



Invitation to Tender

Destination Earth Initiative

Communication Services

Volume II

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Table of Contents

1	Introduction	3
2	Background	4
3	Contract summary	4
4	Technical specifications	5
4.1	WP0: Contract management and coordination	5
4.2	WP1: Event Management Services	7
4.3	WP2: Communication Services	8
4.4	WP3: Monitoring and evaluation.....	9
5	General Requirements	9
5.1	Implementation, Task Orders and contract duration	9
5.2	Meetings	10
5.3	Deliverables	11
5.4	Documents and reports	11
5.5	IPR	11
5.6	Key performance indicators.....	11
6	Tender Format and Content	12
6.1	Page limits.....	12
6.2	Specific additional instructions for the Tenderer's response	12
6.2.1	Executive summary	12
6.2.2	Track Record.....	12
6.2.3	Quality of Resources to be Deployed	12
6.2.4	Existing capabilities	13
6.2.5	Technical Solution Proposed	13
6.2.6	Management and Implementation	13
6.2.7	Case Study	14
	Case Study - Organising the Annual Meeting	15
	Supplier Response Requirements	15
6.2.8	Pricing.....	16
6.2.9	Diversity and inclusion	17

1 Introduction

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

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

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

DestinE is funded by the European Commission's Digital Europe programme and implemented through a partnership between ECMWF, ESA and EUMETSAT. The DestinE information system relies on several key elements, which are being developed and implemented by the 3 entrusted entities:

- The Core Service Platform (DESP; responsibility ESA)
- The Data Lake (DEDL; responsibility EUMETSAT);
- The DestinE Digital Twin Engine (DTE, responsibility ECMWF);
- The Digital Twins (DTs; responsibility ECMWF).

DestinE's digital twins exploit the latest advances in digital technology, science, artificial intelligence, and the huge opportunities offered by the world-leading supercomputing capacities of the European High Performance Computing Joint Undertaking (EuroHPC JU). By combining cutting-edge Earth-system physical and data-driven models and observations, DestinE's digital twins accurately simulate natural and human activity and allow to test scenarios that would enable more sustainable development and support European environmental policies.

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

2 Background

The first phase of Destination covered the period 15 December 2021 – 14 June 2024. In this phase, the main building blocks of the infrastructure required to reach DestinE’s ambitious goals were configured and deployed and their capability demonstrated. The second phase of DestinE ran for the period 15 June 2024 – 14 June 2026. This phase focused on the consolidation, maintenance, ramp-up, and continuous evolution of the system components.

Destination Earth enters Phase 3 in June 2026, and this phase is expected to run until June 2028. In Phase 3, ECMWF and its partners will focus on operating and further evolving the Climate Change Adaptation Digital Twin, the Weather-Induced Extremes Digital Twin and the Digital Twin Engine. Phase 3 will also focus on advancing AI models and solutions developed in the second phase, and on transforming digital twin data into high-quality AI-ready datasets that can feed into Europe’s AI Factories.

The aims and supporting objectives for communication in ECMWF’s Destination Earth activity are to inform, educate, and increase awareness and understanding of both ECMWF’s involvement in Destination Earth and the wider initiative.

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

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

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

3 Contract summary

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

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

Tenderers should submit proposals that address the areas outlined in the technical specification.

4 Technical specifications

The contract will be structured in four Work Packages as follows:

1. WP0: Contract management and coordination
2. WP1: Event management services
3. WP2: Communication services
4. WP3: Monitoring and evaluation

4.1 WP0: Contract management and coordination

WP0 covers the management and monitoring of contract delivery for WP 1, 2 and 3 as agreed with ECMWF and dictated by the European Commission.

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

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

- Semestrial, annual and final reports as well as Annual Work Plans shall be provided in accordance with the Agreement Article 2.3.

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

Key activities under this Work Package include:

- a) Planning, coordination, and monitoring of all technical Work Packages activities and corresponding resources.
- b) Contractual obligations as described in the Volume V Agreement, especially in its Clause 2.3 “Reporting and Planning” and Annex 5 “Reporting”.
- c) Organising and/or attending the following meetings:
 - a. Participate in regular meetings (and additional ad hoc meetings as required) with DestinE Communication Team, and other contractors as required, for planning communication activities and follow up with specific projects.
 - b. ECMWF and the Successful Tenderer’s Service Manager and Technical Lead will organise Progress Review Meetings (teleconferences) on a quarterly basis unless otherwise agreed
 - c. ECMWF will organise a Kick-off Meeting (can be teleconference or in-person in Bonn) with the Successful Tenderer’s Technical Lead
 - d. Elaborate and circulate meeting agendas with discussion points and meeting minutes to enable monitoring of action points.
 - e. Travel Prices: Travel prices for physical meetings should be based on the [European Commission's calculator](#) [Table 3: Unit cost per distance band for air or combined air/rail travel, Commission Decision C(2024)5405], and consider a daily subsistence allowance not

to exceed €300. Travel prices must reflect estimated actual costs and must not include any profit margin. If the proposed travel prices deviate from these reference values, a clear justification must be provided.

