

# Request for proposals

Open Innovation and Scouting services

13 March 2023

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## 1. Overview of EIT and EIT Hub Israel

The [European Institute of Innovation and Technology \(EIT\)](#) is an independent EU body aiming to increase Europe's ability to innovate by nurturing entrepreneurial talent and supporting new ideas. The mission of EIT is to increase Europe's competitiveness, its sustainable economic growth and job creation by promoting and strengthening cooperation among leading business, education, and research organizations as well as to empower innovation and entrepreneurship in Europe by creating environments for creative and innovative thoughts to thrive. EIT brings together leading organizations from business, education, and research to form dynamic cross-border partnerships - EIT Knowledge and Innovation Communities (KICs) – in different areas connected to the most important societal challenges of Europe such as climate change, energy, digitalization, health, food, sustainable use of raw materials, culture & creativity and urban mobility.

The EIT Cross-KIC Outreach is a global outreach program of EIT promoting international cooperation in research and innovation by creating a strong European brand and forging relations with key partners from around the globe. As part of this initiative, joint EIT Community offices have been established in Silicon Valley and Israel, and more hubs will be established in ecosystems such as England, Africa, and others in the future. Together, these partnerships develop innovative products and services, establish new companies, and train a new generation of entrepreneurs.

EIT Hub Israel (legal name: 'EIT KIC ISRAEL LTD') creates synergies between the EIT community and the Israeli innovation ecosystem to support the growth of innovative startups and increase the number of EU-Israel and Cross-KIC collaborative projects. One of EIT Hub Israel's main purpose is to select and assist in introduction of Israeli advanced technologies in Europe for the welfare and benefit of European citizens.

## 2. Scope of Work

### 2.1 Programme description and general objectives

EIT Hub Israel aims to enable and enhance commercial collaboration and co-creation between Israeli start-ups and technologies and the EIT innovation communities. Specifically, the hub aims to bring Israeli technologies to European companies that are looking for disruption and provide them with best practices and knowledge for corporate innovation.

The 'Disrupt Me' programme is an umbrella programme that offers a number of 'Open Innovation' products and services to different size corporates. Disrupt Me offers large corporates access to state-of-the-art and mature Israeli technologies, and for SME's an intensive innovation capacity building training. Disrupt Me provides European companies the technology, tools, and know-how to become unique differentiators in Europe.

During 2019-2020 Disrupt Me supported 9 European corporates and 13 SMEs engaged over 200 start-ups and facilitated substantial collaborations. The 9 corporates underwent a deep

open innovation and scouting process. The 2020 addition was completely virtual, while some difficulties were seen in this shift from physical to virtual, it facilitated a more effective process with higher engagements of stakeholders from the participating companies. Both the 2021-2022 editions were hybrid, providing a mixture of online and in-person sessions. This method created a well-tailored and structured journey which led to a high commitment from the participating corporates. These editions included 9 corporates, 9 SMEs, and various implementations and PoCs. During the 4 years of operating the programmes, the hub compiled substantial experience, lessons learned and methodologies which constitute a basis for the 2023-2024 edition.

**Disrupt Me 2023**

A total of 6-8 European corporates will be selected during 2023 to participate in a hybrid programme based on their commitment and submitted initial technology needs. Participating companies will be engaged in a deep innovation process that will include corporate innovation consulting, needs assessment, overview of the innovation ecosystem domain, tailored matchmaking, open innovation training, implementation support, and more.

The main outcome of the Disrupt Me is the launch of new products or services in the European markets. In order to support the objectives and monitor progress, below are the requested KPIs per year:

- Number of corporates that received innovation consulting/education and support: 6-8
- Number of PoCs and/or commercial activities, that were held between a European company participating in the programme and disruptive technologies/start-ups: 6-8
- Training and materials delivered to the hub team to create a continuation of the program.

The language of the programme is English.

**Continuation of services in 2024**

Subject to high satisfaction and EIT HQ budgetary approval, EIT hub Israel can extend the requested services for an additional year (extension period: 1.1.2024-31.12.2024), with the conditions and terms described below.

**2.2 Detailed work scope and deliverables**

**2023/4 Disrupt Programme Process:**

Stage	Element	Timeline	Lead	Support
1	Programme Framework	April 18 Signing of contract	EIT	Provider
2	Marketing & Application	Starting February	EIT	Provider
3	Corporate Selection	Ongoing	EIT	Provider
4	Corporate Innovation Process	Mid April	EIT + Provider	
5	Scouting	Ongoing	Provider	EIT

6	Israel Immersion Lab	October/ November	Provider	EIT
7	Implementation	Per company progress	Provider	EIT

**EIT Hub Israel requests the following services:**

**1. Programme Framework**

The provider is requested to deeply understand the programme structure, methodology, European innovation ecosystem, partners, challenges that companies are facing and to co-design based on previous years and lessons learned the 2023-4 program framework.

