



## Terms of Reference

### EMP 101.101 – Polos de Competitividad (Competitive Clusters)

#### 1. INTRODUCTION

The EU-LAC Foundation and the Ibero-American General Secretariat (SEGIB) are launching a call for proposals for the conclusion of a contract for the provision of expertise for the above-mentioned activity.

#### 2. BACKGROUND

##### The EU-LAC Foundation

The EU-LAC Foundation has 62 members: the 33 states of Latin America and the Caribbean, the 28 Member States of the European Union, and the European Union itself. The objectives of the Foundation are a) contribute to the strengthening of the CELAC-EU bi-regional partnership process involving participation and inputs of civil society and other social actors; b) encourage further mutual knowledge and understanding between both regions; c) enhance the mutual visibility between both regions, as well as of the bi-regional partnership itself. The EU-LAC Foundation's permanent offices are located in Hamburg, Germany.

##### Ibero-American General Secretariat

The Ibero-American General Secretariat is an international organisation for 22 countries that make up the Ibero-American community: the 19 Spanish- and Portuguese-speaking countries in Latin America and those of the Iberian Peninsula, Spain, Portugal and Andorra. SEGIB supports the organisation of the Ibero-American Summits of Heads of State and Government, implements its mandates and drives Ibero-American Cooperation in the areas of knowledge, social cohesion and culture.

##### Ecosistemas y Polos de Competitividad (Competitive Clusters and Ecosystems)

The EU, Latin America and the Caribbean share long-lasting economic links and cooperation. Numerous trade or association agreements link the two regions, as well as a stock of European investments that is bigger than those accumulated in China, India and Russia together. Many cooperation programmes have allowed a variety of players to engage with each other, ranging from students to SMEs.

In spite of this, both regions are facing the similar challenge of a shrinking relative position in the global GDP due to a loss of competitiveness particularly vis-à-vis the USA or China.

The reasons for this declining position are multiple and vary from one region to the other. Nevertheless, studies such as those published by ECLAC<sup>1</sup> and the EU-LAC Foundation<sup>2</sup> in

<sup>1</sup> The European Union and Latin America and the Caribbean in the new economic and social context <http://www.cepal.org/en/publicaciones/la-union-europea-y-america-latina-y-el-caribe-ante-la-nueva-coyuntura-economica-y> , see also The European Union and Latin America and the Caribbean vis-à-vis the 2030 Agenda for Sustainable Development <https://eulacfoundation.org/en/documents/european-union-and-latin-america-and-caribbean-vis-%C3%A0-vis-2030-agenda-sustainable>

<sup>2</sup> CELAC-EU, Reinforcing Production Cooperation & Dialogue Spaces: the role of SMEs <http://eulacfoundation.org/en/documents/celac-eu-reinforcing-production-cooperation-dialogue-spaces-role-smes>



2015 and 2016 point at low productivity, limited innovation and a lack of internationalization, especially for SMEs, as key factors. Other reasons may be the high dependency of Latin American and Caribbean economies on commodities, and an enduring aftermath of the 2008 crisis in the EU.

Both regions also possess great and complementary assets and many exceptions exist where resilience and innovation drive the economy towards interesting prospects: *multilatinas* companies operate at global level; decentralised cooperation is thriving; actors of the European Industry Revival show interest for Latin America, where most countries have engaged in processes aiming at developing added value through more processing and service, at connecting their companies to international value chains.

However, while the aforementioned initiatives go in the direction of tightening the links between both regions and are numerous, they remain scattered and are operated by a series of actors, based on small scale / local priorities that are legitimate but fail to generate a more global impact. This is due in particular to a lack of coordination between activities that are not always put into perspective.

When observing the situation closer, subnational territories appear as the places where competitiveness actually develops. It happens through a series of linkages and interactions between actors: the local industries - or private sector - and their representative bodies; the local government and its various agencies; the knowledge providers (Universities, Research and Development laboratories); education and training centres.

Positive interaction between these actors is known to generate innovation and competitiveness: better and more companies, organised value chains, more and better jobs, attractive and inclusive territories with wider connections and influence.

For both the EU and LAC regions it is understood, and it has also been expressed in the bi-regional summits, that increasing competitiveness and innovation is required to promote social inclusion, offer more and better jobs, particularly to their youth and guarantee their place in today's globalized world.

From an EU-LAC bi-regional perspective it is important to observe and analyse these parameters and how they currently apply, in order to try to determine how to foster joint development and joint value chains that would be internationally competitive by linking already competitive territories and by favouring the emergence of new competitive territories through the dissemination of models and multilateral cooperation.

