



REQUEST FOR PROPOSAL

ECMWF/RFP/2025/400

FOR

POWER BI CONSULTANT

ISSUED BY: ECMWF ADMINISTRATION DEPARTMENT PROCUREMENT SECTION
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1 INSTRUCTIONS TO PROPOSERS

1.1 Introduction

This Request for Proposal (RFP) has been prepared by the European Centre for Medium-Range Weather Forecasts, (governed by its Convention and associated Protocol on Privileges and Immunities which came into force on 1 November 1975 and was amended on 6 June 2010) ("ECMWF") for the purposes of obtaining proposals for Power BI Consultant services.

The submission of a response to this RFP shall constitute an offer that may be accepted by ECMWF so as to become a binding contract. However, ECMWF is not bound to accept any quotes. If ECMWF elects to accept a quote, subject to contract, the parties shall execute a formal contract incorporating the terms and conditions contained in the RFP and any other agreed terms.

1.1.1 Introduction to ECMWF

ECMWF is an independent intergovernmental organisation supported by 35 States. Information on ECMWF's activities can be found at <https://www.ecmwf.int/en/about>

ECMWF has currently three sites: its Headquarters at Shinfield Park, Reading, UK, a data centre in Bologna, Italy, and an interim site in Bonn, Germany, hosting all of ECMWF's EU-funded activities.

1.2 Background to the project

The background to this RFP is described in Annex 1.

1.3 Confidentiality

The contents of this RFP together with all other information, materials, specifications or other documents provided by ECMWF, or prepared by respondents specifically for ECMWF, shall be treated at all times as confidential by the respondents unless it is already in the public domain. Respondents shall not disclose any such information, materials, specifications or other documents to any third parties or to any other part of the respondents' group or use them for any purpose other than for the preparation and submission of a response to this RFP nor shall respondents publicise ECMWF's name or the project without the prior written consent of ECMWF. Respondents shall ensure that all third parties to whom disclosure is made shall keep any such information, materials, specifications or other documents confidential and not disclose them to any other third party except as set out above.

ECMWF reserves the right to retain all documents submitted by respondents in response to the RFP. Any information in such documents that is proprietary and confidential to the respondent will be handled confidentially by ECMWF provided it is clearly and specifically identified as such. Such obligation shall not apply if such information is or was obtained from other sources that do not bind ECMWF as to confidentiality or if the information is in the public domain. ECMWF may make responses available for evaluation purposes to authorised people including its governing body, committees, and professional advisers in addition to ECMWF's own personnel under the same conditions of confidentiality.

Please also note that all personally identifiable information (PII) requested by ECMWF or provided by respondents will be treated in accordance with the ECMWF Policy on Personally Identifiable Information Protection (PIIP). It is available at <https://www.ecmwf.int>. ECMWF shall process all PII submitted by your response for the sole purposes of assessing your response. In doing so, ECMWF may share such PII with consultants or external advisors.

1.4 Enquiries and contact procedure

Any enquiries or requests for clarification of any matters arising from this RFP should be sought from the Procurement Section at ECMWF and must be made in writing by e-mail as follows:

Contact name: Procurement at ECMWF

E-mail: procurement@ecmwf.int

The subject of the email must be: **“Clarification to RFP/2025/400”**

Where ECMWF supplies further information regarding the RFP or issues clarifications as a result of the questions received it will make them available through its web page in accordance with the timetable in Section 1.5, unless the question is specific to a supplier’s proprietary solution. The identity of the questioner will not be revealed. The bidders are advised to follow ECMWF website for any updates or clarifications that may be announced.

1.5 Timetable for procurement

ECMWF envisages the following timetable for this RFP:

RFP issuance date	19 September 2025
Final date/time for receipt by ECMWF of clarification questions	3 October 2025
Date by which clarification questions will be answered	8 October 2025
Closing date/time for submission of responses	20 October 2025, 15:00 UK time
Evaluation of proposals by ECMWF	20 October - 7 November 2025
Negotiations with one or more Proposers	10 November – 21 November 2025
Contract signature and start of work	28 November 2025

1.6 Submission of responses

The respondent must submit their response to RFP400@ecmwf.int as an email with attachments containing its complete response to this RFP including its response to Annexes 1. The attachments must contain a printable version of the response in Microsoft Word format, Rich Text Format (RTF) or Adobe Portable Document Format (PDF) and in Microsoft Excel format for any spreadsheets. The email should confirm that the response has been submitted by a duly authorised director or senior officer of the respondent.

