Required skills

For the performance of the above-mentioned activities, the Contractor should be able to demonstrate in his proposal at least the following skills and experience:

- a. Experience in realising international projects;
- b. Expertise in the field of all topics that are covered by the deliverable;
- c. Knowledge and understanding of work that has already been done in the fields of information security, security economics, and in particular value chain security (including existing ENISA material);
- d. Knowledge and understanding of the entire process of information security along value chains, including collaborative business models and scenarios related to novel media technologies and systems as well as relevant public policy issues and requirements (e.g. sectoral regulation, competition rules, and data protection provisions);
- e. Ability to produce a clear, concise and understandable text, where necessary enriched with graphical elements targeted at the specific user group;
- f. English as a working language.

3.4.1 Generic Technical Requirements for the *Study*

The following technical requirements should be satisfied:

- a. Readability and presentation of the *Study* and all corresponding material are very important; graphics should be provided and used where effective.
- b. Examples and case studies should be included (where applicable).
- c. The language used in the *Study* and all corresponding material shall be English.
- d. The *Study* and corresponding material is to be delivered in a format that allows ENISA to publish it easily on its website, in electronic form (like PDF), and in a format easy to edit for updated/ revised versions of the documents to be produced in the future.
- e. In addition to aforementioned electronic format, the *Study* is to be delivered in printed form.

3.5 Duration of the service

The required effort should not exceed 50 working days. The tenderer is required to make a proposal for the time schedule of the activities in order to carry out the project (e.g. including a Gantt chart). In its offer the Tenderer should clearly indicate the estimated amount of man days required to accomplish all tasks associated with this Call for Tenders

3.6 Place of execution of the activities and communications

The execution of the activities will take place at the Contractor's premises. The Contractor is required to be present at ENISA premises for all necessary meetings and for collecting all relevant information to conduct the analysis. For this purpose network based collaborative tools (i.e. video conferencing etc.) could also be used.

Quality assurance, review and final approval of deliverable, and project sign-off will take place at a location to be agreed on later. Informal and regular contacts should be maintained by telephone and e-mail.

3.7 Tender result and estimated budget

The result of the evaluation of the tenders will be the awarding of a Service contract for which the total estimated budget *cannot exceed EUR 35,000 (thirty five thousand)* covering all tasks executed and including all costs (e.g. travel expenses of the Contractor to and from ENISA premises).

3.8 Content and presentation of the Technical Offer

The Tenderer shall enclose with the Technical Offer all documents and information that will enable its offers to be assessed in terms of quality and of compliance with the specifications.

An offer shall include a description of the operational means and procedures to be implemented to perform the contract, supported where appropriate by related documents.

An offer shall cover the following aspects:

3.8.1 Description of the Deliverable

The deliverable must be presented as requested in the article 3.3 "The Deliverable".

3.8.2 Management of Provision of Services

- Project Management: a detailed description of the project management method used including quality assurance is required.
- Availability and ability of the Contractor to respond: prompt availability of resources is required within the specified delivery timeframes. Additionally, any ancillary or support resources, such as a network of associates to support the scope of this Call for Tenders must be clearly stated.

3.9 Content and presentation of the Price Offer

The Price offer must be drawn up using the Financial Offer template provided (see Annex IV).

4. LOT 2: SECTORAL DEMAND SIDE STUDY: FINANCE

4.1 Objectives and Scope of the Project

The principle objectives of the *Study* are to identify, in the form of a sectoral demand side study:

- Barriers to cross-sectoral co-operation, and
- Incentives for engagement in the development of multi-stakeholder (including public-private) service tools and frameworks

along the finance value chain .

To support ENISA in compiling the deliverable, ENISA launches an Open Call for Tenders with the aim of identifying a contractor with a view to:

- Analyse the threat, business model, and market conditions which can lead demand-side actors in the finance sector to require increased inter-sectoral co-operation in the development and delivery of NIS services;
- Analyse the ways and extent to which these requirements can lead to the need for specific responsibilities, commitments, and rewards for network operators, software and service security providers in the **finance value chain**;
- Assess whether, in cases where requirements of users are not being met, involvement of public sector actors in developing good practice tools or services may facilitate cross-sectoral co-operation and multi-stakeholder engagement;
- Identify particular good practice tools, services, or co-operative frameworks which have been and/or could be developed between public and private sector actors at a national and/or pan-European level to meet these requirements.
- Provide a range of recommendations to relevant actors (decision-makers both at EU and national level, and within the private sector, and academia) for policy options, possible follow-up actions and initiatives.

4.2 Content and Methodology

The Contractor will have to follow a methodological approach combining theoretical and empirical analysis focusing on the economies of the European Union with examples covering at least two Member States.

In particular, the *Study* will identify trends, success factors and obstacles common to the finance value chain comprising (i.e.) network operators, software and service organisations providing financial products and services, financial intermediaries as well as the banking and payments industry.