This question of joint competitiveness is where the EU-LAC Foundation and SEGIB are seeking to bring their contribution.

Since 2014 the EU-LAC Foundation launched its Polos de Competitividad/Competitive Clusters initiative with the objective of identifying, analysing and putting into perspective the conditions for territorial competitiveness as a basis for the reinforcement or emergence of bi-regional value chains inclusive of more SMEs. Among the factors that are being analysed is the nature of the interaction between the aforementioned actors when it produces positive

<sup>3</sup> <http://www.elpais.com.uy/economia-y-mercado/multilatinas-continuan-creciendo-desafian-multinacionales.html> and [http://www.revistasice.com/CachePDF/ICE\\_859\\_21-32\\_AB6E846F8E555C313551E3D3F54FCE10.pdf](http://www.revistasice.com/CachePDF/ICE_859_21-32_AB6E846F8E555C313551E3D3F54FCE10.pdf)

<sup>4</sup> <http://www.emiconference2014.regione.lombardia.it/background-documents/>

<sup>5</sup> Coopération décentralisée: relations bilatérales entre les collectivités locales d'Amérique latine et de l'Union européenne <http://mappemonde.mgm.fr/num17/articles/art08103.pdf>

<sup>6</sup> See, for example, points 47 and 48 [https://ec.europa.eu/research/iscp/pdf/policy/eu-celac\\_brussels\\_declaration\\_2015.pdf](https://ec.europa.eu/research/iscp/pdf/policy/eu-celac_brussels_declaration_2015.pdf)

<sup>7</sup> Polos de Competitividad is part of a wider set of Foundation activities linked to competitiveness and sustainability. They include geographical industrial mapping of Latin America; Professional and Vocational Training; Corporate Social Responsibility; and parameters of international competitiveness of SMEs.



effects, i.e. innovative, dynamic and inclusive territories that provide a reliable business and social environment. The concept of competitive districts or clusters is similar to the concepts of competitive eco-systems and complementary to the smart specialisation approach, which are also used by the Foundation and other actors.

The SEGIB has also been promoting the increase of productivity and competitiveness based on knowledge and its transformation into innovation, by fostering the interaction between the productive sector and the institutions and fields of transmission and generation of knowledge, in order to foster social cohesion in the region.

Both institutions have also promoted the strengthening of the capacities of SMEs in the region; as well as public policies and initiatives aimed at promoting SME competitiveness and internationalization.

The aim of the project is to bring together players of such territories so that they can exchange on their best practices and interact, in order to:

- Identify common positive parameters of competitive districts across the two regions;
- Identify “models” for these positive parameters. These models would not be closed and binding but rather take stock of the best examples – and therefore accept and value cultural differences – that can be inspiring for others;
- Trigger or reinforce cooperation between regions in order to progress together by integrating these models;
- Issues related to competitive clusters development and internationalisation in both regions, that could help to identify possible policies aimed to foster bi-regional collaboration

The direct result and medium term impact of the activity would be to contribute to:

- Illustrate common workable factors of joint economic development (based on concrete examples and actions, and from a bottom-up approach);
- Build a positive and trustworthy bi-regional business environment (recognised practices and rules + identified network of similar actors) that would encourage more vulnerable players - such as SMEs or cooperatives - to engage with the “other” region;
- Identify and link innovative trends that would reinforce and add dynamics to existing sectors and favour the generation of new or future value chains;

Some key criteria in terms of good practice may be those linked to territorial impact and incidence, adaptability, replicability and financial autonomy.

From April 2014 to June 2015 a first group of practitioners from both regions<sup>8</sup> formed a working group that identified key clusters from their respective regions/ countries, produced a first series of reflections through enquiries and gathered in Hamburg in April 2015 to share experiences. Their best practices, analyses and recommendations were captured in a report setting potential steps for further territory-to-territory cooperation<sup>9</sup>. *Polos* was implemented with the Strategic Partner Lombardy Region of Italy and in cooperation with the EC mechanisms for the support of clusters, amongst them the European Secretariat for Cluster Analysis (ESCA). A delegation of Latin American and Caribbean clusters later took part in the B2B event organised as a side event of the World Expo in Milan in June 2015, in the framework of the EU-CELAC Business Summit.