The subject of the email must be: **“Response to RFP/2025/400”**

You will receive an automated receipt confirmation upon submission of your response. If you do not receive one, you should contact procurement@ecmwf.int immediately. You must NOT send or copy your response to the contact email address in 1.4 above.

Please note that ECMWF reserves the right to contact bidders during the evaluation process in order to clarify points in their response, therefore the contact point should be monitored during this period.

1.7 Timeliness of response

ECMWF will not consider any late or partial responses to this RFP nor will it consider requests for extension of the time or date fixed for the submission of proposals. It may, however, at its own absolute discretion extend the time or date fixed for submission and in such an event ECMWF will notify all Proposers who have provided ECMWF with an e-mail address for communication of additional information.

Technical failure, including of a computer, browser, e-mail system or internet connection, is not a valid reason for late or failed submission of a response, unless as a result of a failure of the ECMWF's IT systems, and in the case that there was no reasonable course of action the respondent could have taken to submit the response on time. **It is important that you do not leave the submission of your response to the last minute.**

1.8 Costs of preparation of response

Recipients of this RFP will be responsible for and bear all of their own costs, liabilities and expenses which may be incurred in the preparation of their responses to this RFP.

1.9 Evaluation method and selection criteria

Responses to this RFP will be evaluated based on the criteria and weights shown in the table below:

Evaluation criteria	Weighting
Relevant experience and expertise	35%
Proposed approach and methodology	25%
Price	30%
Feasibility of timeline and resource plan	10%

ECMWF reserves the right to negotiate with one or more respondents before taking a decision on the placing of a contract. This may involve a meeting either in person (on site in Reading) or via video-conferencing. ECMWF cannot reimburse the respondents for any costs relating to such meetings. Following notification of the result of your bid you may request feedback on the evaluation from ECMWF.

1.10 Warnings/disclaimers

Nothing contained in this RFP or any other communication made between the respondent and ECMWF or its representatives shall constitute an agreement, contract or representation between ECMWF and any other party (except for a formal award of contract made in writing by ECMWF). Receipt by a respondent of this RFP does not imply the existence of a contract or commitment by or with ECMWF for any purpose.

ECMWF reserves the right to change any aspect of, or cease, the RFP at any time.

While ECMWF has taken all reasonable steps to ensure, as at the date of this document, that the facts which are contained in this RFP are true and accurate in all material respects, ECMWF does not make any representation or warranty as to the accuracy or completeness or otherwise of this RFP, or the reasonableness of any assumptions on which this document may be based. ECMWF accepts no liability to respondents whatsoever and however arising and whether resulting from the use of this RFP, or any omissions from or deficiencies in this document.

ECMWF may use the information included in a response for any reasonable purpose connected with this RFP.

1.11 Validity

The proposal shall remain valid for a minimum of three months after the closing date for this RFP.

1.12 Diversity and inclusion

At ECMWF, we believe that scientific progress thrives in an environment that values diversity and inclusion. We are committed to fostering an organisation that is equitable, diverse, and inclusive, and to promoting gender balance in all aspects of our operations. We recognise that diversity and 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. As part of this commitment, we encourage responses from companies who share our values and demonstrate a commitment to diversity and inclusion in their own organisations. In the event that 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. Therefore, we invite all Proposers to provide details on their policies, programs, and practices related to diversity and inclusion, including gender balance and any initiatives or activities that they have implemented to support underrepresented groups in their organisation.

1.13 SCOPE OF SERVICE REQUIREMENTS

See Annex 1.

2 REQUIRED INFORMATION

2.1 Summary

Respondents should include a brief executive summary at the beginning of the proposal.

2.2 Company and contact details

Please give details of your company, stating its full registered address and company registration number. ECMWF may check the financial status of the company.

Please supply details of the person at your organisation who can be contacted by ECMWF in relation to your proposal. Please give their name, title, address and location, telephone number and e-mail address.

2.3 Track record, customers and references

Please describe in brief terms your company's history and your recent provision of the services requested in this RFP. Please supply a list of three customers to whom similar services to those requested in this RFP have been provided.

ECMWF reserves the right to seek references from one or all of these customers.

