

Tender specifications

Attached to the Invitation to tender

Invitation to tender N° EMSA /OP/32/2015 for the maintenance and enhancement of EMSA's e-learning programme

1. Introduction

The European Maritime Safety Agency (EMSA) was established under Regulation (EC) 1406/2002 for the purpose of ensuring a high, uniform and effective level of maritime safety, maritime security, prevention of, and response to, pollution caused by ships as well as response to marine pollution caused by oil and gas installations. Among its core tasks, EMSA has been entrusted to develop technical solutions, including the provision of relevant operational services, and provide technical assistance, to the building up of the necessary national capacity for the implementation of relevant legal acts of the Union. In addition the Agency has been tasked to provide technical assistance, as regards relevant legal acts of the Union, to States applying for accession to the Union, and, where applicable, to European Neighbourhood partner countries and to countries taking part in the Paris MoU.

The European Union has legislation in place to enable Member States to perform inspections on foreign ships calling at their ports. The legal framework is Directive 2009/16/EC of 23 April 2009 on port State control (Directive) as amended. The inspections performed by the Member States pursuant to this Directive are aimed at enforcing the various International Conventions on Shipping as adopted by the International Maritime Organisation (IMO) and the International Labour Organisation (ILO) as well as a number of binding legal acts of the Union.

Non-European States either bordering the European Union or countries taking part in the Paris MoU, perform similar inspections as a direct implementation of the International Conventions.

Furthermore, a number of binding legal acts of the Union related to the tasks of the Agency are in place and they constitute needs for training of Member States' responsible authorities / organisations' and EMSA's staff.

Last but not least, the Agency is in need of administrative and/or instructive modules on various other topics (e.g. training of newcomers in the Agency, the maritime services hosted by EMSA, procedures governing processes like procurement) which would target users in EMSA, other European agencies, EU Member States and possibly, beyond.

Already since 2011, EMSA opted for the use of e-learning modules related to the implementation of Directive 2009/16/EC. A comprehensive set of modules has been made available through a learning management system "Maritime Knowledge Centre" (MaKCs) which is hosted and operated at EMSA's

premises in Lisbon. The software comprising a Learning Management System (LMS) and Learning Content Management System (LCMS) is licensed to EMSA and provided by "eXact learning solutions Srl". During the years the e-learning modules have increased to cater more elements in line with the core tasks of the Agency, such as MedMoU procedures, STCW Convention, implementation of Directive 1999/32/EC as amended, etc.

The number and topics covered by various modules will be further extended in order to address the identified training needs in a cost efficient and modern way, tailored to the needs of the respective usergroups.

2. Objective, scope and description of the contract

2.1 Objective and scope

The objective of this procurement is to establish a Framework Contract (FWC) for a four-year project to enhance and maintain the content of the modules forming the e-learning programme delivered through the learning management system "MaKCs".

2.1.1 Enhancement

Enhancement covers the services to create additional modules as well as the technical conversion of the format of new and existing modules in case of changes to the platform software. Technical conversion also relates to the adaptation of modules possibly obtained externally for delivery through MaKCs.

2.1.2 Maintenance

Maintenance includes the content update of modules, and the services to correct or prevent problems with the operation and use of modules.

These services will equally apply to the existing and new modules delivered under this Framework Contract as well as to the adapted modules obtained externally.

2.1.3 Requirements

Detailed information to be adhered to in the execution of the project concerning the existing modules in the e-learning packages, the learning management system (LMS), the learning content management system (LCMS), as well as the tasks, the quality and design requirements and topics which will need to be supported are specified in Annexes I and II attached to these tender specifications:

- Annex I details the existing modules forming the current e-learning programme, the quality and design requirements for the production of e-learning courses and topics for which EMSA may be called upon to create / enhance e-learning material.
- Annex II details the requirements of EMSA's ICT framework and the working procedures of the learning management system for the production of e-learning courses.

The above Annexes and a user-level access to MaKCs will be provided to tenderers upon an explicit request and must be used only for the purpose of answering the current call for tender. Such request must be sent to the indicated dedicated e-mail address "OPEN322015@emsa.europa.eu".

The documents relating to the various Memoranda on Port State Control, EU Legislation and the International Conventions as well as instructive material developed by EMSA and/or its partners will be provided to the contractor by EMSA where necessary. Other material (e.g. photos, videos, schemes, etc.) which needs to be added to modules following indication of EMSA will need to be sourced by the contractor, including obtaining the rights of use where applicable. Produced and delivered material (courses) will become the property of EMSA.