- d) Define metrics and tools to report KPIs based on production and engagement. Other KPIs could be proposed as part of the Tenderer's bid and subsequently agreed with ECMWF. The Successful Tenderer shall report to ECMWF on these KPIs as part of the Semestrial and Annual Implementation Reports. For more details please refer to Section 5.6.
- e) Risk Management: the technical proposal shall include a risk register that describes identified risks for each WP, along with a mitigation strategy for each of the identified risks. This mitigation strategy shall be composed by both preventive and corrective measures. The risk register shall be updated regularly by the Successful Tenderer, and any update (related to new risks, likelihood or impact) shall be reported during the Progress Review Meetings, as well as part of the Semestrial and Annual Implementation Reports.
- f) Proactive and dynamic communication towards and between all parties involved in the contract.
- g) Management of personal data and how this meets the requirements of Clause 2.8 and Annex 6 of Volume V Agreement.
- h) A list of subcontractors and details of their contribution, key personnel, legal names and addresses shall be provided. The Tenderer shall describe how the Agreement, in particular Clause 2.9, has been communicated down to all their sub-contractors, and is expected to clearly demonstrate how it intends to manage subcontractors' activities and how it will deal with conflicts and underperformance. The Tenderer may allocate new sub-contractors to specific tasks throughout the contract and should put in place an auditable selection process. Any changes in the list of subcontractors throughout the full duration of the contract shall be communicated to ECMWF for prior acceptance.

Deliverables for this Work Package shall include the following reports:

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

		being the Year n-1	
M0.y.z	Minutes	Kick off Meeting	Start of contract
M0.y.z [...]	Minutes	Review meetings	Quarterly

4.2 WP1: Event Management Services

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

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

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

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

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

- Provide advisory and consulting services on event management for in-person, sponsored, and online events.
- Manage from planning to delivery all events on behalf of ECMWF Destination Earth, including in-person, hybrid and virtual events. This will include but is not limited to the following areas: scouting for venues, dealing with organisers on behalf of ECMWF, offering consulting services, concept creation, AV services, marketing and experience booth planning and event banner design and production/building/transport, logistics, merchandise/giveaways, selection/storage/production/shipping and wrap up (re-shipment of unused material).
- Manage from planning to delivery virtual and hybrid events, proposing and managing successful ways to broadcast and where applicable develop audience interaction via online platforms.

- The successful Tenderer will sign and manage contracts with third parties to undertake services and supplies under this service Work Package (such as sponsored events) on behalf of ECMWF; will act as the primary contact for ECMWF liaising with the third party on a day-to-day basis and as the contact for issue management and resolution; will ensure that deliverables and deadlines are set and met; and will convene and attend meetings with ECMWF and the third party in all phases of work.
- Under the advice of the ECMWF communications team, identify and procure audio-visual services for event filming
- Prepare, submit for approval, execute and report on event budget.
- Identify and manage sub-contractors
- Ensure adherence and application of DestinE Visual Guidelines throughout all marketing and communication material including but not limited to relevant event materials such as pop-ups, brochures and merchandise.

The following events are foreseen (this list is not exhaustive and does not include sponsorships):

Date	Event	Location	Format	Participant numbers
Sept 2027	Annual Meeting	Bonn	In-person and livestreamed	100-120
2028	Destination Earth User eXchange	Brussels	In-person and livestreamed	300

4.3 WP2: Communication Services

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

- Media monitoring of ECMWF Destination Earth activities in the global press, print, online, broadcast, creating a monthly report of activity.
- Social media monitoring of activities related to ECMWF's activities within Destination Earth, the first two high-priority Digital Twins, Climate Change Adaptation, and the Weather-Induced Extremes Digital Twin, as well as the Digital Twin Engine.
- Organising media and moderator training for ECMWF Destination Earth staff (optional, as and when required) that builds confidence and resilience and ensures key individuals are given access to useful tools and techniques when interviewed.
- Campaign concept support, (optional, as and when required), working with the ECMWF Destination Earth Communications Team to deliver high-impact, targeted campaigns via social media to key audience groups such as policymakers, SMEs, academic community and public.
- Brokering media partnerships (as and when required), negotiating fees and packages in relevant publications.
- Press liaison (optional, as and when required), offering support and liaison, maintaining relevant media contact list and assisting with crisis communication if necessary.

