



## **COMMUNICATION SERVICE**

**Open call for tender aimed at selecting the provider  
of strategic repositioning for the European  
University Institute's communication and identity**

**Ref: OP/EUI/COMM/2025/001**

**YEAR 2025**

## Contents

<b>CHAPTER I – SCOPE AND DESCRIPTION OF THE PROCUREMENT PROCEDURE.....</b>	<b>4</b>
Article 1. Definitions.....	4
Article 2. Contracting authority .....	4
Article 3. Subject .....	4
Article 4. Conditions for participation to tender.....	5
Article 5. Joint Tenders.....	6
Article 6. Subcontracting .....	6
<b>CHAPTER II – TECHNICAL SPECIFICATIONS .....</b>	<b>6</b>
Article 7. Description of the technical specifications .....	6
Article 7.1 Introduction.....	6
Article 7.2 Rebranding.....	6
Article 7.2.1 Research, workshop preparation and execution .....	6
Article 7.2.2 Partial rebranding .....	7
Article 7.3 Strategic recommendations.....	7
Article 7.3.1 Social media.....	7
Article 7.3.2 Research communication and media relations.....	7
Article 7.3.3 Recognition and profile.....	7
Article 7.4 Additional services .....	8
Article 7.4.1 Photography .....	8
Article 7.4.2 Wireframes/visual guidelines EUI website.....	8
Article 7.4.3 Art direction after completion of visual identity update .....	8
<b>CHAPTER III – EVALUATION AND AWARD CRITERIA.....</b>	<b>8</b>
Article 8. Exclusion criteria .....	9
Article 9. Selection criteria.....	10

Article 10. Award criteria .....	11
----------------------------------	----

<b>CHAPTER IV - FINAL PROVISIONS .....</b>	<b>14</b>
--	-----------

Article 11. Requirements for the signature of the contract.....	14
---	----

Article 12. Contract management.....	14
--------------------------------------	----

Article 13. List of tender documents .....	14
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## CHAPTER I – SCOPE AND DESCRIPTION OF THE PROCUREMENT PROCEDURE

### Article 1. Definitions

‘candidate’ means an economic operator that has sought an invitation;

‘contract’ means a public contract awarded by the EUI for the procurement of services/supply;

‘contractor’ means to the successful tenderer awarded with the contract;

‘economic operator’ can refer to a ‘work contractor’, ‘supplier’, or ‘service provider’ and means any natural or legal person or public entity or group of such persons and/or entities which offers the execution of works, the supply of products or the provision of services on the market;

‘EUI’ or ‘the Institute’ means the European University Institute, which is the contracting authority entrusting the services that are the subject of these tender specifications to the contractor;

‘joint tenders’ means a situation where a *tender* is submitted by a group (with or without legal form) of economic operators regardless of the link they have between them. The group as a whole is considered a *tenderer*;

‘subcontracting’ means the situation where the *contractor* enters into legal commitments with other *economic operators* which will perform part of the *contract* on its behalf. The *contractor* retains full liability towards the *EUI* for performance of the *contract* as a whole;

‘tender’ / ‘offer’ defines the terms upon which the supplier is willing to be bound, which normally include price, date of delivery, payment terms and a description of the services/supplies/works;

‘tenderer’ means an economic operator that has submitted a tender;

‘tender specifications (TS)’ means any documents describing the needs and requirements of the EUI for the purposes of the relevant tender.

### Article 2. Contracting authority

This procurement procedure is launched and managed by the **EUI**, that is the contracting authority for the purposes of this procurement procedure, through the **Communication Service**.

### Article 3. Subject

<b>Subject of the contract</b>	The subject of this procurement procedure is the <b>selection of the provider of strategic repositioning for the European University Institute’s communication and identity</b> .
<b>Lots</b>	This procurement procedure is <b>not divided into lots</b> .
<b>Type of contract</b>	The procedure will result in the conclusion of a <b>service contract</b> . <i>Tenderers</i> need to take full account of the provisions of the draft <i>contract</i> as the latter will define and govern the contractual relationship to be established between the <i>EUI</i> and the <i>contractor</i> .