2.4 Staff resources

Please give details of your staff numbers and mean contact to EMCWF, skills and locations relevant to the services requested (including CVs or an outline of the particular qualifications and experience by key staff proposed);

Please set out any key skill or employee dependencies and the availability of replacement skills in those areas, particularly as regards the envisaged permanent point of contact.

2.5 Commercial arrangements

Respondents shall provide prices for the required services, showing the breakdown in costs by using the table in Annex 1 as a template.

The price shall be inclusive of all constituent elements, such as unit price, overhead rates (if any), expenses etc. The price shall be firm and fixed and quoted in EURO (€) or POUND (£) net of taxes and VAT.

2.6 Responses to the Specification of Requirements

Respondents should demonstrate their ability to meet the requirements set out in Annex 1. Respondents should also provide a detailed implementation plan of proposed activities for the duration of the contract, describing the main objectives, the respective proposed activities and a set of Deliverables and Milestones. Deliverables should be consistent with the technical requirements specified in Annex 1. Milestones should be designed as markers of demonstrable progress and/or quality of service delivery.

The following management aspects should be described in the proposal: quality assurance and control, communication management (ECMWF, stakeholders, internal communication), conflict resolution, subcontractor management, personal data management.

A list of subcontractors, if any, describing their contribution and key personnel, legal name and address, should also be provided.

2.7 Terms and Conditions

The terms and conditions for this contract are at Annex 2.

Please note that as a result of ECMWF's immunity from jurisdiction, any contract resulting from this RFP must contain an arbitration clause which is offered by ECMWF to all contracting parties. Further information may be found at <https://www.ecmwf.int/en/about/suppliers> in document "ECMWF's status: Arbitration and VAT".

Please note that, for this competition, you may not object to the Terms and Conditions if you wish to participate. By submitting your proposal, you are deemed to have accepted the Terms and Conditions set out in Annex 2. The proposal which you submit, clarified, if necessary, will be part of the contract.

2.8 Additional matters

Please set out any additional information or other relevant matters which you think have not been adequately addressed in the RFP and/or merit further consideration in your response.

Annex I: Specification of Requirements for Power BI Implementation Consultant

1 Introduction

Our organization seeks to engage a qualified consultant to assess, design, and implement Microsoft Power BI solutions across key service areas: Finance, Human Resources, Procurement, Contract Management, Legal, Facilities Management and Communications. The goal is to transition from existing tools, such as Excel-based reports, to a robust Power BI environment to enhance data visualization, reporting, and analytics for improved decision-making and efficiency. However, in some areas no tools or only very basic reports will be available.

Phase 1 focuses on defining the vision for the end product, gathering requirements, assessing feasibility, creating high-level mock-ups and a proof of concept (PoC), estimating Phase 2 costs, and preparing a Request for Proposal (RFP) package for Phase 2 (implementation). Phase 2 will be procured separately based on Phase 1 outputs. Consultants are only required to bid for Phase 1, as Phase 2 costs will be determined at the conclusion of Phase 1. **The winner of Phase 1 will be eligible to participate in Phase 2, as all information produced during Phase 1 will be shared with potential bidders under Phase 2. In addition, an independent review of the Phase 1 output may be sought by ECMWF.**

The consultant must have proven expertise in Power BI, data modelling, database integration, and business intelligence consulting, with experience in similar implementations in organizational settings.

2 Objectives

- Define and visualize the anticipated Power BI solution, including the functionality, look, and feel of the final dashboards and reports.
- Identify current reporting needs and pain points in the specified service areas.
- Evaluate the feasibility of migrating existing Excel-based reports and other tools to Power BI.
- Assess compatibility with existing databases, data sources, and information systems.
- Develop high-level mock-ups and a lightweight PoC to illustrate the proposed solution.
- Estimate projected costs for Phase 2 implementation.
- Prepare a comprehensive proposal and detailed requirements for launching an RFP for Phase 2.

3 Scope of Work

The consultant's services will cover the following service areas:

- Finance
- Human Resources
- Procurement
- Contract Management
- Legal
- Facilities Management
- Communications

4 Phase 1: Requirements Gathering, Assessment, and Proposal Development

4.1 Define the End Product Vision

- Collaborate with stakeholders to articulate the desired functionality, look, and feel of the final Power BI dashboards and reports.
- Create high-level mock-ups (e.g., wireframes or static visuals) to illustrate key dashboards and reports for each service area. Mock-ups should be illustrative, not fully interactive.
- Develop a lightweight PoC using sample data to demonstrate core Power BI functionalities (e.g., sample visualizations, basic data model) without production-level integration.

