



Municipality of Trieste
piazza Unità d'Italia 4
34121 Trieste
Tel. 040 6751
www.comune.trieste.it
VAT no. 00210240321

The present letter will be sent to the economic operators selected by the municipality among all those who have submitted their application, namely the economic operators identified by the municipality because they possess the necessary requirements

Trieste, [♦]November 2015

SUBJECT: Negotiated procedure (Art. 125, subparagraphs 10 and 11 of Law Decree 163/2006 and subsequent amendments and supplements thereto) designed to identify the economic operator to be entrusted with the laying out of the guidelines for the drawing up of a strategic plan for the enhancement of the area of the Old Port of Trieste. Contract starting price € 170,000.00 + VAT to the extent allowed by the law. Category 8 research and development services paragraphs from 73000000-2 to 73436000-7. CIG (Procedure identification code) no.[♦]

Annex I: Self-certification form

To:
company/RTI [♦]
(association of companies)
Address [♦] no. [♦]
Postcode [♦] Town [♦]

INVITATION TO TENDER LETTER

MODALITIES FOR THE SUBMISSION OF TECHNICAL AND ECONOMIC OFFERS

Following the exploratory market research referred to in the notice published on the website of the municipality of Trieste from 5.11.2015 to 23.11.2015 the present company is invited to submit its technical and economic offer to identify the economic operator to be entrusted with the assignment referred to in the subject line, according to the modalities, the criteria and the procedures illustrated below.

In this regard, please note that the parcels containing the offers will be examined at a public sitting, which will take place **on 18.12.2015 from 10:00 a.m.**, Room [♦] situated on [♦]Floor, of the municipal building in Piazza dell'Unità d'Italia 4 in Trieste.

The legal representatives of bidders or any authorized person holding a formal instrument of delegation are invited to participate in the deliberations of the tender procedure sitting.

The basic material and documentation for the submission of the technical and economic offer is available on the Internet website of the municipality, namely www.comune.trieste.it in the section devoted to the Old Port of Trieste.

The parcels containing the offers and the relevant documentation must be sent as registered mail of the postal service of Poste Italiane S.p.A., or of another authorized postal service and arrive **on penalty of disqualification within and noth later than 12:00 a.m. of 17 December**, at the following address: **COMUNE DI TRIESTE – Protocollo generale – PIAZZA DELL'UNITA' D'ITALIA N. 4 34121 TRIESTE - ITALIA.**

It is also possible to hand over the parcels personally or through third parties, by the same deadline, at

the address mentioned above. The municipal authorities shall issue a receipt on delivery.

Parcels need to be closed and sealed and to report name, address, fiscal code and fax no. of the bidder and the following description:

“Do not open – negotiated procedure for the entrustment of the ‘Advisor’ assignment for the laying out of the guidelines to draw up a plan for the enhancement of the Old Port of Trieste”

Where the bidder is a temporary association, all bidders’ names need to be reported.

Parcels need to contain three envelopes – sealed and countersigned on the seal flap and report name of sender and the following words:

“A – Administrative documents”

“B – Technical offer”

“C – Economic offer and time discounts”.

The non-delivery of the parcels at the address, according to the above-mentioned terms and conditions will lead to the disqualification of the bidder from the present tender procedure.

All the documentation sent by participating companies will be filed in the official records of the municipal authorities and will not be returned – not even partially – to the companies who are not awarded the contract (with the exception of the tender security, which will be returned to the extent allowed by the law).

On submission of the offer the company implicitly accepts without exception and qualification the terms and conditions of the tender procedure, invitation to tender letter and all the other tender documents.