<b>Duration of the contract</b>	The <i>contract</i> to be awarded shall have a duration of <b>2 (two) years</b> . The details of the initial <i>contract</i> duration and possible renewals are set out in Article I.2 of the draft <i>contract</i> .
<b>Estimated value of the contract</b>	<p>The estimated value of the <i>contract</i> to be awarded for the whole duration of 2 (two) years is <b>€140.000,00</b> (one hundred forty thousand/00), <b>VAT excluded</b>, composed as follows:</p> <ol style="list-style-type: none"> <li><u>Fixed costs to be corresponded to the contractor upon the provision of the requested services listed below:</u> <ul style="list-style-type: none"> <li><b>Rebranding: €70.000,00</b> (seventy thousand/00), VAT excluded, as described in Article 7.2 of these Tender Specifications.</li> <li><b>Strategic recommendations: €25.000,00</b> (twenty-five thousand/00), VAT excluded, as described in Article 7.3 of these Tender Specifications.</li> </ul> </li> <li><u>Variable costs, conditional to the successful completion of the services concerning Rebranding and Strategic recommendations and upon explicit request for their provision in writing by the EUI:</u> <ul style="list-style-type: none"> <li><b>Additional services: €45.000,00</b> (forty-five thousand/00), VAT excluded, as described in Article 7.4 of these Tender Specifications.</li> </ul> </li> </ol> <p>Additional services may be requested only upon written agreement of the parties following the successful completion of the services described in Articles 7.2 and 7.3 of these Tender Specifications (fixed costs).</p> <p>The above-mentioned value of the additional services is just an estimate, and it may change according to the contingent needs of the EUI, therefore there is no commitment as to the exact volumes of the services to be ordered.</p> <p>The actual value of the additional services will depend on the type and volume of the services that will be explicitly requested in writing to the contractor by the EUI.</p> <p>The <i>EUI</i> may procure additional services from the <i>contractor</i> until the expiration of the contract awarded up to a maximum of 50% of the initial contract value.</p>
<b>Place of performance</b>	The services will be undertaken at the <b><i>EUI's</i> premises and/or at the contractor's premises</b> .

#### Article 4. Conditions for participation to tender

If you are interested in this *contract*, you should submit a *tender* in one of the official languages of the European Union (with preference for the use of English) provided you comply with the conditions for participation to tenders as set out in Article 3.4 of President's Decision n. 76/2023 of 20 December 2023 implementing title V concerning procurement of the EUI's Financial Rules (Public Procurement Regulation), available for consultation at: <https://www.eui.eu/en/public/about/procurement/tenders-regulatory-framework>.

## Article 5. Joint Tenders

Joint tenders are not allowed for this procurement procedure.

## Article 6. Subcontracting

Subcontracting is not allowed for this procurement procedure.

# CHAPTER II – TECHNICAL SPECIFICATIONS

## Article 7. Description of the technical specifications

### Article 7.1 Introduction

In 2024, the European University Institute (EUI) developed a new [Vision Paper](#). In 2025, a full-blown strategy for 2025-2030 will follow, outlining how to bring the vision to life. One of the three main dimensions of the vision for a future EUI is outreach and communication: how to communicate our work effectively beyond the confines of academia. This dimension is closely related to the two other core dimensions: maintaining excellence in research, teaching, and training, and co-creating knowledge that gives orientation to institutions and society at large.

The EUI wants to be connected to societies, contribute to new knowledge and reflection on real-world problems, making better use of research output as a basis for having meaningful conversations with a broad array of actors in politics and society. This includes reaching out to non-academic audiences and broadening engagement via traditional and new media, which requires a specific tone of voice. The EUI's current brand positioning insufficiently captures this ambition. The selected agency will develop an updated branding, look-and-feel and conceptual communication approach which is more in line with the EUI's new strategy of actively addressing the pressing political and societal challenges of our times through innovative formats of research, co-creation and dissemination of knowledge

The services that are the subject of this procurement procedure, including any minimum requirements, are described in detail below.

➤ Please take note that, as indicated in Article 3. Subject, estimated value of the contract, of these Tender Specifications, **the contract will be performed in two steps**:

1. **First step**: performance of **Rebranding** (please see Article 7.2) and **Strategic recommendations** (please see Article 7.3) **upon signature of the contract**.
2. **Second step (conditional): Additional services** (please see Article 7.4) to be performed by the contractor **only upon successful completion of the services included in the first step and upon explicit and upon explicit request for their provision in writing by the EUI**.