EMSA will provide content matter specialists unless agreed otherwise on an ad hoc basis.

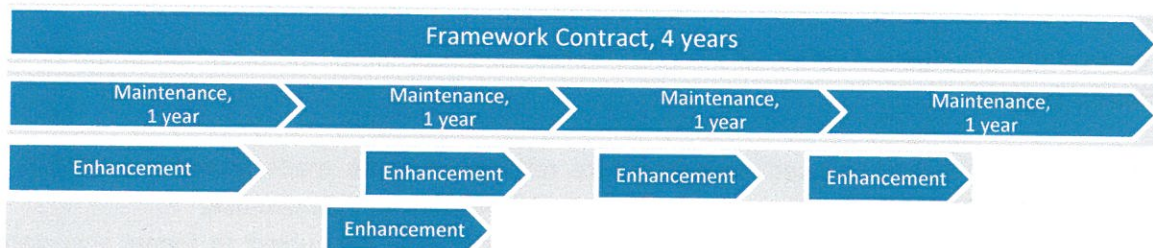
2.2 Description

The framework contract will be implemented by specific contracts:

- Specific contract(s) for maintenance: each for a period of one year;
- Specific contract(s) for creation / enhancements: for a period specified in each specific contract.

Specific contracts for enhancements, in principle, will be conducted in sequence. However there might be the case of specific contracts for enhancements to run in parallel, possibly in different stages.

An example of duration and sequence of contracts is illustrated below, without prejudice to the actual contract dates.



3. Contract management responsible body

The European Maritime Safety Agency – Unit B.3, Environment and Enforcement – will be responsible for managing the contract.

4. Project Planning

4.1. Meetings

The project shall respect the planning as described in section 2.4. Work shall not start before the signature of the contract. The following meetings are envisaged:

- **Kick-off meeting:** Within one week after the signature of the Framework Contract and each specific contract for enhancements other than content update, a Kick-off meeting will be held in order to define the details of the work to be undertaken.
- **Final meeting:** Prior the end of the framework contract a final meeting shall be held to enable the contracting parties to discuss the work accomplished.
- **Regular management meeting:** occurring every three months.

Both EMSA and the contractor may call for additional meetings if this should be considered necessary for the better execution of the project.

Meetings will be held in EMSA premises in Lisbon, Portugal, although some meetings could take another form (e.g. virtual) if mutually agreed by EMSA and the contractor.

4.2. Agenda and minutes of the meetings

The contractor is responsible for providing to EMSA the agenda 3 days before the meetings. The contractor shall draw up the draft minutes of the meetings and provide them within 2 working days to EMSA, for possible comments or immediate acceptance. The minutes of the meetings should include at least the topics discussed, decisions taken and action items with indication of responsible person and deadline of the actions. Should the minutes of the meetings be rejected (i.e. changes would be suggested) by EMSA, the contractor shall have 2 working days to revise the draft minutes according to the comments provided.

4.3 Deliverables

This section provides an indicative, non-exhaustive list of the possible deliverables for maintenance and enhancements that may be requested. Deliverables and related standards are detailed in Annex I titled "EMSA's E-learning Programme".

The working language is English; all working documents and all deliverables must be prepared in good (British) English.

Licenses and copyright of used material where relevant shall be made available to EMSA at no additional cost. Any material delivered shall be free of limitations for intended use.

All of the following deliverables provided by the contractor shall be subject to formal acceptance by EMSA:

4.3.1. Deliverables for enhancements

For each enhancement requested the contractor shall provide:

- Project management documentation:
 - Project charter
 - Project plan
 - Gantt chart
 - Project duration
 - Work breakdown of the effort in person days per profile
 - Allocation of tasks to team members

- Project status reports and flash reports
- Final version of courses in:
 - Sharable Content Object Reference Model format (SCORM format) versions 1.2 or 2004, and
- Source files including:
 - Audio recordings (audio files in .mp3 format)
 - Photos (in .jpg, .png or .gif format)
 - Animations (flash files in .fla format)
 - Videos
 - Script files, used for animations (in .js format)
- Storyboards
- Any Licenses as well as copyright over the used material where relevant, as per FWC article II.10
- Test documentation: test requirements, cases, and reports,
- Release notes pertaining to the deliverable,
- All source code and configuration files,
- Any other element needed to install/operate/maintain the deliverable.