Envelope “A – Administrative documents” needs to contain the following documents:

- 1) Self-certification, in line with the Decree of the President of the Republic 445/2000 and subsequent amendments and supplements thereto, or in case of associated companies or companies to be associated, self-declarations, signed by the legal representative/s and accompanied by a copy/copies of the valid ID card/s of the legal representative/s inherent in the registration in the company register of the Chamber of Commerce for activities equivalent to those of the present tender, or, in case of economic operators established in countries different from Italy (according to Art. 47 Law Decree 163/2006) state registration or Official List of one’s own country.
- 2) Self-certification the Decree of the President of the Republic 445/2000 to confirm that the bidder possesses the necessary economic-financial and technical-organizational requirements, self-certified on submission of the application containing no amendments to the general requirements referred to in Art. 38 of Law Decree 163/2006 and subsequent amendments and supplements thereto – amendments made after the application closing date and by the expiration date for offer submission **(to be drawn up in conformity with form sub I e III attached to the present letter)**;
- 3) *(in case of an already established association, consortium or EEIG)* Collective irrevocable mandate with power of representation conferred to the mandate holder by a public act or authenticated private deed, or a true copy of the memorandum of association of the consortium or the EEIG.
- 4) Tender security referred to in Art. 75 of Law Decree 163 of 12th April 2006, for an amount of € 3,400.00 (€ three thousand four hundred/00) by means of a bank guarantee, an insurance guarantee or a guarantee issued by intermediaries registered in the register referred to in Art. 106 of Law Decree 385/1993, whose exclusive or main activity is the issue of guarantees and who undergo audits carried out by audit companies registered in the register referred to in Art. 161 of Law Decree 58/1998; it must be an original and must be valid for at least 180 (one hundred and eighty) days from the submission of the offer. The bank guarantee, insurance guarantee or guarantee issued by financial intermediaries must include – on penalty of disqualification - all the clauses of Art. 75 of

Law Decree 163/2006 and subsequent amendments and supplements thereto, and in particular those referred to in subparagraph 4.

The tender security will have to be accompanied – on penalty of disqualification – by the unconditional commitment on the part of the guarantor to establish the final guarantee deposit referred to in Art 75 of Law Decree 163/2006 and subsequent amendments and supplements thereto, if the bidder is awarded the contract.

With regard to temporary groupings of companies, the provisions of Art. 128 of the Decree of the President of the Republic 207/2010 in line with Art. 37 of the Code apply.

With regard to temporary associations of companies of a horizontal type, each company needs to be certified in line with Art. 75 paragraph 7 of Law Decree 163/2006 to benefit from the reduction envisaged by the above-mentioned article; with regard to temporary associations or consortiums of companies of a vertical type, the reduction of the tender security only applies to the referable share of self-certified grouped-together companies/joint ventures.

To benefit from the reduction of the tender security envisaged by subparagraph 7 of Law Decree 163/2006, - on penalty of disqualification and in line with Art. 45 and 46 of the Decree of the President of the Republic 445/2000 – a self-certification related to the possession of a valid quality assurance certification issued by an accredited certifier.

The tender security will have to guarantee – on penalty of disqualification – payment to the commissioning body of a financial penalty as envisaged by Art. 38 subparagraph 2 a and Art. 46 subparagraph 1 b of Law Decree 163/2006 amounting to 1% of contract value, namely € 1,700.00 (€ one thousand seven hundred/00).

- 5) Proof of payment in original or authenticated copy of € 20.00 (€ twenty/00) to the Authority for the Supervision of Public Contracts (AVCP) according to the modalities, to the envisaged extent and in conformity with the instructions featured on the following website: www.avcp.it.
Procedure identification code (CIG): [♦] Bidders, on penalty of disqualification, need to effect payment resorting to one of the modalities referred to in the Authority decision of 5th March 2014.
- 6) **PASSOE** (pass of the economic operator) issued by the system following the registration of the economic operator with AVCPASS (see www.avcp.it – restricted access services) and the receipt of the procedure identification code (CIG) related to the procedure the economic operator intends to participate in.
- 7) A copy of the present invitation to tender letter and of the contract template (attached the present letter) signed on each sheet for acknowledgement and acceptance by the legal representative, proprietor or power of attorney of the sole proprietor/trader; or in the case of joint ventures or companies to be ‘grouped together’, associated companies or companies to be associated, by the legal representative, proprietor or power of attorney of each bidder making up or about to make up the association, the consortium or the EEIG.