4.2 Gather Information on Needs

- Conduct discovery sessions to understand current processes, reporting requirements, and key performance indicators (KPIs) in each service area.
- Review and document existing reporting tools, particularly Excel-based reports, including their structure, data sources, formulas, and limitations.
- Identify data gaps, redundancies, and opportunities for automation or improvement.

4.3 Assess Feasibility

- Evaluate the compatibility of current data sources (e.g., databases, spreadsheets, ERP systems) with Power BI.
- Capture and comprehensively document detailed, unambiguous functional requirements for each service area, ensuring they are sufficiently precise for a different supplier to implement in Phase 2 without assumptions or lots of further clarification. This includes:
 - Defining key performance indicators (KPIs) to be reported, tailored to each service area's needs.
 - Specifying data analysis requirements, including how data should be segmented, aggregated, and presented (e.g., slicing and dicing).
 - Detailing expected drill-down capabilities to support interactive and granular insights.

We consider that capturing these requirements at a high level of detail and with clear documentation standards is essential not only for selecting the right solution approach, but also to allow suppliers to provide accurate, comparable timelines and cost estimates for the implementation phase, and to reduce the risk of scope continuous growth, rework, or disputes during delivery.

- Ensure requirements are documented with sufficient clarity to enable suppliers to provide accurate timelines and cost estimates for Phase 2 implementation.
- Assess the viability of using standard Power BI features versus advanced customizations or integrations, identifying any technical or scalability constraints.
- Analyse access requirements, security protocols, and data governance needs.
- Identify potential risks, such as data quality issues, scalability concerns, or technical constraints, and propose mitigation strategies.

4.4 Present Options

- Develop and present multiple solution options, including pros, cons, and trade-offs (e.g., cloud-based vs. on-premises Power BI, basic dashboards vs. advanced analytics).
- Recommend best practices for data modelling, ETL processes, and user adoption.

4.5 Develop Phase 2 Proposal and RFP requirements

- Prepare a detailed implementation plan for Phase 2, including timelines, milestones, resource allocation, and estimated costs (e.g., licensing, development, training, ongoing costs following implementation).
- Include a cost-benefit analysis and ROI projections.
- Develop a comprehensive set of requirements, specifications, and technical documents for the Phase 2 RFP, including evaluation criteria and scope details.

4.6 Methodology

- Conduct workshops and discussions with staff at various levels (e.g., executives, managers, end-users) to gather input and validate the vision. Remote workshops (e.g., via Microsoft Teams) are preferred to minimize travel costs, unless on-site sessions are critical.
- Use structured interviews, surveys, and collaborative sessions to gather requirements.
- Employ agile or iterative approaches for feedback loops during assessment.

5 Deliverables

5.1 Phase 1 Deliverables

- End Product Vision Document: A detailed description of the anticipated Power BI solution, including functionalities, key features, and user experience for dashboards and reports across all service areas.
- High-Level Mock-Ups: Static visual representations (e.g., wireframes or mock designs) of key dashboards and reports for each service area, developed using at least one of the documented specifications/requirements to illustrate the end product's look and feel with realistic data and scenarios.
- Proof of Concept (PoC): A lightweight, non-production Power BI prototype using sample data to demonstrate core functionalities and validate feasibility (not production-ready). Deliverables should be high-level (e.g., static visuals, sample-data PoC) to avoid excessive effort in Phase 1. Detailed prototyping is reserved for Phase 2.
- Requirements Gathering Report: Documentation of needs, existing tools, stakeholder inputs, and identified gaps.
- Feasibility Assessment Report: Analysis of technical viability, risks, and recommendations, including UK GDPR compliance considerations.
- Options Presentation: Slide deck or document outlining solution alternatives and trade-offs.
- Phase 2 Implementation Proposal: Comprehensive document detailing scope, projected timeline, resource needs, estimated costs in GBP (e.g., consulting fees, Power BI licensing, training), and cost-benefit analysis.

- Phase 2 RFP Requirements Package: A complete set of documents, including detailed specifications, technical requirements, evaluation criteria, and templates for launching the Phase 2 RFP.
- Workshop Summaries: Notes and outcomes from all stakeholder sessions.

ECMWF is seeking to obtain full ownership of all Deliverables as well as of the intellectual property rights reflected therein.