<sup>8</sup> Initially 10 countries in Latin America: Argentina, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, Mexico, Peru and Uruguay; and 8 regions in Europe: Hamburg (Germany), Cataluña and Galicia (Spain), Emilia-Romagna, Lombardy and Toscana (Italy), Flanders (Belgium), and Latvia

<sup>9</sup> See report: <http://polos.eulacfoundation.org/system/files/Competitive%20and%20international%20territories.pdf>



In parallel to the Polos activity, the EU-LAC Foundation has undertaken a series of activities, also linked to competitiveness and sustainability of the bi-regional economic relationship.

These activities of the Foundation can contribute to the work on Polos:

- work on Professional Training and VET, to point out at needs and potentiality in terms of trained workers and how a better adaptation between training and the needs of the private sector can generate higher social inclusion and more innovation.<sup>10</sup>
- work on Corporate Social Responsibility, that show how companies can gain in competitiveness through higher social, economic and environmentally sustainable behaviour.<sup>11</sup>
- work on competitive factors for internationalisation of SMEs.<sup>12</sup>
- production of an industrial geography of Latin America.

As part of this endeavour, the Foundation published the previously mentioned study on Competitiveness and SMEs, produced with CEPAL.

It is expected that after the initial start-up phase, those activities can start combining in order to reinforce dynamics and produce more impact. It is therefore desirable that elements of other working lines are integrated in the work of Ecosistemas / Polos (e.g. the tendency of implementing regional innovation strategies in Latin America and the Caribbean, based on the smart specialisation concept currently implemented in EU). This may - in turn - require that more external partners be integrated in the process.

### **The Ibero-American Knowledge Area**

An additional area of convergence with great interest for the promotion of competitiveness and innovation at bi-regional level is the Ibero-American Knowledge Area (EIC). The creation of the EIC was agreed at the 15th Ibero-American Summit of Heads of State and Government held at Salamanca in 2005. The Salamanca Declaration provides that the EIC is *“geared towards fostering the changes needed in higher education, and structured around research, development and innovation, which are prerequisites for increasing productivity by ensuring that our populations have improved access to better quality goods and services, as well as for enhancing the competitiveness of our region at the international level”*.

The Ibero-American Knowledge Area is defined as a harmonious confluence of policies, instruments and actors focusing on higher education, science and innovation; the three cornerstones of the knowledge triangle. The Overall objective of this area is to promote quality, coverage and internationalization of higher education and promote research, development and innovation, which are prerequisites for improved access to better quality goods and services, thereby reducing asymmetries and inequalities as well as enhancing competitiveness”. This makes the EIC a space for dialogue, effective cooperation and interface between Higher Education and Science, Technology and Innovation systems in Ibero-American countries working to promote innovative and entrepreneurial activities, which contributes to the region’s social and economic development by fostering the generation, application and dissemination of knowledge, benefiting in particular the smaller and more vulnerable economies.

Since its creation in 2005, the EIC has made significant progress in building its institutions. The EIC Strategy and the agreements adopted by the Summit of Heads of State and

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<sup>10</sup> More information available at: <https://eulacfoundation.org/en/sustainability>

<sup>11</sup> See, for example, the study on CSR: <https://eulacfoundation.org/en/documents/corporate-social-responsibility-context-relations-between-european-union-and-community>

<sup>12</sup> More information on the work on SMEs and industrial geography available on this page: <https://eulacfoundation.org/en/competitiveness-and-innovation>



Government, in particular, the mandates of the 24th Summit at Veracruz (2014), are the basis for establishing its four strategic objectives<sup>13</sup>.

Among these, the fourth strategic objective aims at enhancing the productivity and competitiveness in the framework of the Ibero-American Knowledge Area. The expected result is to encourage interaction between the productive sector and institutions and areas of knowledge generation and transfer, building the mechanisms and processes needed to transform knowledge into innovation, and translating this innovation into intellectual property assets. It also seeks to encourage greater business involvement through relevant specialized bodies, including a SMME Forum and the Ibero-American Business Meeting.

The operational framework of action established in the framework of the Ibero-American Community is in line with the EU-LAC Foundation Competitive Districts project. Both initiatives are clearly aligned and present a very significant potential in terms of building complementarities and synergies.

### **Innovation**

In parallel to the work on competitiveness, the Foundation started to work on innovation, and it was soon established that the question of innovation strategies was central to both territorial competitiveness and to the bi-regional relationship. The Polos Working Group subsequently confirmed interest for Regional Innovation Strategies (RIS).