4.4 WP3: Monitoring and evaluation

In addition to reporting for contract management purposes, the successful Tenderer shall undertake regular result-based monitoring and evaluation of services for analysis and insight. Monitoring and evaluation will provide progress towards goals, results achieved, lessons learned and recommendation for changes to the DestinE communications Team approach. The monitoring and evaluation Work Package will be key for a successful implementation of the Communications Strategy, providing inputs and information for future communication decision making.

Activities for this Work Package shall include, but are not limited to the following:

- Define metrics and tools to monitor and facilitate reporting of DestinE KPIs in addition to those dictated by the European Commission. These KPIs should be proposed as part of the Tenderers bid and subsequently agreed with ECMWF.
- Annual analysis to evaluate progress towards goals, provide lessons learned, identify opportunities and suggest recommendations for next year's implementation of communication plan. This point would input "Annual Implementation Report" under WP0.
- Produce post-activity reports on request to evaluate the achievement of expected results.

5 General Requirements

5.1 Implementation, Task Orders and contract duration

ECMWF intends to award a contract, with a maximum contract value of €500,000. The duration of the contract is foreseen to start on 1 January 2027 and run until the end of Phase 3 of Destination Earth, 31 May 2028.

Following signature of the Agreement, and except for the WP0, the implementation of the services (or any additional WPs) shall be carried out on a demand-driven basis through the issuance of Orders (also referred to as Task Orders) by ECMWF.

The Agreement shall define the overall scope, conditions and pricing framework (including deliverables structure), while the specific needs shall be expressed during the implementation phase through such Task Orders. ECMWF does not guarantee that the future Task Orders will cover the full range of products and services outlined in WP1, WP2 and WP3.

For each requirement, ECMWF shall issue a Task Order outlining the context, objectives and expected outcomes. Based on this request, the Contractor shall submit a corresponding Quote describing the proposed approach, deliverables, timeline, resource allocation and associated costs in accordance with the terms of the Agreement.

Each Quote shall be subject to further clarification and validation by ECMWF. Upon validation of the Quote, ECMWF shall issue an acceptance of the Task Order referencing the approved Quote. No work shall commence, and no commitment shall be deemed to exist, prior to the issuance of the corresponding acceptance by ECMWF.

Regular progress meetings will be held with ECMWF during the contract to assess projects status, risks and actions. The Payment Plan will be agreed during contract negotiation; this can be on a quarterly, semestrial or per-task basis.

5.2 Meetings

As well as the aforementioned quarterly progress meetings, the successful Tenderer could be required to participate in additional meetings to accomplish specific projects. These will be set up in collaboration with the successful Tenderers and ECMWF DestinE Communications in accordance with the communications plan.

5.3 Deliverables

Expected contract management deliverables under WPO are outlined in section 4.1.

As part of the Case Studies deliverables and milestones shall also be clearly outlined including due dates and fixed cost allocation, please also refer to section 6.2.8 Pricing.

For the other WPs, deliverables shall not be predefined at this stage. Instead, as mentioned in section 5.1, they will be defined during contract implementation and specific Task Orders, issued by ECMWF for each event or communications activity.

Milestones should be designed as markers of demonstrable progress in service development and/or quality of service delivery during the contract implementation (see also the milestone definition in this ITT Volume V Clause 1.2). They should not duplicate deliverables.

5.4 Documents and reports

All project reports must be produced in English. Unless otherwise specified in the specific contract, deliverable documents and reports shall be made available to ECMWF in electronic format (Microsoft Word/PDF/Microsoft Excel or compatible), via the DestinE Deliverables Repository portal; the details will be agreed at the negotiation stage.

Please refer to Clause 2.3 and the Annex 5 of the Volume V Agreement for details on Reporting Obligations.

5.5 IPR

The Intellectual Property Rights (IPR) of the communications and outreach content produced as part of the contract will rest with the European Commission. Tenderers are invited to refer to Clause 3.2 “Deliverables” of Volume V Agreement for the applicable provisions regarding the Intellectual Property Rights (IPR) associated with deliverables under this contract.