4.3.2. Deliverables for maintenance

For maintenance requested the contractor shall provide:

- An evaluation of the change, planning and acceptance,
- Updated versions of the deliverables specified in 4.3.1 except the project management documentation (the first bullet point) for each change implemented and submitted to the Release Management process,
- Final version of courses in:
 - Sharable Content Object Reference Model format (SCORM format) versions 1.2 or 2004, and
- Source files including:
 - Audio recordings (audio files in .mp3 format)
 - Photos(in .jpg, .png or .gif format)
 - Animations (flash files in .fla format)
 - Videos
 - Script files, used for animations (in .js format)
- Storyboards
- Any Licenses as well as copyright over used material where relevant as per FWC article II.10
- 6 months overview report of maintenance activities.

5. Timetable

The estimated date for signature of the contract is April 2016.

6. Estimated Value of the Contract

The maximum budget available for this contract is EUR 1.000.000 excluding VAT.

7. Terms of payment

Payments shall be issued in accordance with the provisions of the draft framework contract available on the Procurement Section under the call to tender EMSA/OP/32/2015 on the EMSA website at the following address: www.emsa.europa.eu.

8. Terms of contract

In drawing up a bid, the tenderer should bear in mind the terms of the draft service contract.

EMSA may, before the contract is signed, either abandon the procurement or cancel the award procedure without the tenderers being entitled to claim any compensation.

9. Financial guarantees

Not applicable.

10. Sub-contracting

If the tenderer intends to either sub contract part of the work or realise the work in co-operation with other partners he shall indicate in his offer which part will be subcontracted, as well as the name and qualifications of the subcontractor or partner. (NB: overall responsibility for the work remains with the tenderer).

The tenderer must provide required evidence for the exclusion and selection criteria on its own behalf and when applicable on behalf of its subcontractors. The evidence for the selection criteria on behalf of subcontractors must be provided where the tenderer relies on the capacities of subcontractors to fulfil selection criteria¹. The exclusion criteria will be assessed in relation to each economic operator individually. Concerning the selection criteria, the evidence provided will be checked to ensure that the tenderer and its subcontractors as a whole fulfil the criteria.

11. Requirements as to the tender

Bids can be submitted in any of the official languages of the EU. The language used in the daily work of the Agency is English. Bids should therefore include an English version of the documents requested under points 14.5 & 15 of the present tender specifications.

The tenderer shall complete the Tenderer's checklist.

If the tenderer intends to either sub contract part of the work or realise the work in co-operation with other partners (Joint Offers) he shall indicate in his offer by completion of the form – Information regarding joint offers and subcontracting.

The tender must be presented as follows and must include:

¹ To rely on the capacities of a subcontractor means that the subcontractor will perform the works or services for which these capacities are required.

Signed cover letter indicating the name and position of the person authorised to sign the contract and the bank account on which payments are to be made.

Financial Form completed, signed and stamped; available on the Procurement Section (Financial Form) on the EMSA Website at the following address: www.emsa.europa.eu

Legal Entity Form completed, signed and stamped and requested accompanying documentation, available on the Procurement Section (Legal Entity Form) on the EMSA Website at the following address: www.emsa.europa.eu

Tenderers are exempt from submitting the Legal Entity Form and Financial Form requested if such a form has already been completed and sent

either to EMSA or any EU Institution previously. In this case the tenderer should simply indicate on the cover letter the bank account number to be used for any payment in case of award.

Part A: all the information and documents required by the contracting authority for the appraisal of tenders on the basis of the points **13, 14.2-14.3** of these specifications (part of the Exclusion criteria)

Part B: all the information and documents required by the contracting authority for the appraisal of tenders on the basis of the **Economic and Financial capacity** (part of the Selection criteria) set out under point **14.4** of these specifications;

Part C: all the information and documents required by the contracting authority for the appraisal of tenders on the basis of the **Technical and professional capacity** (part of the Selection Criteria) set out under point **14.5** of these specifications.

Part D: all the information and documents required by the contracting authority for the appraisal of tenders on the basis of the **Award Criteria** set out under point **15** of these specifications;

Part E: setting out **prices** in accordance with **point 12** of these specifications.