May the Additional services be performed by the contractor without following the above-mentioned directions from point 2, the EUI will not be bound to pay their costs.

## Article 7.2 Rebranding

### Article 7.2.1 Research, workshop preparation and execution

The contractor will organize a workshop with a group of EUI staff members on target audience, positioning, values, value propositions, key messages, touchpoints, brand personality and visual mood boards. This work will be based on the outcome of an extensive vision and strategy exercise performed at the EUI between summer 2024 and winter 2025, which will result in an updated vision and mission statement and strategy 2025-2030.

The workshop will take place at the EUI in Florence (Italy), with the possibility of some participants joining remotely.

### **Article 7.2.2 Partial rebranding**

Based on the new Vision Paper, collected feedback during the workshop and further material provided by the EUI, the development of an updated EUI visual identity that better reflects the updated vision and strategy of the EU: Emphasis will be on European added value and the meaningful interaction between EUI research and society. It is anticipated that the updated identity be built around the current EUI logo (renewed in 2020-2021).

The updated branding confirms and, where needed, clarifies the relationship between the central EUI brand and sub-brands of its [academic units](#) (and programmes within those units, where applicable). [See current EUI identity](#).

Concrete deliverables: key messages, tone of voice, final look and feel (colour palette, fonts, photographic style, graphic elements style).

In the development phase different visual identity alternatives will be proposed to the EUI and the offer should include at least two additional iterations after EUI feedback on the first proposal.

A brand guidelines manual and a set of concrete applications of the new visual identity (e.g. letterhead, brochure, social media post, event banner, business cards) should be included. The art files of these applications will be shared with the EUI.

## **Article 7.3 Strategic recommendations**

### **Article 7.3.1 Social media**

Assessment of the current social media channels and content; identification of formats that help grow followership and engagement within the defined target audiences. Guidelines for social media activities for the Institute and its individual members on different levels.

### **Article 7.3.2 Research communication and media relations**

Strategy to significantly strengthen and broaden the dissemination of the EUI's research output beyond academic journals and events without compromising academic rigor. Concept for the formation of alliances with (traditional and new) media outlets and exploration of new formats for public conversations that involve voices from all parts of society, including activists and artists from multiple geographies. Strategies and support mechanisms to guide and support EUI members, including faculty and researchers, when engaging on social media.

### **Article 7.3.3 Recognition and profile**

Assessment of the current dissemination of the EUI's research, topical knowledge and expertise, including the State of the Union conference; proposals for umbrella campaigns/products and flagship communication formats/outputs/events. The goal should be

to focus the overall communication on less, but highly recognisable initiatives that help significantly improve brand recognition and profile.

## **Article 7.4 Additional services**

### **Article 7.4.1 Photography**

Provision of 10 sets of high-quality photography on themes (examples: climate change, migration, Europe's role in the world, tbd.) and disciplines (Economics, Law, Political Sciences, History and Civilization, Robert Schuman Centre - RSC, Florence School of Transnational Governance - STG) for the use on the institutional website, social media, and publications.

### **Article 7.4.2 Wireframes/visual guidelines EUI website**

Develop wireframes and visual guidelines aligned with the updated identity for the EUI web system, providing creative input and recommendations for responsive static graphic elements and content frameworks, compliant with accessibility standards and provided libraries, to be iteratively refined into mockups and UI elements by the EUI Web team.

### **Article 7.4.3 Art direction after completion of visual identity update**

At least 20 hours of a senior art director should be included in the offer to provide feedback on the application of the new visual identity on the new EUI website and other communication assets.

The timeline for the realisation of the above services, upon signature of the contract to be awarded, is April – October 2025. Additional tasks may be required within the expiration of the contract.

As part of the overall strategy exercise, the EUI's brand and communications strategy will align with the new ambition as a prerequisite for significantly raising the public profile in the coming years and contributing to realising the EUI's new vision and strategy.