It is a condition of EU funding for DestinE that ownership of any Deliverables (as defined in Volume V Agreement) developed with DestinE funding passes from the suppliers to the European Union via ECMWF. Ownership will pass from the date of creation.

5.6 Key performance indicators

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

- **Completion of services related to events and communication services:** Number of projects developed and finalised.
- **Quality of deliverables:** Assessment of the quality of all deliverables based on predetermined quality criteria.
- **Project management effectiveness:** Effectiveness and efficiency of project management, measured by meeting milestones and deadlines and budget adherence.
- **Technical expertise and innovation:** Evaluation of innovative approaches and technical solutions proposed and the alignment with project goals.

- **Engagement metrics:** Reach and engagement levels (e.g., views, shares, likes, and comments) of the communication materials produced.

6 Tender Format and Content

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

6.1 Page limits

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

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

Table 1: Page limits

6.2 Specific additional instructions for the Tenderer's response

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

6.2.1 Executive summary

The Tenderer shall provide an executive summary of the proposal, describing the objectives, team and service level according to the technical requirements listed in Section 5 of this document.

6.2.2 Track Record

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

6.2.3 Quality of Resources to be Deployed

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

- **L1_Manager:** A senior team member with more than 6 years of experience in managing activities related to this ITT, incl. minimum 4 years in an equivalent role (referred to as Service Manager). This person will

lead the overall strategic direction of the contract, oversee activities across all work packages, uphold quality excellence, and drive high-level stakeholder engagement.

- **L2_Senior Expert:** A team member with 4 years of experience of managing projects and contracts of this type and size, incl. minimum 3 years in an equivalent role (referred to as Technical Lead). This person will lead the day-to-day management of contract delivery, coordinate activities across all work packages, and ensure that deliverables are completed on time, within budget, and to the required quality standards.
- **L3_Expert(s):** Team member(s) with 3 years of demonstrated experience in performing activities related to the various aspects of this ITT, incl. minimum 2 years in an equivalent role. This/these person(s) will provide specialist expertise in relevant communications disciplines, contributing to the delivery of work package activities and ensuring high-quality outputs in support of the contract objectives
- **L4_Support Staff:** Team member(s) with 2 years of demonstrated experience in performing activities related to the various aspects of this ITT, incl. min. 1 year in an equivalent role. This/these person(s) will provide operational, administrative, and coordination support across the work packages, contributing to the efficient delivery of activities and ensuring that project documentation, reporting, and logistics are managed effectively.

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

6.2.4 Existing capabilities

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

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

6.2.5 Technical Solution Proposed

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

6.2.6 Management and Implementation

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

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

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

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

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

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

Elements as described in the chapters on WPO shall be taken into account in the response to this section. Tenderers are free to make proposals that they consider necessary for the effective management and implementation of the contract.

6.2.7 Case Study

As part of the bid, we ask Tenderers to explain and demonstrate how they would propose to implement a case study to show their technical and management capacities. The bidders should provide solutions that would achieve the most impact and best value for money for ECMWF and DestinE.

Tenderers are expected to outline their proposed solutions as well as to include reference to, and examples of, solutions used in their previous projects that exemplify their suitability, experience and success in implementing such an approach.

Please note that the case study should not exceed a maximum of 3 pages, however, additional material such as illustrations and links to multimedia, videos or websites may be included as an annex to illustrate proposed solutions.

Tenderers should show how they will manage the whole case study project for DestinE event management services to demonstrate how they would plan, deliver and evaluate a complex hybrid event, including their approach to effectiveness, creativity and cost control.

Measurement and evaluation of event outcomes and KPIs are important, and so Tenderers are required to present evidence of this as well as solutions for high level risk mitigation.

Case Study - Organising the Annual Meeting

Suppliers are invited to outline the steps required, processes they would use and indicative costs to organise the event described below. The successful supplier will work alongside the ECMWF Communications Team. ECMWF Communications will retain responsibility for the event's strategic direction, objectives, messaging and overall stakeholder priorities, while the supplier will be responsible for the operational planning, coordination and delivery of the event.

The ECMWF Communications Team has nine months to organise and host the Destination Earth Annual Meeting, a hybrid, 1.5 day event held in Bonn, Germany. The event aims to highlight activities related to the initiative, including artificial intelligence and machine learning.

It is expected that 150 attendees will attend onsite, with a further 300 people joining online. Most attendees will already be connected to Destination Earth activities and will have knowledge of the initiative. A number of high-level guests, including individuals from policy-focused environments and institutions across Europe, will be invited as special guests. These guests will be identified by the ECMWF team.