Self-certifications at **1)** and **2)** need to be signed by the legal representative, the proprietor or the power of attorney of the sole proprietor/trader.

With regard to joint ventures or companies to be ‘grouped together’ or to be associated, the self-certifications need to be issued by each bidder making up or about to make up the association, consortium or EEIG. Self-certifications may also be signed by powers of attorney of the legal representatives, in which case a copy of the proxy letter needs to be submitted.

REGULARISATION

For the purposes of the enforcement of Art. 38, paragraph 2-a of Law Decree 163/2006 and subsequent amendments and supplements thereto, the following substantial irregularities can be outlined:

- Lack or incompleteness of self-certifications and of the affidavit related to the possession of the general requirements referred to in Art. 38, paragraph 1 of Law Decree 163/2006 and subsequent amendments and supplements thereto;
- Lack or incompleteness of self-certifications and of the affidavit related to the possession of special requirements (if requested, including turnover, banker’s references, SOA (quality assurance certification and so on);
- Signature of a person devoid of the power of representation;
- Lack, incompleteness, irregularity of the provisional security

- Lack, incompleteness, irregularity of the statement of commitment to issue a tender security by means of a bank guarantee for the enforcement of the contract, where the bidder is awarded the contract
- The ID card of the undersigned is not attached (where it cannot be found in the documentation submitted for the participation in the present tender procedure)
- The proof of the payment of the ANAC (then AVCP) fee is not attached
- The PASSOE (pass of the economic operator) is not attached.

The existence of at least one of the above-mentioned irregularities obliges the bidder to pay a financial penalty to the commissioning body amounting to 1‰ of the contract starting price, or € 1,700.00 (€ one thousand seven hundred/00), the payment of which is guaranteed by the provisional security.

The penalty referred to in the previous paragraph applies once irrespective of the number of missing or incomplete self-certifications; a deadline of up to 10 days is set out to enable the bidder to issue, supplement or regulate the necessary self-certifications, which need to mention contents and the people called upon to issue them. The bidder is disqualified from the present tender procedure if he does not issue the necessary self-certifications by the above-mentioned deadline.

Any other irregularity is not considered fundamental and therefore the commissioning body will not demand its regularisation.

The following cases can NOT be regularised and therefore, in line with Art. 46, subparagraph 1a of the Law Decree 163/2006 lead to disqualification:

- ❖ Lack of clarity regarding contents or origin of the offer on account of the missing signature or other fundamental elements of the technical or economic offer;
- ❖ The envelope containing the offer is not intact or there are other irregularities related to the closing of envelopes, such to presume – under concrete circumstances – that the principle of bid secrecy has been violated.

Envelope “B Technical offer” needs to contain the following documents:

B.1. For the purposes of the bid-related “QUALITY” assessment (*professional qualifications and experience of the components of the multi-disciplinary team for the performance of the bid-related tasks*), the following documentation will have to be submitted:

-)(① The organizational chart of the team components with the relevant functions of each component;
-)()(① The CVs of each team component with precise information about the roles and the responsibilities assigned to each of them within the team;
-)()()(① A brief report subdivided into the following chapters:
 - *The CVs of team components mirror the tasks and the responsibilities assigned to them;*
 - *Description of all the experience acquired by team components in the different sectors of activity;*
 - *A dedicated contact person in Italy with documented experience and the necessary skills and qualifications (CV);*
 - *The available resources which will be devoted durably to the Old Port project compared to the range of activities underway on the basis of the current project portfolio.*

CVs will have to be written on 3 A4 pages at the most for each team component.

The report will have to be written on 10 A4 pages at the most and on one side of each page only.