All relevant actors and their individual roles (including potential multiple user roles) will be analysed, and their specific needs and expectations assessed. Considering the role(s) and responsibilities of relevant actors, the *Study* will provide recommendations for removing existing barriers to cross-sectoral co-operation and for creating incentives for multi-stakeholder (including public-private) engagement in the value chain analysed.

The *Study* will make a distinction between the needs of small and medium-sized enterprises (SMEs) and large corporations on the demand-side. Moreover, the *Study* will also differentiate among collaborating sectors, high-tech SMEs and end-users. It will also explore whether the

participation of multiplier organisations in defining the requirement of (e.g.) SMEs can augment the ability to leverage change.

4.3 The Deliverable

In the context of the activities described in previous paragraphs, the following deliverable will be submitted to ENISA:

- A sectoral demand-side *Study* identifying NIS requirements of private sector actors operating in the **finance value chain** including recommendations for removing existing barriers to cross-sectoral co-operation and for creating incentives for multi-stakeholder (including public-private) engagement in the development and delivery of co-operative NIS tools and frameworks in the sector analysed.

The Contractor will be required to participate in a preparatory meeting outlining the conceptual frameworks, general economics, and forms of engagement to be organised by ENISA and provisionally planned for June/July 2010.

4.3.1 Monthly Progress Reports

The Contractor will produce monthly progress reports to predefined milestones.

4.3.2 Draft Final Sectoral Demand-Side Study “Finance”

A draft final *Study* will be presented by **30 August 2010**. It will contain the findings from the assessments of barriers, proposals for incentives and recommendations for future policy actions to relevant stakeholder groups. An additional two weeks will be allowed for refinement of the *Study* in the light of comments on the draft final *Study* from key stakeholders and ENISA experts.

4.3.4 Sectoral Demand-Side Study “Finance”

The final sectoral demand-side *Study* will present the full results and analysis of barriers and incentives following refinements required of the draft final *Study*. It will be submitted to ENISA by **30 September 2010** at the latest in electronic format in English and include: an executive summary which provides a synthesis of the main analyses and conclusions together with a main report presenting in full the results of the analysis, conclusions and recommendations. The *Study* should be in a form ready for publication.

4.3.5 For Approval of the Final Study

After receipt of the final deliverable, ENISA will have thirty (30) calendar days in which:

- To approve it, with or without comments or reservations, or
- To reject it and request a new deliverable.

If ENISA does not react within this period, the deliverable shall be deemed to have been approved. Where ENISA requests a new deliverable because the previously submitted one has been rejected, this shall be submitted within thirty (30) calendar days. The new deliverable shall likewise be subject to the above provision.

Moreover, the Contractor will also be required to prepare a set of ‘PowerPoint’ slides for presentation of the *Study* and its findings both internally to ENISA experts and externally to key

stakeholders (including the ENISA Permanent Stakeholders' Group) at a workshop to be organised by ENISA in 2010 (preliminary planned for October 2010).

4.4 Required skills

For the performance of the above-mentioned activities, the Contractor should be able to demonstrate in his proposal at least the following skills and experience:

- a. Experience in realising international projects;
- b. Expertise in the field of all topics that are covered by the deliverable;
- c. Knowledge and understanding of work that has already been done in the fields of information security, security economics, and in particular value chain security (including existing ENISA material);
- d. Knowledge and understanding of the entire process of information security along value chains, including collaborative business models and scenarios related to novel finance technologies and systems as well as relevant public policy issues and requirements (e.g. sectoral regulation, competition rules, and data protection provisions);
- e. Ability to produce a clear, concise and understandable text, where necessary enriched with graphical elements targeted at the specific user group;
- f. English as a working language.

4.4.1 Generic Technical Requirements for the *Study*

The following technical requirements should be satisfied:

- a. Readability and presentation of the *Study* and all corresponding material are very important; graphics should be provided and used where effective.
- b. Examples and case studies should be included (where applicable).
- c. The language used in the *Study* and all corresponding material shall be English.
- d. The *Study* and corresponding material is to be delivered in a format that allows ENISA to publish it easily on its website, in electronic form (like PDF), and in a format easy to edit for updated/ revised versions of the documents to be produced in the future.
- e. In addition to aforementioned electronic format, the *Study* is to be delivered in printed form.

4.5 Duration of the service

The required effort should not exceed 50 working days. The tenderer is required to make a proposal for the time schedule of the activities in order to carry out the project (e.g. including a Gantt chart). In its offer the Tenderer should clearly indicate the estimated amount of man days required to accomplish all tasks associated with this Call for Tenders

4.6 Place of execution of the activities and communications

The execution of the activities will take place at the Contractor's premises. The Contractor is required to be present at ENISA premises for all necessary meetings and for collecting all relevant information to conduct the analysis. For this purpose network based collaborative tools (i.e. video conferencing etc.) could also be used.

