

Invitation to Tender
for facilitating a process to update the
WELMEC Strategy

Glossary

Contract	The written agreement between the Customer Organisation and the Tenderer.
Customer Organisation	WELMEC (Secretariat)
ITT	Invitation to Tender
Project	WELMEC Strategy
Response	The response to this ITT.
Services	To facilitate the production of a new WELMEC Strategy
Tendering Organisation	The enterprise which has lodged a Response or intends to lodge a Response.

1 Introduction and background

- 1.1 This ITT relates to the procurement project “Facilitating a process to update the WELMEC Strategy”.
- 1.2 WELMEC is a European Cooperation in the field of legal metrology whose members are representative national authorities for legal metrology in EU and EFTA member states. WELMEC activities are recognised by the European Commission and industry. The principal aim of WELMEC is to establish a consistent approach to common European legal metrology legislation (harmonised area).
- 1.3 The current strategy document (2010-2012) does not sufficiently cover future needs. WELMEC requires a more long term strategy which will take into account new developments in society. Some additional work has been carried out to refresh the 2010-2012 strategy and this can be made available to the Tendering Organisation. An expert is needed to provide a facilitating service for the process towards a longer term strategy and to work out a draft document.

2 Purpose and scope of this ITT document

- 2.1 The purpose and scope of this ITT and its annexes is to:
 - 2.1.1 explain to Tendering Organisations the timetable and process for the remaining stages of the procurement;
 - 2.1.2 set out the requirements and provide detail of the commercial, technical and legal provisions required by the Customer Organisation and to elicit a Response outlining Tendering Organisations’ proposals to meet those provisions;
 - 2.1.3 provide Tendering Organisations with sufficient information to enable them to respond fully to this ITT;
 - 2.1.4 set out the evaluation criteria that will be used to evaluate the Responses, and to identify Tendering Organisation(s) to perform the Services in the next stage of the procurement process.

3 The procurement process

3.1 This procurement will be subject to the law in the country of the WELMEC Secretariat i.e. the Netherlands.

3.2 The Tender will be published on the WELMEC website and sent to the WELMEC Committee Members with the request to forward the ITT to relevant parties.

3.3 The key dates for the remainder of the procurement procedure are set out in the table below (although the Customer Organisation reserves the right to vary key dates on notice to all Tendering Organisations).

Event	Date
Publication of the tender	24 July 2013
Final date for posing questions by Tendering Organisations about the ITT	1 September 2013
Final date for receipt of Responses	15 September 2013
Evaluation period of Responses and decision to award the Response.	Until 15 October 2013
Delivery of final document	15 March 2014

3.4 Your Response should include at least :

- a reasoned account of the activities you propose to carry out,
- a timetable of these activities,
- the hours involved,
- the total cost of the proposed work (and breakdown of these costs)
- any experience in carrying out similar projects, (examples of which should be provided along with a contact name in each case)
- a brief CV of the individuals who will be carrying out the work.

- 3.5 You must submit your Response to this ITT by 15 September 2013 (the “**Deadline**”) in accordance with the provisions of this ITT. The Customer Organisation reserves the right to extend the Deadline. Any extension granted will apply to all Tendering Organisations. The Customer Organisation reserves the right to reject any Responses received after the Deadline.
- 3.6 On receipt of the Responses, the Customer Organisation will perform an evaluation of Responses, with a view to selecting a Tendering Organisation to perform the Services.
- 3.7 The Customer Organisation may, in its absolute discretion, request you to provide clarification or require that you attend a meeting (possibly at your own expense) to discuss any aspect of your Response, or any other matter related to this ITT or the Statement of Requirements.
- 3.8 The engagement of the successful Tendering Organisation is subject to the evaluation criteria process of the Customer Organisation.