B.2. For the assessment of the bid-related “TECHNICAL VALUE” (description of 2 ADVISORY and/or strategic consulting assignments undertaken in the last five years), a report will have to be drawn up to illustrate in an exhaustive way:

- i) *their relevance to the Old Port;*
- ii) *the economic value of the initiatives;*
- iii) *the complexity of the issues dealt with;*
- iv) *the total surface area subject to enhancement/regeneration;*
- v) *the effective social, economic and employment-related impacts of project implementation.*

The report will have to be written on 10 A4 pages at the most for each assignment and on one side of each page only; A3 or A0 technical drawings/tables or other documents can be attached to the report.

B.3. For the purposes of the assessment of the bid-related "TECHNICAL AND METHODOLOGICAL CHARACTERISTICS" (report on the criteria and modalities to carry out the assignment), a report will have to be drawn up – subdivided into the following chapters:

- i) Procedure to acquire and to carry out a context analysis
 - ii) Assessment of international case studies on urban regeneration to compare with the realities of the Old Port
 - iii) Method to assess (from an economic point of view too) the full potential of the process involving the enhancement of the Old Port
 - iv) Method to outline expected results and strategic objectives to reach through the definition of appropriate intended uses, in consideration of the outstanding constraints of the Old Port
- ✱❖② Method for graphic and multimedia representation of the Plan guidelines

Each chapter will have to include the elements related to the motivational criteria described below.
The report will have to be written on 10 (ten) A4 pages at the most and on one side of each page only.

B.4) A CD ROM will have to contain the whole technical offer in WINDOWS OFFICE 2010 or in a more recent version.

All reports will have to be signed by:

- the legal representative or proprietor of a sole proprietor/trader;
- all the legal representatives of the economic operators who will establish the temporary association of companies, the consortium or the EEIG still to be established.
- the legal representative of the group leader in his name and on his behalf or on behalf of the representatives of already formally established temporary associations of companies (RTI), consortiums or EEIGs.

A copy of the proxy letter needs to be submitted if the project drawings/tables and documentations are signed by powers of attorney of the legal representatives.

With regard to reports written on more than 10 A4 pages, the Evaluation Committee will only assess the requested number of pages and leave out exceeding pages.

Envelope "C- Economic offer and time-related offer" needs to contain - on penalty of disqualification – the following documents:

A statement drawn up in Italian and on revenue stamped paper, underwritten by the legal representative, the proprietor of the sole proprietor/trader or the power of attorney, including:

- C.1. discount rate (in numbers and in words) based on the contract starting price, health and safety costs excluded. According to subparagraph 3 of Art. 283 of the Decree of the President of the Republic 207/2010, in case of two contradictory amounts the amount in words prevails. Amounts need to be expressed in euro, also by economic operators established in countries different from Italy;
- C.2. With regard to the established deadline for the conclusion of STAGE I (60 days): reduction of lead times (in numbers and in words) expressed in calendar days;
- C.3. With regard to the established deadline for the conclusion of STAGE II; reduction of lead times (in numbers and in words) expressed in calendar days;
- C.4. With regard to the established deadline for the conclusion of STAGE III: reduction of lead times (in numbers and in words) expressed in calendar days.

The statement needs to be signed by:

- the legal representative or the proprietor of the sole proprietor/trader.
- all the legal representatives of the economic operators who will establish the temporary association of companies, the consortium or the EEIG still to be established.
- the legal representative of the group leader in his name and on his behalf or on behalf of the representatives of already formally established temporary associations of companies (RTI), consortiums or EEIGs.

A copy of the proxy letter needs to be submitted if the statement is signed by powers of attorney of the legal representatives.

MODALITIES FOR THE ASSESSMENT OF TECHNICAL AND ECONOMIC OFFERS

The Evaluation Committee – appointed in conformity of Art. 84 of Law Decree 163 of 12th April 2006,

on the basis of the criteria mentioned below and on the basis of the weighted coefficients and sub-coefficients reported next to the criteria in TABLE 1 annexed to the present letter.