6 Timeline

Phase 1: Expected duration of 8-12 weeks, depending on organizational availability.

The consultant must provide a proposed timeline in their response to this statement.

7 Consultant Qualifications

- Minimum 5 years of experience in Power BI implementation and business intelligence consulting.
- Certifications in Microsoft Power BI (e.g., Microsoft Certified: Data Analyst Associate).
- Demonstrated experience in similar projects, preferably in multi-departmental environments.
- Strong facilitation skills for workshops and stakeholder engagement.
- Knowledge of data privacy regulations (e.g., GDPR, if applicable) and best practices in data security.

Annex II: Terms and conditions of contract

CONTRACT FOR PROCUREMENT

ECMWF/RFP/ 2025/400

for

THE PROVISION OF *SUBJECT OF REQUEST* TO ECMWF

TERMS AND CONDITIONS OF CONTRACT - SERVICES

1 INTRODUCTION AND DEFINITIONS

- 1.1 These Terms and Conditions (“T&C”) shall apply to the procurement of any intangible beneficial function (e.g. advice, consultancy or some form of specialist activity) which is not ancillary to the supply of goods. These T&C shall also apply to any tangible items (e.g. documents, datasets and other materials) which are provided by the supplier or its agents, contractors or employees, as part of or in association with the function (“Deliverables”). In these T&C, the function and the Deliverables shall be referred to collectively as the “Services”.
- 1.2 ECMWF and the person or entity whose offer is accepted by ECMWF (“Contractor”) are “Parties” to these T&C. No third party is entitled to claim any rights under these T&C.
- 1.3 No variation of these T&C shall be valid unless it is confirmed in writing by authorised signatories of both Parties.

2 SUPPLY OF SERVICES

- 2.1 The Contractor shall from the date set in the Request or any other date agreed upon by the Parties in writing (“Commencement Date”) and for the duration of the Contract provide the Services to ECMWF in accordance with the terms of the Contract.
- 2.2 The Contractor shall meet any performance dates requested by ECMWF detailed in the Request for Proposals (“the Request”).
- 2.3 In providing the Services, the Contractor shall
 - co-operate with ECMWF and comply with all instructions of ECMWF;
 - perform the Services with care, skill, diligence in accordance with best practice in Contractor’s industry, profession or trade;
 - ensure that the Services and Deliverables will conform with all descriptions and specifications set out in the Request, and that the Deliverables shall be fit for any purpose expressly or impliedly made known to the Contractor by ECMWF;
 - acquire for itself and at its own expense, all equipment, tools, vehicles and such other items as are required to provide the Services;
 - use high quality goods, materials, standards and techniques, and ensure that the Deliverables will be free from defects in workmanship, installation and design;
 - obtain and at all times maintain all necessary licences and consents, and comply with all laws applicable to the Contractor;
 - if applicable, comply with all relevant rules and regulations in force at ECMWF premises;
 - hold all materials and data supplied by ECMWF to the Contractor in safe custody at its own risk and return them in good condition, unless agreed otherwise by ECMWF.
- 2.4 ECMWF shall
 - if necessary, provide the Contractor with reasonable access at reasonable times to ECMWF’s premises for the purpose of providing the Services;

- provide such information to the Contractor as the Contractor may reasonably request and ECMWF considers reasonably necessary for the purpose of providing the Services.

3 PRICE, CURRENCY, AND VAT

- 3.1 Unless otherwise agreed the total price payable by ECMWF shall remain fixed for the duration of the Contract, not be subject to any adjustment on the basis of the Contractor's cost experience in performing the contract, and must contain all charges, disbursements, ancillary costs and fees e.g. for accompanying licences.
- 3.2 The currency of the Request shall be in Euro (€). The Contractor's prices shall be quoted in Euro. The Contractor's invoices shall be submitted in Euro. Payments by ECMWF to the Contractor shall be made in Euro.
- 3.3 The Contractor shall take all necessary steps to facilitate ECMWF's exemption resulting from its Protocol on Privileges and Immunities from taxes, including VAT, and customs duties which might otherwise be payable in relation to the Goods. It will do so by carrying out the necessary formalities so as to bring about the exemption from taxes and duties which might otherwise be levied on the expenses it will incur, before it submits the invoice to ECMWF; and by complying with all necessary formalities so that ECMWF itself may be exempt from paying such taxes and duties. For these purposes, it shall request the necessary instructions from ECMWF and provide in due time the information which ECMWF requires.
- 3.4 ECMWF will not pay any other taxes or duties relating to the Goods. The Contractor shall be liable for all other taxes, assessments, fees, licences, administrative customs charges or other governmental assessments or charges that are applicable to the performance of this Contract. It is each Party's responsibility to inform itself of its liabilities in each country where such liabilities may arise.