DG REGIO of the European Commission has been cooperating with Latin American and Caribbean countries in that field since 2011<sup>14</sup>. With the input of the EU-LAC Foundation, DG REGIO launched a study on RIS status and potential in the 9 countries covered by Polos. This study was subsequently published by the EU-LAC Foundation<sup>15</sup>.

This study presents the situation in the initial Polos countries in terms of Regional Innovation Strategies (RIS) and matches them with RIS in the EU, putting into perspective the asymmetry but also the numerous opportunities for collaboration that exist.

The Joint Research Centre of the European Commission has been working on the smart specialisation platform as a supportive instrument to promote cooperation among EU regions. As part of its current activities, there has been work to study the smart specialisation tendencies in Latin America and bring these experiences in a more structured way to cooperate. Collaboration channels leading to advice the implementation of smart specialisation and innovation strategies have taken place between the S3 Platform and authorities of Chile, Brazil and Peru. The S3 platform organised the policy dialogue: Smart Specialisation in EU and Chile, common challenges and opportunities (21st November 2016, Seville) which brought discussion related to the experiences of 5 Chilean Regions and the work of the S3 platform as a facilitator of S3 dynamics in EU. In addition, in September of 2016, S3 initiated a study on the implementation of the Smart Specialisation concept in six Latin American countries: Argentina, Brazil, Chile, Colombia, Mexico, and Peru. Results and main findings of this analysis were presented in March 2017, together with a presentation of

<sup>13</sup> The Ibero-American Cooperation Action Plan 2015-2018 (<https://issuu.com/segibpdf/docs/maqueta-pacci-2015-2018-trilingue-w?e=18375375/30146893>) establishes four strategic objectives in the framework of the Ibero-American Knowledge Area: 1) Develop and strengthen higher education, science, technology and innovation through academic mobility, preventing and mitigating the negative impact of brain drain; 2) Contribute to strengthening national Science, Technology and Innovation (STI) systems and regional cooperation instruments, such as the CYTED program, encourage research and increase production of relevant scientific and technological knowledge useful to society and enabling innovation; 3) Expand the job training opportunities of our youth; intra-enterprise mobility; mobility of senior management, professionals, research staff, and workers as well as mobility of entrepreneurs and investors; and 4) Enhance productivity and competitiveness in the framework of the Ibero-American Knowledge Area.

<sup>14</sup> [http://ec.europa.eu/regional\\_policy/en/policy/cooperation/international/latin-america/chile/](http://ec.europa.eu/regional_policy/en/policy/cooperation/international/latin-america/chile/)

<sup>15</sup> <http://eulacfoundation.org/en/documents/eu-latin-america-cooperation-regional-innovation-strategies-framework-regional-policy>



synergies between practitioners of smart specialisation in the European Union and Latin America, based on the three cooperation cases showcased at the event.<sup>16</sup>

It is expected that Innovation will become an active component of Polos in this second phase, the aforementioned study being one input for it.

### **3. SUBJECT OF THE CONTRACT:**

The purpose of the contract is to entrust to one expert or group of experts to provide services to the Foundation for the running of the POLOS activity.

### **4. DESCRIPTION OF THE ASSIGNMENT**

#### Global objective

To identify and support the generation of sustainable and socially responsible EU-LAC bi-regional value chains.

#### Specific objective(s)

Reinforce – based on the POLOS working group - an interactive network of bi-regional players in the field of competitiveness and innovation as defined and described in the background section above.

Support the production and dissemination of bi-regional knowledge on competitiveness and innovation as defined and described in the background section above in order to help both regions regain competitiveness on the global scene by generating more and better quality economic cooperation.

#### Requested services

Consulting services for:

A - Reactivation and reinforcement of the current working group through:

- Engaging with the working group on a regular basis to involve the members in two types of activities: i) interaction between participants and ii) production of content (see points B and C below), based but not exclusively on the proposals expressed by the working group at its meeting of April 2015 in Hamburg.
- The identification of key actors in these districts that would be ready to join the working group; These actors should be sought in the following two categories:
  - 1 – Institutions/Organisations (Development agencies, ministries, local governments, private sector organisations, research institutions)
  - 2 – Economic and research and development actors (Clusters or equivalents, Research organisations - public and private)

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<sup>16</sup> These case studies included cooperation between the Basque country (Spain) and Bogota (Colombia); Ostrobothnia region (Finland) and Aysen region (Chile); and Oporto region (Portugal) and Pernambuco state (Brazil). See: <http://s3platform.jrc.ec.europa.eu/-/launching-study-smart-specialisation-in-latin-america?inheritRedirect=true&redirect=%2F>.