Coefficients will be attributed to each element or sub-element by means of the methodology illustrated in TABLE 2 annexed to the present letter.

The motivational criteria adopted by the Evaluation Committee are featured in TABLE 3 annexed to the present letter.

FURTHER INFORMATION

- Economic operators referred to in Art. 34 of Law Decree 163 of 12th April 2006 as well as economic operators established in countries different from Italy referred to Art. 47 of the same Law Decree.
- The present tender procedure does not allow participation of economic operators in more than one temporary association of companies or consortium, or as sole proprietors when they have already participated in a temporary association or consortium.
- Consortiums referred to in Art. 34 b) and c) of Law Decree 163/2006 are called upon to provide names of members; members – in their turn – are not allowed to participate in the same tender procedure again in any other form; violation of the ban leads to disqualification of both the consortium and its members; non-compliance to the application of Art. 353 of the Criminal Code. Membership of more than one permanent consortium is forbidden. Members of a consortium need to possess the general requirements referred to in Art. 38, subparagraph 1 of Law Decree 163/2006 and to issue the self-certification in conformity with the modalities referred to in subparagraph 2 of the same article, as illustrated in the form attached to the present invitation to tender letter.
- Economic operators established in the countries referred to in Art. 47, subparagraph 1 of Law Decree 163/2006, need to submit – in conformity with subparagraph 2 of the same article – all the necessary documentation according to the norms and regulations in force in their own countries and to demonstrate that they possess the same requirements for qualification and participation in the present tender procedure of their Italian counterparts. Documents need to be translated into Italian by a sworn translator, who certifies the conformity of the target text with the source text.
- The contract will be finalized by a public act.
- According to Art. 55, subparagraph 4 of Law Decree 163 of 12th April 2006 the contract will be awarded in the presence of just one or two good offers.
- The contract will not include the arbitration clause but an ordinary judge will be called upon to rule on any dispute; the competent court is the court of Trieste.
- The contracting authority reserves the right to:
 - ♦ resort to the provision referred to in Art. 46 of Law Decree 163/2006;
 - ♦ not to proceed to the award of the contract in line with the conditions referred to in Art. 81 subparagraph 3 of Law Decree 163/2006, whereas bidders are not entitled to make any demands on the contracting authority.
 - ♦ In any case bidders receive no compensation for the compilation of offers or if the tender procedure is cancelled.
- The possession of general, technical/organizational and economic/financial requirements is assessed in accordance with Art. 6-a of the Code and of the implementation resolution (AVCP 111 of 20th December 2012), by resorting to the AVCPASS system provided by the Authority, without prejudice to what envisaged by subparagraph 3 of Art. 6-a of Law Decree 163/2006.
- All economic operators willing to participate in the present tender procedure need to register with the system by clicking on the link on the AVCP web portal (restricted access services - AVCPASS) by following the instructions therein.

AWARD PROCEDURE

The Evaluation Committee on the date of tender opening [♦], in a public sitting open to all (*or to the legal representatives of the economic operators or any authorized person holding a formal of delegation*), on the basis of the documentation submitted with the offers shall:

- ♦ Verify the formal regularity of the envelopes containing the administrative documentation, the economic offer and the technical offer and disqualify from the current tender procedure irregular offers;
- ♦ Verify the regularity of administrative documentation;