12. Price

Prices for the maintenance and enhancement of the EMSA's e-learning programme shall include all costs, e.g. travelling, cost of software licenses, etc.

Prices shall be provided in the following manner:

1. Price for maintenance:

- A fixed price for one year maintenance covering the correction (e.g. compatibility issues or technical problems), and content update of 12 modules;

A typical maintenance activity of a module would concern changes to 20 pages of text (1500 characters each, including spaces) and the related voice-over, 1 video and 15 still images.

- ### 2. Price for enhancement:
- Fixed price for each of the following scenarios (as an indication to be applied when estimating costs of real cases) and team members' profiles:

- **Scenario 1: Total revision of an existing learning module involving the following:**
 - Modifications to text on 20 screens / 30 tabs,
 - 15 pages (of 1500 characters each, including spaces) of audio (speaker's voice), recording (reading of the text),
 - replacement of 5 produced videos with existing clips (in the depository),
 - replacement of 5 photos,
 - replacement of 5 new photos,
 - replacement of 10 attached documents,
 - replacement of 5 graphics,
 - making of changes to 1 animation,
 - replacement of 1 animation.
- **Scenario 2:** the production of a 'standard length' e-learning course module comprising the following elements, based on a script provided by EMSA and following the standard in Annex II:
 - Completion of the storyboard based on the received script,
 - 35 screens incl. 110 'Tabs' (a non-tabbed screen counting as one tab),
 - 20 pages (1500 characters each, including spaces) of text,
 - 20 pages (1500 characters each, including spaces) of audio (speaker's voice) recording
 - 15 minutes of produced videos,
 - 30 attached documents,
 - 50 photos,
 - Graphics, exploration lists, schemes, etc. (20 in total),
 - 50 questions related to the module to be inserted in the final test engine.
- **Scenario 3:** the production of a 'short' or abridged e-learning course module comprising the following elements, based on a script provided by EMSA and following the standard in Annex II:
 - Completion of the storyboard based on the received script,
 - 15 screens incl. 50 'Tabs' (a non-tabbed screen counting as one tab),
 - 10 pages (1500 characters each, including spaces) of text,
 - 10 pages (1500 characters each, including spaces) of speaker's voice recording (reading of the text),
 - 10 minutes of produced videos,
 - 20 attached documents,
 - 20 photos,
 - Graphics, exploration lists, schemes, etc. (10 in total),
 - 10 questions related to the module to be inserted in the final test engine.

Videos referred to in scenarios 2 and 3 include video film shooting (e.g. on board or near a commercial ship, at a training facility) shall be, on subjects like: firefighting drill, man overboard (MOB) drill and/or MOB boat lowering, enclosed space entry and rescue drill, oil spillage drill...

- Costs for the following team members' profiles:

Profile	Price, to be quoted:
Project Manager	per person day
Production Manager (for content production)	per person day
Multimedia Developer/Graphician	per person day

Video Editor	per person day
Video Crew: - Director - Cameraman - Crew technicians	per shooting day for the total crew including cameras, lights, microphones, technicians etc.
Actor (for videos)	per person day
Instructional Designer	per person day
Speaker	per page consisting of 1500 characters including spaces
Learning object technician (for templates / tracking issues)	per person day

- Prices must be quoted in Euro.
- Prices must be fixed amounts, non-revisable and remain valid for the duration of the contract.
- Under Article 3 and 4 of the Protocol on the privileges and immunities of the European Union, EMSA is exempt from all duties, taxes and other charges, including VAT. This applies to EMSA pursuant to the Regulation (EC) 1406/2002. These duties, taxes and other charges can therefore not enter into the calculation included in the bid. The amount of VAT must be shown separately.

13. Joint Offer

Groupings, irrespective of their legal form, may submit bids. Tenderers may, after forming a grouping, submit a joint bid on condition that it complies with the rules of competition. Such groupings (or consortia) must specify the company or person heading the project and must also submit a copy of the document authorising this company or person to submit a bid.

Each member of the consortium must provide the required evidence for the exclusion and selection criteria. The exclusion criteria will be assessed in relation to each economic operator individually. Concerning the selection criteria the evidence provided by each member of the consortium will be checked to ensure that the consortium as a whole fulfils the criteria.

If awarded, the contract will be signed by the person authorised by all members of the consortium. Tenders from consortiums of firms or groups of service providers, contractors or suppliers must specify the role, qualifications and experience of each member or group.