Quality assurance, review and final approval of deliverable, and project sign-off will take place at a location to be agreed on later. Informal and regular contacts should be maintained by telephone and e-mail.

4.7 Tender result and estimated budget

The result of the evaluation of the Open tender will be the awarding of a service contract for which the total estimated budget *cannot exceed EUR 35,000 (thirty five thousand)* covering all tasks executed and including all costs (e.g. travel expenses of the Contractor to and from ENISA premises).

4.8 Content and presentation of the Technical Offer

The Tenderer shall enclose with the Technical Offer all documents and information that will enable its offers to be assessed in terms of quality and of compliance with the specifications.

An offer shall include a description of the operational means and procedures to be implemented to perform the contract, supported where appropriate by related documents.

An offer shall cover the following aspects:

4.8.1 Description of the Deliverable

The deliverable must be presented as requested in article 4.3 “The Deliverable”.

4.8.2 Management of Provision of Services

- Project Management: a detailed description of the project management method used including quality assurance is required.
- Availability and ability of the Contractor to respond: prompt availability of resources is required within the specified delivery timeframes. Additionally, any ancillary or support resources, such as a network of associates to support the scope of this Call for tenders must be clearly stated.

4.9 Content and presentation of the Price Offer

The Price offer must be drawn up using the Financial Offer template provided (see Annex IV).

The following articles apply to BOTH LOT 1 and LOT 2:

5 PRICE

Prices submitted in response to this Open Call for Tenders must be inclusive of all costs involved in the performance of the contract. Prices shall be submitted only in EUR and VAT excluded.

6 PRICE REVISION

Prices submitted in response to this Open Call for Tenders shall be fixed and not subject to revision.

7 COSTS INVOLVED IN PREPARING AND SUBMITTING A PROPOSAL

ENISA will not reimburse any costs incurred in the preparation and submission of a proposal. Any such costs must be paid by the Contractor.

8 PERIOD OF VALIDITY OF THE TENDER

Contractors must enclose a confirmation that the prices given are valid for 90 (ninety) days from the date of submission of the proposal.

9 PROTOCOL ON PRIVILEGES AND IMMUNITIES OF THE EUROPEAN COMMUNITIES

ENISA is exempt from all taxes and duties, including value added tax (VAT), pursuant to the provisions of Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities. Contractors must therefore give prices which are exclusive of any taxes and duties and must indicate the amount of VAT separately.

10 PAYMENT ARRANGEMENTS

Payments under the Service Contract shall be carried out subject to prior approval of the Services by ENISA within 30 (thirty) days after an invoice is submitted to ENISA. One single payment will be made after receipt and approval of the deliverables by ENISA. An invoice must specify the specific deliverables covered. A note that accompanies the final deliverable must present the resources used for the deliverable presented. Time sheets should be submitted as appropriate.

11 CONTRACTUAL DETAILS

The result of the evaluation of tenders will be the awarding of one Service Contract for each LOT. If the same tenderer is successful for both LOTs then one consolidated contract may be awarded. A model of the Service Contract is proposed to the successful candidates (see Annex V).

Please note that the general conditions of our standard service contract cannot be modified. Submission of a tender by a potential contractor implies acceptance of this contract and all of the terms and conditions contained therein. It is strongly recommended that you have this draft contract checked and passed by your legal section before committing to submitting an offer.

PART 3 ADMINISTRATIVE DETAILS

1. FORMAL REQUIREMENTS

1.1 Address and deadline for submission of the Tender:

You are invited to tender for this project and requested to submit your tender no later than **26 April 2010** either by:

- a) **Registered post or express courier**. The postal service's dated stamp or the courier company's printed delivery slip and stamp will constitute proof of compliance with the deadline given above:

or

- b) **Hand-delivery** (direct or through any authorised representative of the Tenderer) by 17.00 hours on **26 April 2010** at the latest to the address shown below (please, be informed that only delivery during working hours 09:00-17:00 hrs, is accepted). In the case of hand-delivery, in order to establish proof of the date of deposit, the depositor will receive from an official at the below-mentioned address, a receipt which will be signed by both parties, dated and time stamped.

Please note that in this case it is the date and time actually received at the ENISA premises that will count.

The offer must be sent to one of the following addresses:

Postal Address		Express Courier & Hand Delivery
European Network and Information Security Agency (ENISA) For the attention of: The Procurement Officer PO Box 1309 71001 Heraklion Greece	or	European Network and Information Security Agency (ENISA) For the attention of Procurement Section Science and Technology Park of Crete (ITE) Vassilika Vouton 700 13 Heraklion Greece

Please note that late despatch will lead to exclusion from the award procedure for this Contract.

1.2 Presentation of the Offer and Packaging

The offer (consisting of one original and two copies) should be enclosed in two envelopes, both of which should be sealed. If self-adhesive envelopes are used, they should be further sealed with adhesive tape, upon which the Tenderer's signature must appear.