- ◆ Verify whether or not they have submitted competing bids in a position of control according to Art. 2359 of the Civil Code, namely economic operators to be disqualified from the current tender procedure, in line with Art. 38, subparagraph 1 m/c of Law Decree 163/2006 and subsequent amendments and supplements thereto.
- ◆ Verify whether or not consortium members – whose names have been reported by their consortium – in conformity with Art. 34, subparagraph 1 b) and c) of Law Decree 163/2006 and subsequent amendments and supplements thereto – have submitted an offer in any other form;
- ◆ Verify whether or not single companies participating as a temporary association of companies or a consortium in accordance with Art. 34, subparagraph 1 d), e) f) and f-a) of Law Decree 163/2006 and subsequent amendments and supplements thereto have submitted an offer as a sole proprietor too;
- ◆ Verify whether or not a company has submitted an offer in more than one temporary association or consortium according to Art. 34, subparagraph 1 d), e) f) and f-a) of Law Decree 163/2006 and subsequent amendments and supplements thereto;
- ◆ Verify whether economic operators possess the necessary general requirements to participate in the present tender procedure, on the basis of their self-certifications and of ex-officio checks in accordance with Art. 43 of the Decree of the President of the Republic 445/2000 and subsequent amendments and supplements thereto;
- ◆ Verify whether payment in favour of the public procurement surveillance authority has been effected.

In case of lack, incompleteness or any other serious irregularity of self-certifications referred to in Art. 38 subparagraph 2, of Law Decree 163/2006 and subsequent amendments and supplements thereto, the bidder is called upon to issue, complete or regularize the necessary self-certifications within 10 days from the receipt of the request on the part of the contracting authority, on penalty of disqualification.

In this case the public sitting will be postponed to another day and time and bidders will be informed about that by fax or by codified e-mail, at least 3 (three) days in advance.

The Evaluation Committee, - during the following public sitting – after summoning bidders by fax or codified e-mail at least 3 (three) days in advance, shall proceed to the disqualification of bidders, who do not possess the necessary general and special requirements.

The Evaluation Committee shall open the **“B – Technical offer”** envelopes and ascertain the formal regularity of the documentation therein.

The Evaluation Committee then – during one or more sittings behind closed doors – on the basis of the submitted documentation and in line with Annex G of the Decree of the President of the Republic 207/2010 (pair wise comparison method) shall assess the qualitative elements and then attribute a coefficient from 0 to 1 to each element, according to the established methodology.

If received offers are fewer than 3 or more than 10 the assessment will be carried out by calculating the average coefficient among those attributed - in a discretionary way - by each Committee member.

The Evaluation Committee – during a public sitting, date and time of which will be communicated to bidders at least 3 (three) days in advance – will open the **“C – Economic offer and time related offer”** submitted by eligible bidders, will disqualify bidders, whose offers are imputable to a sole decision-making body and will then proceed to calculate the overall score and draw up the rank/classification. With regard to the detection of bid anomalies Art. 121, subparagraph 10 of the Decree of the President of the Republic 207/2010.

Where the price-related score and the sum of the scores related to the other bid assessment elements equal or exceed four fifths of the maximum score envisaged by the tender, the public sitting will be suspended and the event/circumstance will be reported to the person responsible for the procedure, who will assess the justifications submitted by the bidders, in conformity with Art. 87, subparagraph 1, of the Code, resorting to technical offices or bodies of the contracting authority or of the procedural Committee.

Procedural operations will be recorded in line with Art. 78 of Law Decree 163/2006 and subsequent amendments and supplements thereto.

The award of the contract, as mirrored by the minutes of the final public sitting is purely provisional and subject to the legal/law checks and to the approval of the minutes on the part of the relevant body of the contracting authority.

In accordance with Art. 12 – c. 1 of Law Decree 163/2006 and subsequent amendments and supplements, the award of the contract will become final in accordance with the above-mentioned provision (managerial resolution or directive), or 30 days after the provisional award, in the absence of negative or suspension provisions.

The award of the contract is subject, though, to the favourable outcome of the procedures envisaged by the current legislation on the matter of fight against mafia/organized crime.