Deliverable:

- 2023/4 programme adjustment to new global trends, PoC support that will yield into collaborations and success stories.
- Estimated number of workdays connected to this task: 2023- 3, 2024- 1.

**2. Marketing Support**

The provider is requested to support the marketing efforts of the Disrupt Me program to increase the opportunity reach to relevant European Corporates. The provider is requested to share the opportunity utilizing its communication network and coordinate the publishing of 2 PR articles in leading European Tech Media outlets during the application period to raise awareness to the programme.

Deliverables:

- Social Media dissemination of opportunity through provider official communication channels

Estimated number of workdays connected to this task: 2023- 2, 2024- 2.

**3. Take part in the companies' selection committee team with EIT**

The provider will suggest and help defining professional selection criteria of the companies based on its know-how and professional experience in similar processes. Applying companies will be evaluated and selected by the provider and EIT Hub Israel. The provider is invited to join the interviews, but this is not a mandatory element of the requested service.

The suggested selection criteria are:

- Defining the candidate's criteria's (size, maturity, innovation capabilities current activities etc.)
- Pro-active scouting process to find suitable candidates.
- Candidate interview in a PoC perspective
- Define the scouting domain: The industry, the technology field.
- Type of companies to scout: Early / mature stage, product stage, business model, funding phase & sources etc.

Deliverables:

- Recommendations for selection criteria of participating companies

- Take part in the selection process with EIT

Estimated number of workdays connected to this task: 2023-1, 2024- 1.

#### 4. Corporate Innovation Process

The service will be led together with EIT Hub Israel, utilizing internal knowledge and experience as well as best practices developed within Disrupt Me. We will provide deep corporate innovation processes tailored to each of the companies based on the list of needs submitted by them.

- Work with each European company to select their main innovation & disruption challenges and needs. As part of the need assessment, the provider will showcase an initial list of Israeli start-ups and technologies to each European company to better understand their needs. This list will be used for the scouting process.
- EIT Hub Israel & the provider will design a tailor-made corporate innovation process for each European Company. The provider will refine the need of each European company and describe it in detail - which technology, for which purpose, what stage of technology, etc.
- EIT Hub Israel & the provider will be working with decision makers to implement an entrepreneurial process and key decision maker players in the organization.
- A detailed consulting plan and training programme of the right unit/person in the company to absorb innovation and working with start-ups.
- The provider will present a full background about the relevant field in the Israeli innovation ecosystem (Health, Food, Mobility, Manufacturing or Climate) and doing business in Israel.
- The company workshop will provide an innovation protocol suitable for each company – the provider & EIT Hub Israel will work with each company to recognize the needed process within the company and will create together a detailed protocol for the process.
- A preparatory call with each company prior to the workshop to set expectation, describe the process, select relevant participants from the company to maximize the outcome of the workshop.
- The provider will coordinate the delivery of a care package for each participate including reading and innovation materials and Israeli business and cultural elements.
- Tenderer should be prepared for an in-person workshop in the selected European companies. The in-person workshop will be 2 days at the company HQ in Europe.

The company workshops will be planned, facilitated, and presented together with EIT Hub Israel, and will include:

- Preparation of workshop
- Preparatory call with company
- Introduction to Israel start-up ecosystem
- Introduction to the specific industry in Israel
- Deep understanding of the organization needs, the structure, and innovation process
- Innovation educational sessions (strategy discussions, operation models, action plans)
- Defining technological and business challenges, objectives and scouting scope
- Showcase an initial list of selected Israeli start-ups to each European company

Deliverables:

- 2-day tailor-made corporate innovation process for each European company

- Preparatory call
- A list of company business and technological needs and scouting scope
- 1 written innovation protocol for each European company

Estimated number of workdays connected to this task:

2023- 6.3 days per company\*6= 38, 2024- 5.5 days per company\* 6= 33.

## 5. Scouting and start-up engagement sessions

The provider will prepare a list of the selected Israeli start-ups /technologies for each European Company. To make the matchmaking efficient the provider should be prepared to deliver an initial pitch and materials on the start-up's behalf to assess initial interest. The provider should prepare the start-up and assess their interest and relevancy in terms of target market and maturity.