The **outer envelope**, in addition to the above-mentioned ENISA address, should be marked as follows:

OPEN CALL FOR TENDER NO. ENISA P/05/10/SRU
“ Barriers to Cross-Sectoral NIS Cooperation and Incentives for Engagement in Multi-Stakeholder Frameworks ”
NOT TO BE OPENED BY THE MESSENGER/COURIER SERVICE
NOT TO BE OPENED BY THE OPENING COMMITTEE BEFORE 26th APR 2010 TENDERED BY THE FIRM: <PLEASE INSERT NAME OF THE TENDERER/COMPANY>

The **inner envelope** should also be similarly marked:

OPEN CALL FOR TENDER NO. ENISA P/05/10/SRU
“ Barriers to Cross-Sectoral NIS Cooperation and Incentives for Engagement in Multi-Stakeholder Frameworks ”
NOT TO BE OPENED BY THE OPENING COMMITTEE BEFORE 26th APR 2010 TENDERED BY THE FIRM: <PLEASE INSERT NAME OF THE TENDERER/COMPANY>

1.3 Identification of the Tenderer

Tenderers are required to complete the **Legal Entity Form (Annex I)** which must be signed by a representative of the Tenderer authorised to sign contracts with third parties. There is one form for 'individuals', one for 'private entities' and one for 'public entities'. A standard form is provided for each category - please choose whichever is applicable. In addition to the above, a **Financial Identification Form** must be filled in and signed by an authorised representative of the Tenderer and his/her bank (or a copy of the bank account statement instead of bank's signature). A specimen form is provided in **Annex II**. Finally a **Declaration by Authorised Representative (Annex VI)** must also be completed for internal administrative purposes.

The **Legal Entity Form** must be supported by the following documents relating to each Tenderer in order to show its name, address and official registration number:

a) For private entities:

- A legible copy of the instrument of incorporation or constitution, and a copy of the statutes, if they are contained in a separate instrument, or a copy of the notices of such constitution or incorporation published in the national or other official journal, if the legislation which applies to the Tenderer requires such publication.
- If the instruments mentioned in the above paragraph have been amended, a legible copy of the most recent amendment to the instruments mentioned in the previous indent, including that involving any transfer of the registered office of the legal entity, or a copy of the notice published in the relevant national or other official journal of such amendment, if the legislation which applies to the Tenderer requires such publication.
- If the instruments mentioned in the first paragraph have not been amended since incorporation and the Tenderer's registered office has not been transferred since then, a written confirmation, signed by an authorised representative of the Tenderer, that there has been no such amendment or transfer.
- A legible copy of the notice of appointment of the persons authorised to represent the Tenderer in dealings with third parties and in legal proceedings, or a copy of the publication of such appointment if the legislation which applies to the legal entity concerned requires such publication.
- If the above documents do not show the registration number, a proof of registration, as prescribed in their country of establishment, on one of the professional or trade registers or any other official document showing the registration number.
- If the above documents do not show the VAT number, a copy of the VAT registration document, where applicable.

b) For Individuals:

- A legible copy of their identity card or passport.
- Where applicable, a proof of registration, as prescribed in their country of establishment, on one of the professional or trade registers or any other official document showing the registration number.
- If the above documents do not show the VAT number, a copy of the VAT registration document, where applicable.

c) For Public Entities:

- A copy of the resolution decree, law, or decision establishing the entity in question or failing that, any other official document attesting to the establishment of the entity.

All tenderers must provide their Legal Entity Form (Annex I) as well as the evidence mentioned above.

In case of a joint bid, only the co-ordinator must return the Financial Identification form (Annex II).

The Tenderer must be clearly identified, and where the Tender is submitted by an organisation, a company the following administrative information and documents must be provided (see administrative identification form attached as Annex I:

Full name of organisation/company, copy of legal status, registration number, address, person to contact, person authorised to sign on behalf of the organisation (copy of the official mandate must be produced), telephone number, facsimile number, VAT number, banking details: bank name, account name and number, branch address, sort code, IBAN and SWIFT address of bank: a bank identification form must be filled in and signed by an authorised representative of each Tenderer and his banker.

Tenders must be submitted individually. If two or more applicants submit a joint bid, one must be designated as the lead Contractor and agent responsible.

1.4 Participation of consortia

Consortia, may submit a tender on condition that it complies with the rules of competition. The 'Consortium Form' (Annex VII) must be completed and submitted with your offer.

A consortium may be a permanent, legally-established grouping or a grouping which has been constituted informally for a specific tender procedure. Such a grouping (or consortia) must specify the company or person heading the project (the leader) and must also submit a copy of the document authorising this company or person to submit a tender. All members of a consortium (i.e., the leader and all other members) are jointly and severally liable to the Contracting Authority.