14. Information concerning the personal situation of the service provider and information and formalities necessary for the evaluation of the minimum economic, financial and technical capacity required

14.1 Legal position – means of proof required

When submitting their bid, tenderers are requested to complete and enclose the **Legal Entity Form** and requested accompanying documentation, available on the Procurement Section (Legal Entity Form) on the EMSA Website at the following address: www.emsa.europa.eu

14.2 Grounds for exclusion - Exclusion criteria

To be eligible for participating in this contract award procedure, tenderers must not be in any of the following exclusion grounds:

- a) 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;
- b) they have been convicted of an offence concerning their professional conduct by a judgement which has the force of res judicata;
- c) they have been guilty of grave professional misconduct proven by any means which the contracting authority can justify;
- d) 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;
- e) 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 Union financial interests;
- f) they have been the subject of the administrative penalty for being guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the procurement procedure or failing to supply an information, or being declared to be in serious breach of his obligation under contract covered by the budget.

14.3 Evidence to be provided by the tenderers

For this purpose the Declaration on Honour available on the Procurement Section on the EMSA Website (www.emsa.europa.eu) shall be completed and signed.

Please note that the tenderer to whom the contract is to be awarded shall provide additional proof evidencing eligibility.

For situations described in (a), (b) and (e), production of a recent extract from the judicial record is required or, failing that, a recent equivalent document issued by a judicial or administrative authority in the country of origin or provenance showing that those requirements are satisfied. Where the tenderer is a legal person and the national legislation of the country in which the tenderer is established does not allow the provision of such documents for legal persons, the documents should be provided for natural persons, such as the company directors or any person with powers of representation, decision making or control in relation to the tenderer.

For the situation described in point (d) above, recent certificates or letters issued by the competent authorities of the State concerned are required. These documents must provide evidence covering all taxes and social security contributions for which the tenderer is liable, including for example, VAT, income tax (natural persons only), company tax (legal persons only) and social security contributions.

For any of the situations (a), (b), (d) or (e), where any document described in two paragraphs above is not issued in the country concerned, it may be replaced by a sworn or, failing that, a solemn statement made by the interested party before a judicial or administrative authority, a notary or a qualified professional body in his country of origin or provenance.

If the tenderer is a legal person, information on the natural persons with power of representation, decision making or control over the legal person shall be provided only upon request by the contracting authority.

When the tenderer to be awarded the contract has already submitted relevant evidence to EMSA, it remains valid for 1 year from its date of submission. In such a case, the reference of the relevant project(s) should be mentioned and the contractor is required to submit a statement of confirmation that their situation has not changed.

14.4 Economic and financial capacity – Selection criteria

Requirements:

- The tenderer must be in stable financial position and the economic and financial capacity to perform the contract.

Evidence:

- Financial statements for the last three years for which accounts have been closed.
- Statement of overall turnover and turnover relating to the relevant services for the last three financial years.
- Tenderers are exempt from submitting the documentary evidence if such evidence has already been completed and sent to EMSA for the purpose of another procurement procedure and still complies with the requirements. In this case the tenderer should simply indicate on the cover letter the procurement procedure where the evidence has been provided.
- If, for some exceptional reason which EMSA considers justified, a tenderer is unable to provide one or other of the above documents, he may prove his economic and financial capacity by any other document which EMSA considers appropriate. In any case, EMSA must at least be notified of the exceptional reason and its justification in the tender. EMSA reserves the right to request any other document enabling it to verify the tenderer's economic and financial capacity.

14.5 Technical and professional capacity – Selection criteria

Tenderers shall provide documentary evidence of technical and professional capacity detailed in paragraph 14.5.1 and 14.5.2, including a list of comparable, relevant projects and systems in which the tenderer has participated and worked. This must include a description of the services with indication of the objectives, contracting parties, duration and budget.

14.5.1 Technical capacity

The tenderer shall have at least 3 years of knowledge and expertise in following fields:

- a) Development of e-learning material for the maritime industry and for public administration on general corporate functions, published in SCORM format.
- b) Provision of didactical material to users in different branches of industry.
- c) Use of quality management systems.

14.5.2 Professional capacity

Tenderers shall provide with their bid detailed curriculum vitae of each of the following profiles assigned to the project and their possible substitute: Project Manager, Production Manager, and Instructional Designer.