**The Director of the Strategic
Projects, Tenders and
General Affairs Service**
dott. Walter Toniati

APPENDIX

TABLE NO. I

ELEMENTS FOR THE ASSESSMENT OF TECHNICAL, ECONOMIC AND TIME OFFERS				
assessment element				weighted coefficient
		assessment sub-element	weighted sub-coefficient	
A)	PRICE (<i>discount rate based on the contract starting price</i>)			10,00
B)	QUALITY (<i>professional qualification and experience of the components of the dedicated multi-disciplinary team</i>)			35,00
		<i>the CVs of team components mirror the tasks and the responsibilities assigned to them</i>	10	
		<i>all the experience acquired by team components in the different sectors of activity</i>	10	
		<i>a dedicated contact person in Italy with documented experience and all the necessary skills and qualifications (CV)</i>	10	
		<i>the available resources which will be devoted durably to the Old Port project compared to the range of activities underway on the basis of the current project portfolio</i>	5	
C)	TECHNICAL VALUE (<i>description of 2 strategic consulting assignments undertaken in the last five years</i>)			20,00
		<i>Technical value of the first assignment</i>	12,50	
		<i>Technical value of the second assignment</i>	7,50	
D)	TECHNICAL AND METHODOLOGICAL FEATURES (<i>report on the criteria and the modalities to carry out the assignment</i>)			26,50
		<i>Procedure to acquire and to carry out the context analysis</i>	7,50	
		<i>Assessment of international case studies on urban regeneration to compare with the realities of the Old Port</i>	5,00	
		<i>Method for the assessment of the full potential (also from an economic point of view)</i>	5,00	
		<i>Method to outline expected results and strategic objectives to reach through the definition of appropriate intended uses, in consideration of the outstanding constraints of the Old Port</i>	4,50	
		<i>Method for graphic and multimedia representation of the Plan guidelines</i>	4,50	
E)	LEAD TIMES (<i>reduction of lead times for the implementation of the assignment in the different stages</i>)			8,50
		<i>reduction of lead times STAGE 1</i>	2,00	
		<i>reduction of lead times STAGE 2</i>	2,50	
		<i>reduction of lead times STAGE 3</i>	4,00	
				100,00

TABLE NO. 2

MODALITIES FOR THE ATTRIBUTION OF COEFFICIENTS

assessment element

A)	PRICE (discount rate based on the contract starting price)	<p>where: <i>R_i</i> stands for the discount rate offered by the bidder <i>R_{max}</i> stands for the maximum discount offered</p> $C_r = \frac{R_i}{R_{max}}$
B)	QUALITY (professional qualification and experience of the components of the dedicated multi-disciplinary team) <i>the CVs of team components mirror the tasks and the responsibilities assigned to them</i> <i>all the experience acquired by team components in the different sectors of activity</i> <i>a dedicated contact person in Italy with documented experience and all the necessary skills and qualifications (CV)</i> <i>the available resources which will be devoted durably to the Old Port project compared to the range of activities underway on the basis of the current project portfolio</i>	<p>the average coefficient, as a variable between zero to one, calculated by each Committee member by means of pairwise comparison, following the guidelines referred to in Annex G of the Decree of the President of the Republic 207/2010; in case received offers are fewer than 3 or more than 10 coefficients will be attributed by calculating the average coefficient attributed in a discretionary way by each Committee member</p>
C)	TECHNICAL VALUE (description of 2 strategic consulting assignments undertaken in the last five years) <i>Technical value of the first assignment</i> <i>Technical value of the second assignment</i>	<p>the average coefficient, as a variable between zero to one, calculated by each Committee member by means of pairwise comparison, following the guidelines referred to in Annex G of the Decree of the President of the Republic 207/2010; in case received offers are fewer than 3 or more than 10 coefficients will be attributed by calculating the average coefficient attributed in a discretionary way by each Committee member</p>
D)	TECHNICAL AND METHODOLOGICAL FEATURES (<i>report on the criteria and the modalities to carry out the assignment</i>) <i>Procedure to acquire and to carry out the context analysis</i> <i>Assessment of international case studies on urban regeneration to compare with the realities of the Old Port</i> <i>Method for the assessment of the full potential (also from an economic point of view)</i> <i>Method to outline expected results and strategic objectives to reach through the definition of appropriate intended uses, in consideration of the outstanding constraints of the Old Port</i> <i>Method for graphic and multimedia representation of the Plan guidelines</i>	<p>the average coefficient, as a variable between zero to one, calculated by each Committee member by means of pairwise comparison, following the guidelines referred to in Annex G of the Decree of the President of the Republic 207/2010; in case received offers are fewer than 3 or more than 10 coefficients will be attributed by calculating the average coefficient attributed in a discretionary way by each Committee member</p>
E)	LEAD TIMES (reduction of lead times for the for the implementation of the assignment in the different stages) reduction of lead times STAGES 1 and 2 increase in lead times STAGE 3	<p>where: <i>T_{max}</i>= contract starting price <i>T_{min}</i>= minimum price offered by bidders <i>T_i</i>= price offered by the bidder</p> $C_t = \frac{T_{max} - T_i}{T_{max} - T_{min}}$ <p>where: <i>P_i</i>= lead time proposed by the bidder <i>P_{min}</i>= expected lead time <i>P_{max}</i>= lead time proposed by bidders</p> $C_i = \frac{P_i - P_{min}}{P_{Max} - P_{min}}$