In addition, each member of the consortium must provide the required evidence for the exclusion and selection criteria (*Articles 2 and 3 below*). Concerning the selection criteria "technical and professional capacity", the evidence provided by each member of the consortium will be checked to ensure that the consortium as a whole fulfils the criteria.

The participation of an ineligible person will result in the automatic exclusion of that person. In particular, if that ineligible person belongs to a consortium, the whole consortium will be excluded.

1.5 Subcontracting

In well justified cases and subject to approval by ENISA, a contractor may subcontract parts of the services. The 'Sub-contractors Form' (Annex VIII) must be completed and submitted with your offer.

Contractors must state in their offers what parts of the work, if any, they intend to subcontract, and to what extent (% of the total contract value), specifying the names, addresses and legal status of the subcontractors.

The sub-contractor must not sub-contract further.

Sub-contractors must satisfy the eligibility criteria applicable to the award of the contract. If the identity of the intended sub-contractor(s) is already known at the time of submitting the tender, all sub-contractors must provide the required evidence for the exclusion and selection criteria.

If the identity of the sub-contractor is not known at the time of submitting the tender, the tenderer who is awarded the contract will have to seek ENISA's prior written authorisation before entering into a sub-contract.

Where no sub-contractor is given, the work will be assumed to be carried out directly by the bidder.

1.4 Signatures of the Tender

Both the technical and the financial offer must be signed by the Tenderer's authorised representative or representatives (preferably in blue ink).

1.5 Total fixed price

A total fixed price expressed in Euro must be included in the Tender. The contract prices shall be firm and not subject to revision.

1.6 Language

Offers shall be submitted in one of the official languages of the European Union (preferably in English).

1.7 Opening of the Tenders

The opening of received tenders will take place on **6th May 2010 at 10:00** at ENISA Building, Science and Technology Park of Crete, GR - 70013 Heraklion, Greece.

2. GROUNDS FOR EXCLUSION OF TENDERERS

2.1 Reasons for Exclusion

Pursuant to Article 29 of Council Directive 92/50/EC relating to Public Service Contracts and to Article 93 of the Financial Regulation, ENISA will exclude Tenderers from participation in the procurement procedure if:

They are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or

Are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;

They have been convicted of an offence concerning their professional conduct by a judgement which has the force of *res judicata*;

They have been guilty of grave professional misconduct proven by any means which the contracting authority can justify;

They have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed;

- a. They have been the subject of a judgement which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests;
- b. Following another procurement procedure or grant award procedure financed by the Community budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations.

Tenderers must certify that they are not in one of the situations listed in sub-article 2.1 (see Annex III: Exclusion criteria and non-conflict of interest form). If the tender is proposed by a consortium this form must be submitted by each partner.

2.2 Other reasons for not awarding the Contract

Contracts may not be awarded to Candidates or Tenderers who, during the procurement procedure:

- a. Are subject to a conflict of interest;
- b. Are guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the contract procedure or fail to supply this information;
- c. Any attempt by a Tenderer to obtain confidential information, enter into unlawful agreements with competitors or influence the evaluation committee or ENISA during the process of examining, clarifying, evaluating and comparing tenders will lead to the rejection of his offer and may result in administrative penalties.

See last paragraph point 2.1.

2.3 Confidentiality and Public Access to Documents

In the general implementation of its activities and for the processing of tendering procedures in particular, ENISA observes the following EU regulations:

- Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 on the protection of individuals with regard to the processing of personal data and on the free movement of such data;
- Regulation (EC) No. 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data;
- Regulation (EC) No. 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents.

3. SELECTION CRITERIA

The following criteria will be used to select the Tenderers. If the Tender is proposed by a consortium these criteria must be fulfilled by each partner.

Documentary evidence of the Tenderers' claims in respect of the below-mentioned criteria is required.

3.1 Professional Information

The Tenderer must provide evidence of enrolment (declaration or certificates) in one of the professional or trade registers, in country of establishment.

3.2 Financial and Economic Capacity

Proof of financial and economic standing may be furnished by one or more of the following references:

- Annual accounts, balance sheet or extracts there from where publication of the balance sheet is required under company law in the country of establishment;
- Statement of the undertaking's overall turnover and its turnover in respect of the services to which the contract relates for the previous three financial years.

If, for any valid reason, the service provider is unable to provide the references requested by the contracting authority, he may prove his economic and financial standing by any other document which the contracting authority considers appropriate.