## **CHAPTER III – EVALUATION AND AWARD CRITERIA**

The evaluation of the *tenders* that comply with the submission conditions will consist of the following elements:

- Check if the *tenderer* has access to procurement (see Article 4);
- Verification of administrative compliance (if the *tender* is drawn up in one of the official EU languages and signed by duly authorised legal representative(-s) of the *tenderer*);
- Verification of non-exclusion of *tenderers* on the basis of the exclusion criteria;
- Selection of *tenderers* on the basis of selection criteria;
- Verification of compliance with the minimum requirements defined in the tender specifications;
- Evaluation of *tenders* on the basis of the award criteria.

The *EUI* will evaluate the abovementioned elements in the order that it considers to be the most appropriate. If the evaluation of one or more elements demonstrates that there are grounds for rejection, the *tender* will be rejected and will not be subjected to further full



evaluation. The unsuccessful *tenderers* will be informed of the ground for rejection without being given feedback on the non-assessed content of their *tenders*. Only *tenderer(s)* for whom the verification of all elements did not reveal grounds for rejection can be awarded the *contract*.

The evaluation will be based on the information and evidence contained in the *tenders* and, if applicable, on additional information and evidence provided at the request of the *EUI* during the procedure. If any of the declarations or information provided proves to be false, the *EUI* may impose administrative sanctions (exclusion or financial penalties) on the entity providing the false declarations/information.

For the purposes of the evaluation related to exclusion and selection criteria the *EUI* may also refer to publicly available information, in particular evidence that it can access on a national database free of charge.

## **Article 8. Exclusion criteria**

The *tenderer* must not be in one of the exclusion situations listed below:

- a. is 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. has been convicted of an offence concerning their grave professional conduct by a final judgment of a competent judicial authority or administrative decision or decisions of international organisations;
- c. is not in compliance with the 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 Italy being the country of establishment of the *EUI* or those of the country where the contract is to be performed. This breach needs to have been established by a judgment or administrative decision having final and binding effect in accordance with the legal provisions of the country in which the economic operator is established or of those of Italy being the country of establishment of the *EUI*;
- d. has been the subject of a final judgment for fraud, corruption, involvement in a criminal organisation, money laundering, terrorist-related offences, child labour or other forms of trafficking in human beings or any other illegal activity, where such illegal activity is detrimental to the *EUI*'s financial interests;
- e. has been in serious breach of a contract financed by the *EUI* or have been the subject of an offense of serious irregularity established by a final judgment of a competent judicial authority or administrative decision;
- f. is subject to an administrative penalty for being guilty of grave professional misconduct, or of having made substantial errors or committed irregularities or fraud or have been declared to be in breach of their obligations under contracts covered by the *EUI*'s budget (Article 41 of the *EUI*'s Public Procurement Regulation ([President's Decision No.76/2023 of 20<sup>th</sup> December 2023](#))).

In addition to the above, *contracts* cannot be awarded to a *tenderer* who, during the procurement procedure, is proven to be:

- g. subject to a conflict of interest in connection with the *contract* which cannot be effectively remedied by other less intrusive measures;
- h. guilty of misrepresentation in supplying the information required by the *EUI* as a condition of participation in the *contract* procedure or fail to supply this information.

**Evidence requested:**

The *tenderer* must certify that it is not in one of the exclusion situations by providing in the *tender* a signed and dated Declaration on Honour available in Annex II A. In case of a consortium/*joint tender* or in case of subcontracting, such declaration on honour should be included in the offer for each member of the *joint tender*/consortium and for each identified *subcontractor*.

In addition, the successful *tenderer* shall provide, within 15 days following notification of award and preceding the signature of the *contract*, the following documentary proofs to confirm the declaration referred to above:

- for points (a), (b), (d) and (e): a recent extract from the judicial record of the legal representative of the *economic operator* that submitted the *tender* or, failing that, an equivalent document recently issued by a judicial or administrative authority in the country of origin or provenance showing that those requirements are satisfied;
- for the situation described in point (c) 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 the paragraph 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.

The *EUI* reserves the right to verify the information and to request further supporting evidence prior to the signature of the *contract*.

In the event that the successful *tenderer* does not promptly execute the fulfilment of the above, fails to present all documentation requested or does not provide proof of possession of all requirements declared in the *tender*, as well as if any checks reveal failure of compliance with the declarations submitted during the tendering period, the *EUI* reserves the right to declare a compliance failure and to award the procedure to the following *tenderer* in the list or to launch a new procurement procedure.