Due to the size and format of the event, an external location must be sourced. The venue should be suitable for an interactive hybrid programme and should include or accommodate catering, a drinks reception, and professional audiovisual support.

The total available budget is €150,000, including project management costs. This budget must cover all aspects of delivery, including venue hire, catering, entertainment, merchandise, hybrid technology, branding materials such as banners and signage, and any other supplier costs.

Supplier Response Requirements

Suppliers should provide a structured proposal that addresses the following areas:

- **Overall approach:** proposed methodology, delivery model, governance, project timeline and key milestones across the nine-month planning period.
- **Pre-event management:** venue sourcing, supplier coordination, catering, entertainment, registration management, delegate packs, branding, signage, merchandise, risk management and contingency planning.
- **Strategic support:** approach to supporting the identification, invitation and management of special guests, including high-level or policy-focused attendees.

- **Hybrid event delivery:** approach to onsite and online participant experience, hybrid technology, audiovisual production, accessibility, engagement tools, audience interaction and troubleshooting.
- **Event team roles:** proposed staffing model, roles and duties before, during and after the event, including how the supplier would work alongside ECMWF Communications, escalation routes, decision-making points and operational touchpoints.
- **Post-event management:** wash-up meetings, participant surveys, reporting, lessons learned, analytics and recommendations for future events.
- **Budget and costs:** clear cost breakdown showing project management fees, supplier costs, third-party costs, assumptions, exclusions, and any proposed cost-saving measures.

Important: The Case Study will be used solely for evaluation purposes. It shall however include concrete deliverables at fixed prices and with corresponding due dates aligned with the nine-month planning period.

6.2.8 Pricing

Important:

Tenderers shall distinguish clearly between:

a) Evaluation of the tender

At this stage, pricing shall be provided exclusively for:

- WP0 (Contract management and coordination),
- Daily rates for the different staff categories outlined in section 6.2.8.1 for the entire duration of the Agreement and
- The price scenarios associated with the Case Study.

These elements will be used for the financial evaluation of the Tender and, in the case of the daily rates and WP0, will form part of the contractual basis.

b) Functioning of the Framework Agreement

During Agreement implementation, services under other WP1, WP2, WP3 and any additional request will be defined on the basis of Task Order issued by ECMWF (as described in section 5.1).

For each request:

- The deliverables, timelines and required resources will be defined, and
- Pricing will be established accordingly, based on the Tenderer's proposed deliverables and contractually agreed daily rates of the resources to be deployed for the requested tasks.

6.2.8.1 Daily rates

Daily Fee rates shall be calculated on salary costs, profit rates and indirect costs per different levels of experts involved:

- L1_Manager
- L2_Senior expert
- L3_Expert
- L4_Support staff

These daily fee rates also shall support the detailed pricing breakdown provided for deliverables (including the Case Study mentioned above).

Both fees and levels of skills should be applied throughout the duration of the Agreement.

6.2.8.2 Pricing Work Package 0 (WPO)

Tenderers are expected to present their pricing using the MS Excel files as included in Volume IIIA, for WPO.

- Deliverables and milestones shall respectively follow the referencing system used and due dates stated in Section 4.1 of this ITT Volume II. Additional deliverables and milestones, if any, shall follow the same referencing system.
- Each deliverable shall have an associated resource allocation and price (cf. column I “Nb of PD allocated” and column J “Estimated price”).
- Milestones shall not attract the budget under Volume IIIA in the Excel spreadsheet “Deliverables list”.

6.2.8.3 Pricing Case Study

Tenderers are required to complete the Excel sheet “Case Study” in Volume IIIA.

The financial proposal shall provide a full breakdown of the total fixed price, including at a minimum:

- Number of working days (or equivalent effort)
- Allocation of resources by profile (e.g. Manager, senior expert, expert, support)
- Applicable daily rates for each profile
- Concrete deliverables at a fixed price and with corresponding due dates
- Resulting total price

Tenderers proposed offers shall:

- Be consistent with the solution described above,
- Reflect a credible and justified allocation of effort.

6.2.9 Diversity and inclusion

If multiple bidders present equally qualified proposals (discrepancy lower than 1%), ECMWF will take into consideration the diversity and gender balance of each bidder's organisation as a tiebreaker when making the final decision. We recognise that diversity and a collaborative environment are essential for advancing scientific discovery and innovation, and we are dedicated to creating a culture that encourages and supports the contributions of individuals from all backgrounds.