4 INVOICING AND PAYMENT

Save where different payment terms are specified in the Request, ECMWF shall pay all invoices within 30 days of receipt provided the Contractor has complied with its obligations under the Contract, particularly with Article 2 of these T&C, and the invoice is correct, stating the applicable Services, the price, the Contractor's VAT number, any Order number and has been issued to Finance Section at ECMWF, Shinfield Park, Reading, RG2 9AX, United Kingdom, and sent thereto or to finance@ecmwf.int. The Contractor shall supply ECMWF with all necessary information as advised by ECMWF regarding the Services, in good time before the performance, to enable ECMWF to avail itself of its exemption from customs duties and taxes.

5 KEY PERSONNEL AND PERSONNEL

- 5.1 If ECMWF chooses to define key personnel in the Request, such personnel shall not be released or replaced by the Contractor without prior written consent by ECMWF. ECMWF's consent shall not be withheld unreasonably. Replacements shall be of at least equal status or of equivalent experience and skills to the key personnel being replaced and be suitable for the responsibilities of that person in relation to the Services.

- 5.2 Any personnel, including key personnel, shall be exchanged at ECMWF's request subject to four weeks written notice, unless extraordinary circumstances require a shorter notice period. In that case, ECMWF has to provide the Contractor with a written statement of grounds.
- 5.3 Personnel other than key personnel, may be exchanged at the Contractor's discretion subject to four weeks written notice, unless extraordinary circumstances require a shorter notice period. In that case, the Contractor has to provide ECMWF with a written statement of grounds.

6 CALL-OFF CONTRACT

- 6.1 In certain cases, meeting the initial Request may require more than one order. The award of a Contract based upon one such order does in no way limit ECMWF's right to invite new bidders for future orders under the same or a similar Request.
- 6.2 In such cases, the Contractor agrees that ECMWF may order further Services following the initial acquisition under the Contract and at the Price specified in the Contract or the Price in a quotation in response to a Request, as appropriate.

7 WARRANTY REMEDIES; TERMINATION

- 7.1 If the Services are not performed in accordance with Clause 2.3 and the Contractor fails to correct any breach in due time, ECMWF shall be entitled to avail itself of any one or more of the following remedies at its discretion: (a) to rescind or suspend the Contract with immediate effect; (b) to refuse to accept any further Service performance and to source alternatives without any liability to ECMWF; (c) to carry out at the Contractor's expense any work necessary to make the Services comply with the Contract; and (d) to claim such damages as may have been sustained in consequence of the Contractor's breach of Contract; and (e) to reclaim any advance payments ECMWF may have made; and (f) to offset any such claims for damages or refunds against any outstanding portion of the price.
- 7.2 ECMWF may resort to any one or more of the remedies stipulated in Clause 7.1, mutatis mutandis and with immediate effect upon written notification, if it comes to the conclusion:
 - That the Contractor has committed errors, irregularities, fraud or breaches of other obligations under the Contract; or
 - That the Contractor is involved in any legal proceedings concerning its solvency, or ceases trading, or commits an act of bankruptcy or is adjudicated bankrupt, or enters into liquidation whether compulsory or voluntary (other than for the purposes of an amalgamation or reconstruction) or makes an arrangement with its creditors or the Contractor is placed into administration or has an administrator, receiver or manager appointed over all or any part of its assets or generally becomes unable to pay its debts; or is acquired by or merged with any third party.
- 7.3 It is left to the Contractor to provide evidence to rebut ECMWF's conclusions. ECMWF may take timely rebuttals into account, reconsider the remedies, or enter into negotiations with the Contractor.

- 7.4 ECMWF reserves the right to terminate any Contract at thirty (30) days' notice, without limiting its other rights and remedies. The Contractor has the right to terminate any Contract at sixty (60) days' notice without limiting its other rights and remedies.

8 FORCE MAJEURE

Neither party shall be liable to the other party for any delay in or failure to perform its obligations as a result of any cause beyond its reasonable control ("Force Majeure") provided the affected party notifies the other party as soon as reasonably practicable. If any Force Majeure event continues for at least 90 days, either party shall be entitled to terminate the Contract with immediate effect by notice in writing to the other party.