- Facilitate matching process with platforms of reference for regional innovation such as the smart specialisation platform of the Joint Research Centre, European Commission; and the Ibero-American Knowledge Area .
- Propose elements of sustainability of this process, in terms of developing links with existing institutions and programmes.

#### B – Interaction between the participants of the working group:

- mapping of new potential actors (peers);
- pursuit of the work of the working group and integration of new members;
- exchange of information through the Internet platform;
- organization of collaborative thematic or sector working spaces;
- mutual training (exchange of good practices, webinars, study visits, etc.);
- development of cooperation towards joint RIS3 strategies;
- promotion of direct interaction and meetings (mapping of opportunities: existing programmes, specific meetings, bi-regional missions, B2B opportunities, interaction with the Smart Specialisation platform of the European Commission, European Cluster Cooperation Platform and Cluster Observatory, TCI Network - The Competitiveness Institute, etc.)
- support the organisation of a meeting/workshop on Competitiveness and Innovation including members of the working group and other key players of the bi-regional economic partnership;

#### C – Production of knowledge on bi-regional competitiveness and innovation through:

- the identification, mapping and analysis of interactions within competitive industrial districts in Latin America, the Caribbean and the European Union;
- the mapping and analysis of interactions and cooperation schemes between these districts in (EU-LAC, LAC-LAC and possibly LA-C);
- the drawing and dissemination, in liaison with the working group and other partners of the activity, of good practices and models of districts and cooperation between EU and LAC districts, that could be replicable in other EU-LAC countries and sectors;
- production of briefs/papers based on the interests expressed by the working group, which might include some of the following:
  - Foster entrepreneurship and technological and business innovation capabilities and coordination with knowledge institutions, aiming to improve provision of specialized work force and technology;
  - Promote vocational education and training linked with the needs of the competitive districts.
  - How to strengthen the institutional environment to create trust and cooperation among the actors involved, in order to assure sustainability
  - Strengthen regional policies for clusters development, and coordination with national policies.
  - Provide detailed information about international market opportunities according to sector profiles of regional clusters.
  - Insertion in global value chains and business alliances with potential international partners, new commercial channels



The list of activities above is a basis that can evolve based on progress made and interaction with the working group or external partners. Any modification will be discussed between the consultant, the EU-LAC Foundation and SEGIB.

The consultant is expected to work in close collaboration with the EU-LAC Foundation and SEGIB.

The consultant is expected to use and reinforce where possible, the available Internet-based platform.

A special effort will be made to involve in the activity those EU-LAC countries that do not yet have a strong historical link with the bi-regional association.

### Required outputs

An active working group of key actors engaging with each others, covering all or most of LAC and EU countries, based on the participation of sub national territories,

A dynamic list or database of selected competitive districts in LAC and the EU that can act as potential – or already acting as – counterparts in cooperation schemes, taking into account the work on bi-regional cooperation dialogue that has already been undertaken in this field by the European Commission (DG REGIO, DG RTD and JRC).

An annual meeting / workshop, based on the working group and other key players of the bi-regional economic partnership,

Four briefs on themes linked to the matter: good practices and models of competitive districts, EU-LAC cooperation schemes between districts that can be replicated in more countries, than those covered by this survey. These briefs may be published by the EU-LAC Foundation and the SEGIB.

### Methodology

Candidates are requested to include in their offer a work methodology for this assignment.

A detailed work program shall be submitted during the first month of the contract.

A briefing session at inception is foreseen, with participation of the consultants, the EU-LAC Foundation and SEGIB, during the first month of the contract.

## **5. EXPERTS PROFILE / EXPERTISE REQUIRED**

Expertise can be made of two or more experts in order to cover the full spectrum of requested services.

In case two experts are proposed – with, for instance, one expert focusing on engagement and activities between the participants to the working group and the other one focussing on the production of knowledge - at least one expert must be senior with more than 10 years experience. In this configuration, the methodology should describe how experts would articulate in order to produce the expected services and results.

The following criteria should be met:



#### Qualifications and skills

- ✓ University Degree in Economics, Business Management, territorial planning or equivalent,
- ✓ Capacity to understand and formulate syntheses of complex environments and information,
- ✓ Capability to motivate an heterogeneous group,
- ✓ Capacity to organise seminars (including virtual online seminars or webinars),
- ✓ Teamwork spirit,
- ✓ Computer literacy and capacity to operate a web based platform,
- ✓ Language skills: working fluency in English and Spanish, Portuguese an asset.