3.3 Technical Background

The prospective contractor should provide evidence (e.g. CVs of experts, previous projects in this field, references from clients, etc.) of expertise and knowledge on the topics mentioned below:

For LOT 1 - Sectoral demand side study: MEDIA

- Relevant expertise in the area of information security, security economics, and in particular value chain security;
- Knowledge and experience in the relevant areas of collaborative business models and scenarios related to novel media technologies and systems;
- Knowledge and understanding of all relevant public policy issues and requirements (e.g. sectoral regulation, competition rules, and data protection provisions);
- Management capability (including, but not limited to, project management in a European context and quality assurance).

http://europass.cedefop.europa.eu/europass/preview.action?locale_id=1

For LOT 2 - Sectoral demand side study: FINANCE

- Relevant expertise in the area of information security, security economics, and in particular value chain security;

- Knowledge and experience in the relevant areas of collaborative business models and scenarios related to the finance sector;
- Knowledge and understanding of all relevant public policy issues and requirements (e.g. sectoral regulation, competition rules, and data protection provisions);
- Management capability (including, but not limited to, project management in a European context and quality assurance).

http://europass.cedefop.europa.eu/europass/preview.action?locale_id=1

4. AWARD CRITERIA

The following award criteria apply to both LOTS 1 and 2 identically:

4.1 Quality of the Offer

Once the Tenderer has demonstrated the appropriate capacity to perform the Contract on the grounds of the selection criteria, the offer will be assessed on the basis of the award criteria.

No	Qualitative award criteria		Weighting (max. points)
1.	Technical compliance	Compliance with the technical descriptions (part 2 of this document)	30/100
2.	Quality and accuracy of content and structure	Quality of the proposal and accuracy of the description to provide the requested services	30/100
3.	Project Team	Composition of project team (ratio senior/juniors), work flows and review cycles of the output, direct involvement of senior staff, and distributions of tasks amongst experts; quality reviews of deliverables.	20/100
4.	Methodology	Selected methodology and project management	20/100
Total Qualitative Points (QP)			100

Minimum attainment per criterion

Offers scoring less than 50% for any criterion will be deemed to be of insufficient quality and eliminated from further consideration.

Minimum attainment overall

Offers scoring less than 60% after the evaluation process will be considered to be of insufficient quality and eliminated from the following phase.

The sum of all criteria gives a total of 100 points. The respective weighting between the different awards criteria depends on the nature of the services required and is consequently closely related to the terms of reference. The award criteria are thus quantified parameters that the offer should comply with. The **qualitative award criteria** points will be weighted at **70%** in relation to the price.

4.2 Price of the Offer

Tenders must state a total fixed price in Euro. Prices quoted should be exclusive of all charges, taxes, dues including value added tax in accordance with Article 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities. Such charges may not therefore be included in the calculation of the price quoted.

ENISA, in conformity with the Protocol on the Privileges and Immunities of the European Community annexed to the Treaty of April 8th, 1965, is exempt from all VAT.

The offers exceeding the maximum price set in Part 2 Article 3.7 for LOT 1 and Article 4.7 for LOT 2 will be excluded. The cheapest offer will receive the maximum points and the rest of the candidate's offers will be awarded points in relation to the best offer as follows

$$PP = (PC / PB) \times 100$$

where;

- PP** = Weighted price points
- PC** = Cheapest bid price received
- PB** = Bid price being evaluated

5. AWARD OF THE CONTRACT

The contract will be awarded to the offer which is the most cost effective (offers the best value for money) which obtains the highest number of points after the final evaluation on the basis of the ratio between the **quality criteria (70%)** and the **price (30%)**. The following formula will be used:

$$TWP = (QP \times 0.7) + (PP \times 0.3)$$

Where;

QP = Qualitative points

PP = Weighted price points

TWP = Total weighted points score

6. PAYMENT AND STANDARD CONTRACT

Payments under the Service Contract shall be made in accordance with article I.5 of the Special Conditions and article II.4.3 of the General Conditions (see Annex V)

In drawing up their bid, the Tenderer should take into account the provisions of the standard contract which include the “General terms and conditions applicable to contracts”

7. VALIDITY

Period of validity of the Tender: 90 days from the closing date given above. The successful Tenderer must maintain its Offer for a further 220 days from the notification of the award.

8. LOTS

This Tender is divided into Lots.

- **LOT 1** - Sectoral demand side study: MEDIA
- **LOT 2** - Sectoral demand side study: FINANCE

9. ADDITIONAL PROVISIONS

- Changes to tenders will be accepted only if they are received on or before the final date set for the receipt of tenders.
- Expenses incurred in respect of the preparation and presentation of tenders cannot be refunded.
- No information of any kind will be given on the state of progress with regard to the evaluation of tenders.
- All documents submitted by Tenderers will become property of ENISA and will be regarded as confidential.

10. NO OBLIGATION TO AWARD THE CONTRACT

Initiation of a tendering procedure imposes no obligation on ENISA to award the contract. Should the invitation to tender cover several items or lots, ENISA reserves the right to award a contract for only some of them. ENISA shall not be liable for any compensation with respect to Tenderers who's Tenders have not been accepted. Nor shall it be so liable if it decides not to award the contract.

11. DRAFT CONTRACT

A Service Contract will be proposed to the selected candidate. A draft copy of which is included as Annex V to this tender.