9 CONSEQUENCES OF TERMINATION

On termination of the Contract for any reason, the Contractor shall immediately deliver to ECMWF all Deliverables whether or not then complete, and return all material and data supplied by ECMWF. Upon inspection of the Deliverables, ECMWF may choose to keep and pay for incomplete Deliverables proportionately or otherwise return them to the Contractor and not make any payment for incomplete Deliverables.

10 INTELLECTUAL PROPERTY RIGHTS

- 10.1 ECMWF shall own the Deliverables and all intellectual property rights in the Deliverables.
- 10.2 Clause 10.1 does not apply to the Contractor's pre-existing intellectual property rights or rights that the Contractor may have developed or acquired independently of the performance of his obligations under these T&C. In such cases, the Contractor grants ECMWF a free, non-exclusive, irrevocable, worldwide, transferable, sub-licensable and time unlimited licence to use all such intellectual property rights as are necessary for the use of the Services and in particular the Deliverables, including for their maintenance, modification, and replacement by or on behalf of ECMWF. The Contractor warrants to be entitled to grant such a licence.
- 10.3 Ownership of the Deliverables shall be fully and irrevocably acquired by ECMWF under the Contract from the moment they are accepted by ECMWF as being in compliance with the Contractor's obligations under the Contract, particularly with Article 2 of these T&C. ECMWF shall notify the Contractor in due time if it does not accept the Deliverables. If so, it shall notify the Contractor and, if necessary, return the Deliverables immediately.

11 INDEMNITY

The Supplier shall keep ECMWF indemnified against all liabilities, costs, expenses, damages and losses suffered or incurred by ECMWF or any of its Member States as a result or in connection with any claim, including but not limited to claims for actual or alleged infringement of a third party's intellectual property rights, brought against ECMWF arising out of, or in connection with ECMWF's receipt or use of the Services to the extent that the claim is attributable to the acts or omissions of the Contractor, its employees, agents, or subcontractors. This Clause 11 shall survive termination of the Contract.

12 PUBLICITY & CONFIDENTIALITY

- 12.1 The Contractor may not use ECMWF's name for advertisement, reference or publicity purposes without ECMWF's prior written consent.
- 12.2 If either party learns of confidential or proprietary information of the other party, it may not disclose such information without prior written consent of the other party. This obligation will survive the expiry or termination of the Contract for a period of five (5) years or until such earlier time as the confidential information concerned reaches the public domain other than through the receiving party's own default.
- 12.3 Either Party shall keep all of the other Party's confidential technical or commercial know-how, specifications, inventions, processes, or trade secrets ("Confidential Information") in strict confidence, unless otherwise is required by law or any regulatory authority. This obligation applies to the Parties' affiliates or Member States, their employees, agents, or sub-contractors. Each Party shall only disclose such Confidential Information to those affiliates' or Member States' employees, agents, or sub-contractors who need to know it for the purpose of discharging the disclosing Party's obligations under the Contract. Each Party must assure that all such recipients of Confidential Information comply with the obligations set out in this Clause. This Clause 12.3 shall survive the termination of the Contract.

13 INSURANCE

The Contractor shall carry public liability and professional indemnity insurance (or equivalent cover or contingency arrangements) for at least £2 million for all liabilities that may arise out of the Contractor's performance or non-performance of its obligations under the Contract. Upon request, the Contractor shall provide evidence of such insurances or such other cover or contingency arrangements as the Contractor maintains, to the satisfaction of ECMWF.