TABLE NO. 3

MOTIVATIONAL CRITERIA OF THE INSTRUMENTS FOR QUALITATIVE ASSESSMENT

B) QUALITY (professional qualification and experience of the components of the dedicated multi-disciplinary team)		
	<i>the CVs of team components mirror the tasks and the responsibilities assigned to them</i>	professionalism and documented experience need to be consistent with the role performed within the team
	<i>all the experience acquired by team components in the different sectors of activity</i>	the experience acquired by each team component will be assessed according to the area of activity assigned to them
	<i>a dedicated contact person in Italy with documented experience and all the necessary skills and qualifications (CV)</i>	the availability of local resources for the whole duration of the assignment, the professional profile and the experience acquired will be assessed
	<i>the available resources which will be devoted durably to the Old Port project compared to the range of activities underway on the basis of the current project portfolio</i>	according to the bidder's self-certification, a comparison will be made between the available human resources and the effective likelihood that resources are made available for the implementation of the Old Port project
C) TECHNICAL VALUE (description of 2 strategic consulting assignments undertaken in the last five years)		
	<i>Technical value of the first assignment</i>	Assessment will relate to the following features: i) relevance to the Old Port; ii) the economic value of initiatives; iii) the complexity of the issues dealt with; iv) the total surface area subject to enhancement/regeneration; v) the effective impacts of project implementation
	<i>Technical value of the second assignment</i>	Assessment will relate to the following features: i) relevance to the Old Port; ii) the economic value of initiatives; iii) the complexity of the issues dealt with; iv) the total surface area subject to enhancement/regeneration; v) the effective impacts of project implementation
D) TECHNICAL AND METHODOLOGICAL FEATURES (report on the criteria and the modalities to carry out the assignment)		
	<i>Procedure to acquire and to carry out the context analysis</i>	The following features will be assessed: i) the proposed methodology; ii) data reliability profiles; iii) intelligibility of information; iv) level of in-depth analysis
	<i>Assessment of international case studies on urban regeneration to compare with the realities of the Old Port</i>	The following features will be assessed: i) the assessed case studies; ii) the collected information; iii) the effectiveness of analysis
	<i>Method for the assessment of the full potential (also from an economic point of view)</i>	The following features will be assessed: i) the proposed methodology; the scope of prospects
	<i>Method to outline expected results and strategic objectives to reach through the definition of appropriate intended uses, in consideration of the outstanding constraints of the Old Port</i>	The following features will be assessed: i) the proposed methodology; ii) analysis in support of the definition of the stated intended uses
	<i>Method for graphic and multimedia representation of the Plan guidelines</i>	The following features will be assessed: i) the feasibility of an intuitive and effective graphic representation; ii) possible forms of multimedia representation; iii) other forms of representation and dissemination of guidelines