12. SPECIFIC INFORMATION

12.1 Timetable

The timetable for this tender and the resulting contract(s) is as follows:

Title: **“Barriers to Cross-Sectoral NIS Cooperation and Incentives for Engagement in Multi-Stakeholder Frameworks”**

ENISA P/05/10/SRU

Summary timetable comments

Launch of tender - Contract notice to the Official Journal of the European Union (OJEU)	10 March 2010	
Deadline for request of information from ENISA	20 April 2010	
Last date on which clarifications are issued by ENISA	22 April 2010	
Deadline for submission of offers	26 April 2010	in case of hand-delivery (05:00 pm local time. This deadline is fixed for the receipt of the tender in ENISA's premises)
Opening of offers	06 May 2010	At 10:00 Greek time
Date for evaluation of offers	06 May 2010	At 11:00 Greek time
Notification of award to the selected candidate	Mid May 2010	Estimated
Contract signature (following '14 day standstill' period)	End May 2010	Estimated
Commencement date of activities	Start of June 2010	Estimated
Completion date of activities	October 2010	Estimated

CHECKLIST

WHAT MUST BE INCLUDED IN THE TENDER SUBMISSION:

PLEASE TICK EACH BOX AND RETURN THIS CHECKLIST

TOGETHER WITH YOUR OFFER

1. Technical Offer
2. Legal Entity Form² (*Annex I*) dated and signed
3. Financial Identification Form³ (*Annex II*) dated and signed
4. Declaration on Honour on exclusion criteria (*Annex III*) dated and signed
5. Financial Offer (*Annex IV*) dated and signed
6. Supporting documentation showing previous related experience
as well as financial information and proof of registration
7. Declaration by Authorised Representative (*Annex VI*) dated and signed
8. Consortium form (*Annex VII*) dated and signed - if applicable
9. Sub-Contractors form (*Annex VIII*) dated and signed – if applicable

****The tenderers' attention is drawn to the fact that any total or partial omission of documentation requested may lead the Contracting Authority to exclude the tender from the rest of the procedure.***

² If you have provided a Legal Entity form to ENISA within the previous 6 months maximum and no details have changed in the meantime, then you may provide a photocopy of this previous form.

³ If you have provided a Financial Identification form to ENISA within the previous 6 months maximum and no details have changed in the meantime, then you may provide a photocopy of this previous form.

ANNEX I

Legal Entity Form

The specific form, for either a;

- c) public entity,
- d) private entity or
- e) individual entity,

is available for download in each of the 22 official languages at the following address: http://ec.europa.eu/budget/execution/legal_entities_en.htm

Please download the appropriate form, complete the details requested and include in your tender offer documentation.

ANNEX II

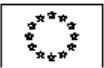
FINANCIAL IDENTIFICATION FORM

- SPECIMEN FOR THE TENDERER -

(to be completed by the Tenderer and his financial institution)

The Tenderer's attention is drawn to the fact that this document is a specimen, and a specific form in each of the 22 official languages is available for download at the following address:

http://ec.europa.eu/budget/execution/ftiers_en.htm

	FINANCIAL IDENTIFICATION
PRIVACY STATEMENT	http://ec.europa.eu/budget/execution/ftiers_fr.htm
ACCOUNT NAME	
ACCOUNT NAME ⁽¹⁾	<input type="text"/>
	<input type="text"/>
ADDRESS	<input type="text"/>
	<input type="text"/>
TOWN/CITY	<input type="text"/>
POSTCODE	<input type="text"/>
COUNTRY	<input type="text"/>
CONTACT	
CONTACT	<input type="text"/>
TELEPHONE	<input type="text"/>
FAX	<input type="text"/>
E - MAIL	<input type="text"/>
BANK	
BANK NAME	<input type="text"/>
	<input type="text"/>
BRANCH ADDRESS	<input type="text"/>
	<input type="text"/>
TOWN/CITY	<input type="text"/>
POSTCODE	<input type="text"/>
COUNTRY	<input type="text"/>
ACCOUNT NUMBER	<input type="text"/>
IBAN ⁽²⁾	<input type="text"/>
REMARKS:	<input type="text"/>
BANK STAMP + SIGNATURE OF BANK REPRESENTATIVE (Both Obligatory) ⁽³⁾	DATE + SIGNATURE ACCOUNT HOLDER : (Obligatory)
<input type="text"/>	DATE <input type="text"/>
<p>⁽¹⁾ The name or title under which the account has been opened and not the name of the authorized agent ⁽²⁾ If the IBAN Code (International Bank account number) is applied in the country where your bank is situated ⁽³⁾ It is preferable to attach a copy of recent bank statement, in which event the stamp of the bank and the signature of the bank's representative are not required. The signature of the account-holder is obligatory in all cases.</p>	

ANNEX III

DECLARATION OF HONOUR

WITH RESPECT TO THE

EXCLUSION CRITERIA AND ABSENCE OF CONFLICT OF INTEREST

The undersigned: (Please print name)

in his/her own name (if the economic operator is a natural person)

or

representing (if the economic operator is a legal entity)

Official name of the company/organisation:

.....