**Article 9. Selection criteria****General requirements:**

The *tenderer* must have the following minimum requirements to perform the *contract*:

- a) being compliant with obligations relating to the payment of social security contributions for workers, according to the current legislation, and application of employment conditions envisaged in the sector's national collective labour agreement;
- b) being compliant with the current labour laws and regulations;
- c) being compliant with the current health and safety laws and regulations;
- d) being compliant with the current environmental laws and regulations;

**Economic and financial capacity:**

- e) being in a stable financial position (financial viability) → possession of 1 (one) bank reference issued by major banks or authorised dated after the invitation to the present invitation letter, in which it is shown that the *economic operator* has always met its

commitments with regularity and punctuality and to be in possession of the economic and financial capacity to perform the services forming the subject of the *tender*;

- f) having a professional risk indemnity insurance;
- g) having generated a minimum annual turnover in the last 3 financial years for which accounts have been closed of at least €75.000,00 (seventy-five thousand/00);

**Technical and professional requirements:**

- h) being authorised to perform the *contract* under national law, as evidenced indicatively by inclusion in a trade or professional register, or a sworn declaration or certificate, membership of a specific organisation, or entry in the value added tax (hereinafter ‘VAT’) register.

❖ **Evidence to be submitted with the tender as part of Envelope n.1 – Administrative Documents (please, for more details on the submission process, see point 3 of the letter of invitation to tender):**

- a signed and dated Declaration on Honour available in Annex II A;
- 1 (one) bank reference;
- a copy of the professional risk indemnity insurance;
- evidence that the *tenderer* is included in a trade or professional register and entry in the value added tax register.

The *EUI* reserves the right to perform sample checks in order to verify the accuracy of the statements submitted by *tenderers*.

*Tenderers* that are not compliant with the applicable minimum requirements shall be rejected.

**Article 10. Award criteria**

Only the *tenders* submitted by *tenderers* meeting the requirements of the exclusion and selection criteria will be evaluated in terms of quality and price. The *contract* shall be awarded according to the “**most economically advantageous tender**” criterion following the assessment of the best quality/price ratio made by the competent evaluation committee which will assign a score to each *tender* to a maximum of 100 points, based on the following parameters:

MAXIMUM SCORE	
Technical and quality evaluation	70/100
Financial evaluation (price)	30/100

The total score of the *tender* shall be the sum of the technical and financial score obtained.

The *tenderer* obtaining the highest overall score shall be awarded with the *contract*.

**A - Allocation of points for technical and quality evaluation criteria**

To each criterion will be assigned a certain weight, with the maximum amount being equal to 60 points, which, multiplied by the coefficient of quality assigned at the discretion of the evaluation committee (between 0 and 1, as shown in Table II), will determine the score assigned to each *tender*, as indicated in the following Table I.

**The *tenderer* shall submit its technical offer providing a description of how it proposes to perform the required services, taking into consideration the directions included in the award criteria outlined below in Table I.**

TABLE I				
DESCRIPTION		MINIMUM SCORE	MAXIMUM SCORE	
A1	Detailed description of the methodology, work plan and creative approach proposed for performing the services requested in Article 7 of these Tender Specifications.  <u>Please be aware that the description of the methodology, work plan and creative approach should be presented in a Word document (incl. illustrations if needed) not exceeding 10 pages.</u>		40	
	A1.1	Proposed methodology and work plan  <u>Please include in the technical offer a general outline of the proposed methodology to develop the rebranding</u>	6	10
	A1.2	Proposed strategic and creative approach  <u>Please include in the technical offer the first conceptual ideas on the EUI's branding proposition and the strategic communications approach</u>	24	30
A2	Tenderer's experience with undertaking similar services to the ones requested in Article 7 of these Tender Specifications.  <u>Please include in the technical offer 3 projects concerning rebranding and strategy development already performed for other clients, especially for international organizations and/or universities.</u>  Please be aware that a maximum of 5 points will be assigned to each of the above-mentioned projects and that no minimum score is applicable to this criterion.		N/A	15
A3	Qualifications and experience of the team proposed to provide the services requested in Article 7 of these Tender Specifications.  <u>Please include in the technical offer the following CVs:</u> <ul style="list-style-type: none"><li><u>one CV for Team Leader</u></li><li><u>one CV for Designer/Art Director</u></li><li><u>up to maximum five CVs for other members of the team proposed for realizing and implementing the services requested</u></li></ul> Please be aware that no minimum score is applicable to this criterion.			15
	A3.1	Project Leader	N/A	5
	A3.2	Designer/Art Director	N/A	5