14 PERSONAL DATA

- 14.1 Where the processing of personal data by the Contractor is required under the Contract, the Contractor shall process personal data in accordance with the General Data Protection Regulation 2016/679/EU (“GDPR”), as amended, and any other data protection law applicable to the Contractor (“Data Protection Law”) during the term of this Contract. If the Contractor processes personal data outside the European Economic Area (“EEA”), or allows such personal data to be accessed from outside the EEA, it shall do so in a manner which satisfies applicable Data Protection Law for the implementation of adequate safeguards for transfers of personal data to third countries not subject to an adequacy decision of the European Commission (e.g. under an agreement between the Contractor and the third-country recipient organisation using European Commission approved Model Contract Clauses or, in the case of the United States of America, covered by the Commission approved “Privacy Shield” or any subsequent similar arrangement).
- 14.2 The Contractor shall implement appropriate technical and organisational measures to ensure the security of personal data processed pursuant to this Contract. Upon termination or expiry of this Contract or upon ECMWF’s request, the Contractor shall either delete or return to ECMWF all personal data processed under this Contract, unless Data Protection Law requires otherwise.
- 14.3 If so required under applicable Data Protection Law, the Contractor shall designate a Data Protection Officer (“DPO”) and supply appropriate contact details of its DPO to ECMWF and the data subjects. ECMWF may publish that information through its websites for use by the data subjects, whose personal data is processed by the Contractor. The Contractor shall promptly report to ECMWF any change to the identity of the Contractor’s DPO.
- 14.4 The Contractor shall, without delay, pass on to the DPO of ECMWF any requests or complaints made by data subjects relating to the processing of their personal data in the exercise of their rights under applicable Data Protection Law. The Contractor shall provide, free of charge, all support necessary for ECMWF to respond to and/ or fulfil all such requests and complaints.
- 14.5 The Contractor shall notify ECMWF of any security incidents, events or weaknesses (e.g. data breaches or suspected data breaches) impacting or capable of impacting the security of personal data processed under the Contract.
- 14.6 The Contractor shall process, or permit to be processed, personal data only for the purposes of performing its obligations under the Contract and shall ensure that personnel of the Contractor is subject to an obligation of confidentiality in respect of the processing of personal data under the Contract.
- 14.7 ECMWF, an ‘international organization’ under Chapter V of the GDPR, shall comply with its own policies and procedures in respect of the protection of personally identifiable information, notably the Policy for Personally Identifiable Information Protection, as amended. ECMWF’s DPO can be reached as follows: pii-protection-officer@ecmwf.int or ECMWF PII Protection Officer; ECMWF, Shinfield Park, Reading, RG2 9AX, United Kingdom.

15 RECOVERY

ECMWF reserves a right to recover from the Contractor any amounts that have been paid to the Contractor but which are not due. When ECMWF identifies such amounts, and notifies the Contractor of its intention to recover such amounts, they shall be treated by both parties as debts and shall be payable by the Contractor immediately. If applicable, ECMWF may choose to set off such amounts in full against any outstanding claim the Contractor may have against ECMWF.

16 GOVERNING LAW AND DISPUTE RESOLUTION

- 16.1 The parties shall attempt to settle any dispute between them in an amicable manner and, if unsuccessful, first refer the dispute to proceedings under the International Chamber of Commerce's (ICC) Mediation Rules. If the dispute has not been settled pursuant to the said Rules within 45 days following the filing of a request for mediation or within such other period as the Parties may agree in writing, such dispute shall thereafter be finally settled under the ICC Rules of Arbitration by three (3) arbitrators appointed in accordance with the said Rules of Arbitration. The Place of Mediation and Arbitration shall be London, England. The proceedings shall be in the English language.
- 16.2 Nothing in the Contract shall be considered a waiver of any of the privileges and immunities vested in ECMWF by virtue of its Convention and Protocol.
- 16.3 Recourse to regular courts of law, also in cases of injunctive relief, is excluded.
- 16.4 It is the intention of the Parties that these T&C shall comprehensively govern the legal relations between the Parties, without interference or contradiction by any unspecified law. Without prejudice to ECMWF's status as an Intergovernmental Organization, reference shall be made to the substantive Laws of England and Wales where:
- A matter is not specifically covered by these T&C; or
 - A provision of these T&C is ambiguous or unclear.

17 MISCELLANEOUS

- 17.1 The Contractor may not sub-contract or assign any of its obligations under the Contract except with ECMWF's express written permission and upon the basis of specific terms, provided by ECMWF, to apply as between the Contractor and its sub-contractor or assignee.
- 17.2 No forbearance or delay by either party in enforcing its rights shall prejudice or restrict the rights of that party, and no waiver of any such rights or of any breach of any contractual terms shall be deemed to be a waiver of any other right or of any later breach.
- 17.3 If any provisions of these T&C are or subsequently become invalid for any reason, the remaining provisions shall remain in full force and effect.
- 17.4 All documents to be furnished or communications to be given or made under this Contract shall be in the English language or, if in another language, shall be accompanied by a translation into English certified by the Contractor, which translation shall be the governing version between the Contractor and ECMWF.