Official legal form:

Official address in full:

.....

.....

VAT (Tax) registration number:

.....

Declares that the company or organisation that he/she represents:

- (a) is not bankrupt or being wound up, is not having its affairs administered by the courts, has not entered into an arrangement with creditors, has not suspended business activities, is not the subject of proceedings concerning those matters, and is not in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- (b) has not been convicted of an offence concerning professional conduct by a judgment which has the force of res judicata;
- (c) has not been guilty of grave professional misconduct proven by any means which the contracting authorities can justify;
- (d) has fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it is established or with those of the country of the contracting authority or those of the country where the contract is to be performed;

- (e) has not been the subject of a judgement which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests;
- (f) has not been declared to be in serious breach of contract for failure to comply with his contractual obligations subsequent to another procurement procedure or grant award procedure financed by the Community budget.

In addition, the undersigned declares on his honour:

- (g) that on the date of submission of the tender, the company or organisation he represents and the staff proposed for this tender are not subject to a conflict of interests in the context of this invitation to tender; he undertakes to inform the ENISA Agency without delay of any change in this situation which might occur after the date of submission of the tender;
- (h) that the information provided to the ENISA Agency within the context of this invitation to tender is accurate, truthful and complete.

By signing this form, the undersigned acknowledges that they have been acquainted with the administrative and financial penalties described under art 133 and 134 b of the Implementing Rules (Commission Regulation 2342/2002 of 23/12/02), which may be applied if any of the declarations or information provided prove to be false

.....
Full name

.....
Signature

.....
Date

ANNEX IV

FINANCIAL OFFER:

“Barriers to Cross-Sectoral NIS Cooperation and Incentives for Engagement in Multi-Stakeholder Frameworks”

ENISA P/05/10/SRU

Please provide your financial lump sum offer for **either** LOT 1 **or** LOT 2 **or for both** LOTS

LOT Description:	Number of ‘Man days’ required for completion of project.	Your OFFER
LOT 1 - Sectoral demand side study: MEDIA <i>Please provide your lump sum price for the total deliverables.</i>	M/Days	€
LOT 2 - Sectoral demand side study: FINANCE <i>Please provide your lump sum price for the total deliverables</i>	M/Days	€

Print name: <i>(of the Tenderer or authorised representative)</i>	Signature:	Date:
-----------------------------------------------------------------------------	-------------------	--------------

ANNEX V

Model Service Contract template

(See attached file)

ANNEX VI

DECLARATION BY THE AUTHORISED REPRESENTATIVE(S):

NAME OF LEGAL REPRESENTATIVE	
<i>I, the undersigned, certify that the information given in this tender is correct and that the tender is valid.</i>	
First name	
Last name	
Title (e.g. Dr, Mr, Mrs)	
Position (e.g. Manager, Director)	
Telephone number	
Fax number	
e-mail address	
Website	
NAME OF 2 nd LEGAL REPRESENTATIVE <i>(if applicable)</i>	
<i>I, the undersigned, certify that the information given in this tender is correct and that the tender is valid.</i>	
First name	
Last name	
Title (e.g. Dr, Mr, Mrs)	
Position (e.g. Manager, Director)	
Telephone number	
Fax number	
e-mail address	
Website	

SIGNATURE: **DATE:**

ANNEX VII – Consortium form

Name of tenderer:

Form of the Consortium: (Please cross the relevant box)

Permanent: Legally established: Specifically for this tender:

	Name(s)	Address
Leader of the Consortium <i>(person authorised to conclude contract)</i>		
Partner 1*		
Partner 2*		

* add additional lines for partners if required. **Note that a subcontractor is not considered to be a partner.**

We confirm, as a partner in the consortium, that all partners are jointly and severally liable by law for the performance of the contract, that the leader is authorised to bind, and receive instructions for and on behalf of, each partner, that the performance of the contract, including payments, is the responsibility of the leader, and that all partners in the consortium are bound to remain in the consortia for the entire period of the contract's performance.

Signature: <i>Leader of consortium</i>	
Date:	
Signature: <i>Partner 1</i>	
Date:	
Signature: <i>Partner 2...etc</i>	
Date:	

ANNEX VIII – Sub-contractors form

	Name(s)	Address
Tenderer (person authorised to sign contract)		
Sub-contractor 1*		
Sub-contractor 2*		

* add additional lines for subcontractors if required.

As subcontractors for this tender, we confirm that we are willing to perform the tasks as specified in the tender documentation.

Signature: <i>Tenderer</i>	
Date:	
Signature: <i>Subcontractor 1</i>	
Date:	
Signature: <i>Subcontractor 2</i>	
Date:	