<b>A3.3</b>	<b>Other members of the team proposed</b>	<b>N/A</b>	<b>5</b>
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The **tender** will be evaluated against each of the technical and quality criteria and sub-criteria indicated in Table I and **will have to reach the minimum score set up for each criterion and sub-criterion, unless it is not applicable (N/A) and obtain a total minimum score for technical and quality criteria of 47/70. Tenders who fail to achieve the minimum score set up for each technical and quality criteria and sub-criteria indicated in Table I and fail to obtain a total score of 47/70 shall not proceed to the point of assessment for the financial offer.**

In the case of award, the entire technical offer shall complete the tender specifications and shall form part of the contract.

It should be noted that the coefficients of quality will be attributed on the basis as set out in Table II:

TABLE II		
EVALUATION	JUDGMENT	COEFFICIENT
GREAT	Well-structured technical <i>offer</i> that develops the requested project in a clear, precise, and in-depth manner, adding additional value in respect to the expectations of the <i>EUI</i> .	1.00
GOOD	Well-structured technical <i>offer</i> that develops the requested project in a clear, precise, and in-depth manner, NOT adding additional value in respect to the expectations of the <i>EUI</i> .	0.80
ADEQUATE	Suitable technical <i>offer</i> that develops the topic with no particular insights.	0.60
SUFFICIENT	Acceptable technical <i>offer</i> in line with the contracting authority's expectations.	0.40
LOW	Mediocre project that is but poorly structured and not sufficiently developed.	0.20
INSUFFICIENT	Generic and inadequately developed technical offer.	0.00

### **B - Allocation of points for financial evaluation criteria**

The maximum points available for the price (P) are 30 points which shall be assigned to the *tender* proposing the best price for each financial aspect to be evaluated ( $P = P1 + P2$ ), in accordance with the formulas reported below.

The other *tenders* shall be given scores (rounded to two decimal places, if necessary) proportional to the ratio between the best price offered and that offered by each *tenderer*.

$P1 = 25 \times \frac{\text{Best price offered for P1}}{\text{Price offered for P1}}$
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$P2 = 5 \times \frac{\text{Best price offered for P2}}{\text{Price offered for P2}}$
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**P1** = points assigned to the *tender* for the **price offered for undertaking the services concerning Rebranding and Strategic recommendations** as, respectively, described in **Article 7.2 and 7.3 of Annex I – Tender Specifications**.

**P2** = points assigned to the *tender* for the **price offered for undertaking the services concerning Additional services** as described in **Article 7.4 of Annex I – Tender Specifications**.

The price considered for the evaluation will be the total price of the *tender* ( $P = P1 + P2$ ), covering all the requirements set out in these *tender specifications*.

**The *tenderer* shall submit a financial offer using exclusively the form Annex II B.**

## CHAPTER IV - FINAL PROVISIONS

### Article 11. Requirements for the signature of the contract

The successful tenderer, within the date to be communicated by the EUI, must submit the following documents before the signature of the contract:

- a copy of the full criminal record of the legal representative of the successful tenderer;
- the non-disclosure agreement related to the protection of personal data as provided for by the applicable rules of the [EUI Data Protection Policy](#), that will be provided in due time by the EUI to the successful tenderer.

Please be aware that any employee of the successful tenderer who is involved in the implementation of the contract with the EUI must return to the contracting authority such agreement duly filled and signed.

Please note that should the successful tenderer fail to submit the documents outlined above in due time or, upon testing, is found not to be in compliance with the declarations submitted in the tender, the EUI reserves the right to award the contract to the following tenderer in the ranking or to launch a new call for tender.

### Article 12. Contract management

For the *EUI*, the reference person(s) for the *contract* management is/are the following:

- the Director of the Communication Service.

### Article 13. List of tender documents

The tender documents of the present procurement procedure are composed of the draft contract, the invitation letter, these *tender specifications* - TS (Annex I) and the contractor's *tender* (Annex II), including the following annexes:

- Annex II A – Declaration on honour;
- Annex II B – Financial *offer*.