#### General professional experience

- ✓ Over 10 years in the area of EU-LAC private sector cooperation,
- ✓ Experience of working with Intermediary Organisations in LAC and in the EU
- ✓ Experience with working with governments or public authorities in LAC and the EU
- ✓ Experience with working with the private sector and with private sector development in LAC and in the EU
- ✓ Experience of writing papers and briefs

#### Specific professional experience

- ✓ Practical knowledge of regional cooperation in matters of trade, services, SMEs capacity building, industry, innovation competitiveness and clusters,
- ✓ Proven knowledge of SME/clusters support schemes in the EU, Latin America and the Caribbean.
- ✓ Knowledge of EU private sector and SMEs support programmes and cooperation schemes,
- ✓ Knowledge of RIS practices and policies,
- ✓ Knowledge of Smart Specialisation Strategies.

## 6. LOCATION AND DURATION

Planned starting period: May 2017

Planned Duration: until October 2018

Location(s) of assignment: EU and LAC countries

## 7. AMOUNT OF FUNDING AVAILABLE FOR THE PROJECT

The project will be undertaken with a limit of maximum 63,000 Euros (plus value-added tax to be paid directly by the EU-LAC Foundation as regulated by German Law).

Expenses must be justified in a draft budget to be submitted to the Foundation with the other documents of the proposal (see application documents). The reimbursement of the expenses will proceed according to a calendar of payments agreed upon in the contract signed between the EU-LAC Foundation and the researchers/consultants.



## 8. APPLICATION DOCUMENTS

All application documents must be written either in English or Spanish.

The following documentation must be submitted:

- Filled Application form
- Filled Detailed project outline
- Filled CV form - one per participating researcher/consultant (incl. head researcher, assistants, doctoral students, etc.)
- Filled draft budget form
- Scanned copy of the signed declaration of honour - one per participating researcher
- Confirmation of institutional affiliation, signed by the institution to be referred to as "the contractor", - one per participating researcher.

You can download all necessary documentation from the EU-LAC Foundation's website at

<https://eulacfoundation.org/en/tenders>

Please provide all application documents in MS Word/Excel format or PDF. For sending larger packages of documents, please use only zip-files.

### Exclusion from award of contracts

In order to demonstrate their eligibility, applicants must submit as part of their application documents, the declaration of honour on exclusion criteria and absence of conflict of interest duly filled and signed (see Application Documents).

For reasons of fairness, any applicant can only apply with one research proposal (as part of one research team) for the present call; the Foundation will not consider applications from the same person who submits more than one application or who is part of more than one research team under the present call.

### Selection Method and Award Procedure

The contract will be awarded to one team of experts based upon a competitive selection procedure. All complete proposals that fulfill the eligibility criteria, and are received by the deadline, will be considered for the award procedure. A selection panel constituted by three members of the EU-LAC Foundation will evaluate all eligible proposals according to the following criteria:

- Relevance of the proposal with respect to the objective and main topics delineated in this Call for Proposals
- Adequacy of proposed approach and work methodology
- Potential policy impact and sustainability of proposal
- Experience and composition of experts (relevant publications; representation of researchers from Caribbean, Latin American and European institutions).
- Appropriateness of submitted draft budget

Selection Criteria will be rated on a scale from 1-100, with an equal weight for each criteria.



The technical score for each proposal will be calculated as follows:

$$T_i = \text{score for offer under consideration} / \text{score for best technical offer} * 100$$

The financial score for each proposal will be calculated as follows:

$$F_i = \text{best financial offer (lowest price)} / \text{price of the offer under consideration} * 100$$

**The contract will be awarded to the “best value for money” proposal, namely the one obtaining the best overall score  $P_i$  calculated as follows:**

$$P_i = 0.80 * T_i + 0.20 * F_i$$

where

$P_i$  is the total score for the tender in question (out of 100)

$T_i$  is the number of points (between 0 and 100) obtained in the technical evaluation

$F_i$  is the number of points (between 0 and 100) obtained in the financial evaluation.

The proposal assigned with the highest score in the evaluation process will be selected by the EU-LAC Foundation for the award.

### **Deadline for applications**

7 May 2017, 23:59 German time

Please send eventual inquiries and applications to: [call@eulacfoundation.org](mailto:call@eulacfoundation.org) - stating in the subject: CALL POLOS

All complete proposals received by this deadline that fulfil the eligibility criteria will be considered for the award.