4 Instructions to Tenderers

- 4.1 You may submit, by no later than 1 September 2013, any queries that you have relating to this ITT. Please submit such queries by email to secretary@welmec.org. Any queries should clearly reference any appropriate paragraph in the documentation and, to the extent possible, should be aggregated rather than sent individually. As far as is possible, the Customer Organisation will respond to all reasonable requests for clarification of any aspect of this ITT and supporting documents, if made before the above deadline. The Customer Organisation will aim to provide responses by 8 September 2013.
- 4.2 You must inform the Customer Organisation in writing if there is any change in control, composition or membership of your organisation or your consortium members subsequent to your expression of interest in this procurement process. The Customer Organisation reserves the right to disqualify you from the procurement process as a result of any such change.
- 4.3 You must state if you will be using any third party contractors to deliver the Services and ensure that all relevant terms and conditions are applied within any relevant sub-contract. You will be fully responsible as the prime contractor for all third party sub-contractors.

5 Preparation and format of Responses

- 5.1 Responses, all documents and all correspondence relating to the tender must be written in English.
- 5.2 You should consider only the conditions contained within this ITT and supporting documents, or otherwise formally communicated to you in writing when making your offer.

6 Conditions of Tender

- 6.1 In submitting a Response to this ITT it will be implied that you accept all the provisions of this ITT including these conditions.
- 6.2 Capitalised terms used in this ITT are defined terms and are defined either in the glossary at the front of this document or within the text of this ITT.
- 6.3 The Customer Organisation reserves the right to issue the response to any clarification request made by you to all Tendering Organisations unless you expressly require it to be kept confidential at the time the request is made. If the Customer Organisation considers the contents of the request not to be confidential, it will inform you and you will have the opportunity to withdraw the request.
- 6.4 The information contained in this ITT and the supporting documents and in any related written or oral communication is believed to be correct at the time of issue but the Customer Organisation will not accept any liability for its accuracy, adequacy or completeness and no warranty is given as such. By issuing this ITT, the Customer Organisation is not bound in any way to enter into any contractual or other arrangement with you or any other party.
- 6.5 It is intended that the remainder of this procurement will take place in accordance with the provisions of this ITT but the Customer Organisation reserves the right to terminate, amend or vary the procurement process by notice to all Tendering Organisations in writing. The Customer Organisation will accept no liability for any losses caused to you as a result of this.
- 6.6 You will not be entitled to claim from the Customer Organisation any cost or expenses that you may incur in preparing your Response irrespective of whether or not your tender is successful.

- 6.7 All information supplied to you by the Customer Organisation, either in writing or orally, must be treated in confidence and not disclosed to any third party (save to your professional advisers) unless the information is already in the public domain.
- 6.8 There must be no publicity by you regarding the Project or the future award of any Contract unless the Customer Organisation has given express written consent to the relevant communication.
- 6.9 Any attempt by you or your appointed advisers to inappropriately influence the Contract award process in any way will result in your Response being disqualified. Any direct or indirect canvassing by you or your appointed advisers in relation to this procurement or any attempt to obtain information from any of the employees or agents of the Customer Organisation concerning another tendering organisation may result in disqualification at the discretion of the Customer Organisation.
- 6.10 The Customer Organisation reserves the right to disqualify you if you do not submit your Response in a manner consistent with the provisions set out in Instructions to Tenderers and Statement of Requirements.
- 6.11 It is your responsibility to ensure that any consortium member, sub-contractor and adviser abides by these Conditions of Tender.

Your Response should remain valid for acceptance for a minimum of 90 days from the date it is submitted.

Appendices

Evaluation Criteria

The following criteria will be used to decide the successful bidder:

- A first selection to identify those tenders that meet the selection requirements of the specification.
- The second selection evaluation criteria are weighted – this means they have different levels of importance.

Pre-Condition

It is a pre-condition that bidding organisations must have the financial and technical capability to deliver the contract. If the tendering organisations cannot demonstrate their capability to deliver the contract (e.g. registration of company, tax certification etc), they will not be considered.

Selection process:

1 First Selection

Tenders will be selected against the following requirements:

- proven capability to align stakeholders through a facilitated group discussion or similar project,
- sufficient knowledge on the WELMEC context to facilitate a group discussion on strategy,
- sufficient knowledge and affinity on strategy development processes.

2 Second Selection

Tenders will be marked out of 100 points. Quality and price will be evaluated to determine which bid offers the best choice.

Out of 100 points:

- 50 points for how well the content of proposal meets (or even exceeds) the tender requirements,
- 30 points for tender price,
- 20 points for technical capability (having the right experience and organisational arrangements to deliver the contract with necessary policies and procedures in place).