The Project Manager shall have at least 5 years of experience in projects referred in paragraph 14.5.1.

Curricula vitae² should be presented, preferably, in accordance to the Commission Recommendation on a common European format for curricula vitae, published in OJ L390 on 31.12.2004 (Decision No 2241/2004/EC). They must include the educational background, degrees and diplomas, professional experience, research work, publications and linguistic skills. When describing the professional experience of each team member, reference must be made to the sectors in which it has been gained and the areas dealt with.

15. Award criteria

Only the tenders meeting the requirements of the exclusion and selection criteria will be evaluated in terms of quality and price.

The contract will be awarded to the tenderer who submits the most economically advantageous bid (the one with highest score) based on the following quality criteria and their associated weightings:

1. **Quality criterion 1 ($W_1 = 30\%$):**

Quality of the proposed methods and approach to implement the contract requirements as outlined above in this document and its annexes, the performance of the tasks and the use of supporting tools. Bids shall detail as a minimum the following topics, tailored to the e-learning project:

- Project approach overview,
- Project management methodology and supporting tools,
- Plan to acquire knowledge about the platform and the modules provided through it,
- Strategy to improve the quality of the modules,
- Proposal of how maintenance is addressed,
- Design methodologies and supporting tools.

2. **Quality criterion 2 ($W_2 = 30\%$)**

Quality and completeness of the suggested plan comprising all the relevant steps for the production of a 'standard length' e-learning course module specified in paragraph 12.2 above, as an enhancement project.

3. **Quality criterion 3 ($W_3 = 10\%$):**

Team composition and the distribution of responsibilities for the performance of the services:

The bid shall detail as a minimum the following topics:

- Project team overview and composition, qualification and experience,
- Roles and responsibilities.

² <http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions>

4. **Price of the bid** ($W_{Price} = 30\%$).

The price is calculated as sum of (reference is made to Section 12 above):

- price for implementation of scenario 1,
- price for implementation of scenario 2,
- price for implementation of scenario 3,
- price for 1 year of maintenance.

The total price for the maintenance under the FWC (i.e. 4 years) shall not exceed 200.000 euros.

For all bids evaluators will give marks between 0 and 10 (half points are possible) for each quality criterion. The score is calculated as

$$S = SQ + SP$$

where:

The average quality for quality criterion i is

$$Q_i = \frac{1}{\text{number of evaluators}} * \sum_{\text{evaluator}} \text{mark of the evaluator for quality criterion } i$$

The overall weighted quality is

$$Q = \sum_i Q_i * W_i$$

The score for quality is

$$SQ = \frac{Q}{Q \text{ of the bid with highest } Q} * 100 * \sum_i W_i$$

The score for price is

$$SP = \sum_i \frac{\text{lowest Price}_i \text{ of all bids}}{\text{Price}_i} * 100 * W_{\text{Price}_i}$$

Only bids that have reached a minimum of 60 % for Q_1 , a minimum of 60 % for Q_2 , a minimum of 60 % for Q_3 will be taken into consideration when calculating the score for quality SQ , score for price SP and score S .

Only bids that have reached a minimum of 70 % for the score S will be taken into consideration for awarding the contract.

16. Contracts will not be awarded to 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.

17. False declarations

Without prejudice to the application of penalties laid down in the contract, tenderers and contractors who have been guilty of making false declarations concerning situations referred to in points 14 and 15 above or have been found to have seriously failed to meet their contractual obligations in an earlier procurement or grant shall be subject to administrative and financial penalties set out in Article 145 of Commission Delegated Regulation of 29.10.2012 on the rules of application of Regulation (EU) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union.

18. Intellectual Property Right (IPR)

Please consult the contract for IPR related clauses.

If the results are not fully created for the purpose of the contract this should be clearly pointed out by the tenderer in the tender. Information should be provided about the scope of pre-existing rights, their source and when and how the rights to these rights have been or will be acquired.

In the tender all quotations or information originating from other sources and to which third parties may claim rights have to be clearly marked (source publication including date and place, creator, number, full title etc.) in a way allowing easy identification.

19. Special negotiated procedure under Article 134(1)(f)

EMSA may at a later stage exercise the option to increase the estimated value of the contract via negotiated procedure with the successful tenderer in accordance with Article 134(1)(f) of the Rules of Application to the Financial Regulation.