Statement of Requirements

To facilitate the production of an updated 5+ year Strategy Document by WELMEC by 15 March 2014 so that it may be submitted to the WELMEC Committee Meeting in May 2014.

As part of the bid, tendering organisations may wish to consider the following activities.

Objective: The production of a WELMEC strategy ready to be submitted to the WELMEC committee at the May 2014 meeting; which addresses at least:

- a 5+ year outlook,
- an aligned update on mission – vision – positioning / goals – initiatives,
- answers to a thorough set of upcoming challenges and opportunities,
- key fundamental challenges,
- clear, SMART initiatives to put the strategy into action.

Context:

WELMEC formulated a strategy in 2010. Although a large part of this strategy is still valid, the WELMEC committee members have requested an update of the strategy with a longer time span than 3 years.

The update should address up-coming trends/challenges such as:

- the commercialisation of notified bodies participating, market surveillance authorities and budget cuts at governments, leading to less time available for 'unpaid' activities,
- growing importance of social media,
- consequences of new European rules concerning market surveillance.

Next to upcoming challenges, there are fundamental questions that need to be addressed:

- How to strengthen the image of WELMEC in order to avoid confusion about who it represents.
- Is the present WELMEC scope still valid or should WELMEC extend its activity to non-harmonised areas (taking account of the common European legislation on mutual recognition and experiences with initiation of further harmonisation projects other than in the case of internal market failure or difficulties)?

- How to engage a larger proportion of group members to actively participate in meetings, rather than the current situation where discussions are led by a minority of active members?
- What ICT solutions could facilitate WELMEC and its activities?

The update of the WELMEC strategy is to be presented for discussion and approval to the WELMEC Committee, during the annual committee meeting in May 2014.

Decision maker / Stakeholders

The ultimate decision maker to approve the strategy is the **WELMEC Committee**, the central controlling and decision-taking forum in the cooperation. The WELMEC Committee is represented by the **Strategy Group** in the strategy update. This is a task force formed by the WELMEC Chairperson (Anneke van Spronssen, the Netherlands), and Committee members: Richard Sanders (UK), Tuomo Valkeapää (FI), Ulrike Fuchs (AT), Corinne Lagauterie (FR), Mairéad Buckley (IE), Gregor Dudle (CH).

Key stakeholders to WELMEC should be given the opportunity to give input for the WELMEC strategy discussion before the workshop. In particular, industry associations (CECIP, CECOD, AQUA, EUROHEAT, EURELECTRIC, EUROPAMA, FACOGAZ, MARCOGAZ, MAT MEASURES), NoBoMet and Euramet.

Potential issues to be addressed in the approach

The approach to getting a strategy update approved, should address a couple of key issues:

- Getting to consensus in the strategy group within a short time frame taking into account the limited availability of the Strategy Group Members and their varying backgrounds.
- Advising alternative methods to get the Committee Members to adopt and embrace the updated Strategy.

Hypothesis on the approach

To give guidance to the tendering party on the expectations of the Strategy Group to the scope and process of the engagement, we provide a hypothesis on the outline of the engagement but alternative approaches are most welcomed.

The hypothesis is:

- 2 days workshop preparation
 - WELMEC will organise the facilities and logistics

- 2 days workshop facilitation (location convenient to Strategy Group and using the English language)
- 1 day write up of the workshop discussions
 - Quick circulation of the write up for comments by the Strategy Group members
- 1 week formulation of the updated strategy into a suitable Microsoft Office document
 - Circulation of the strategy document to the Strategy Group members
- 1 day updating of the document based on received comments
 - WELMEC realised comments might be more numerous than anticipated. If more time than 1 day is needed, WELMEC can decide to finalize the document themselves, or extend the engagement on a 'by the hour' basis.

The Tendering Organisation must respect the confidentiality requirements of the organisations whose opinions are sought. The organisations should be allowed to request that their comments must be kept confidential - if this is what they require. Pricing can be in either the local currency unit or Euro and should include all added taxes.

Bids should be clearly marked 'Tender for facilitating a process to update the WELMEC Strategy' and must be received by the WELMEC Secretariat no later than 18.00 hours (Dutch local time) on 15 September 2013.

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