The scouting process is the core value to provide the companies and should be on an ongoing basis based on the company's advancement. The provider will support the entire matchmaking process including coordination, preparing both sides and follow up.

An interactive digital management tool should be set up to manage the scouting process, updated regular based on the company's preference and interest in the start-up.

Deliverables:

- Start-up long list, pitch and materials presented to each company
- Ongoing 1:1 start-up company meeting
- Management tool

Estimate number of workdays connected to this task: 2023- 14, 2024-14.

## 6. Immersion Lab in Israel

The aim is a deep dive into the Israeli innovation ecosystem providing Israeli know-how and open innovation practices by MNCs who have been doing it successfully.

The Immersion lab will take place in October/November (based on applications and company availability). It may be necessary to add another immersion lab online.

The provider will organize an immersion in Israel:

- Facilitate the engagement with the Israeli ecosystem including meetings with key players in the ecosystem.
- corporate innovation case studies workshop with round tables between innovation executives and mentors and the European companies.
- Delivering parts of the content of the agenda including insights in and overviews of the appropriate industries, ecosystems and actors in Israel, operating models of other organizations already active in Israel, long term trends in Israel, in-depth analysis of M&As and investments over the years, workshops with selected Israeli start-ups, etc.
- Deliver a practical PoC sessions with supporting processes and tools
- The provider will organize the logistics of the visit incl. venues, catering, transport, equipment, speakers, lecturers, etc.
- Assist in the setup of individualized sub programs for interested organizations
- Discuss with the companies their next steps with Israel

Deliverables:

- 1 in person Immersion lab - 3 days
- If needed: 1 virtual visit comprise of 2 days full agenda ~9:00: 14:00

Estimated number of workdays connected to this task: 2023- 15, 2024- 15.

## 7. Implementation support process with the European companies

The provider will support implementation, as well as facilitation for follow-ups for the whole period of this agreement, for both the companies and the Israeli start-ups by acting as a helpdesk for both parties.

Each company will receive a follow up including at least 2 conference calls to support the implementation of technology and the company's open innovation capacity.

For interested companies, the innovation implementation will include:

- Initial design of a PoC process
- Deep dive into PoC alternative process
- Meeting stakeholders
- Starting to test selected technologies in a safe PoC environment
- Support internal PoC process
- Sign NDA (if needed)
- PoC environment (infrastructure)
- PoC as a service

In conclusion, the best performance technologies will be implemented.

Deliverable:

- New innovation process implement/defined- minimum of 6 companies.
- Number of PoCs and/or commercial activities, that were held between a European company participating in the programme and disruptive technologies/start-ups: 6-8

Estimated number of workdays connected to this task: 2023- 14, 2024-16.

**Summary of estimated working days for sub- contractor per year [see Annex 1 for further breakdown]:**

Stage	Element	2023	2024
1	Programme Framework	3	1
2	Marketing & Application	2	2
3	Corporate Selection	1	1
4	Corporate Innovation process	38	33
5	Scouting	14	14
6	Immersion Lab	15	15
7	Implementation	14	16
	Total	87 days	82 days



## 2.3 Methodology and organization of work

When performing the services, the service provider shall:

- Use its tools and materials in addition to the methodology developed by EIT hub Israel in Disrupt me from 2019 until 2022.
- Ability to adapt quickly to the uncertain times (if needed).
- For all online engagements- provider should maintain a high level of participant engagement, discussions, breakout rooms, polls and keep the session shorter with more breaks to adapt to the online.
- Have a comprehensive professional database.
- Have the capacity to run international corporate innovation projects (fully dedicated team, properly experienced and English-speaking workforce) to guarantee the highest standard of service.
- Abide by the transparency of any external costs (such as paid media campaigns)

The Service Provider shall indicate one senior contact person who coordinates the service delivery.

The estimated monthly and quarterly coordination activities will include:

- Kick off meeting with the service provider team dedicated to the project.
- Weekly meeting with a team dedicated to the project.
- Minimum of monthly online meetings with each of the European companies + email summary of each meeting.
- Monthly reporting.
- Summarizing meeting
- End of project summary full report

## 2.4 Location

The project will be operated from Tel Aviv, Israel – the expert team should mainly provide assistance from their office base of operation. Tenderer should be prepared for an in-person workshop in a few selected European companies. The in-person workshop will be 2 days at the company HQ in Europe.

On a needed basis, experts can be called for specific assignments either to EIT Hub Israel, its partners, or any other project site designated by EIT Hub Israel.

## 2.5 Start date & period of implementation:

The intended start date is 18 April 2023 concluding the 2023 services on 31.12.2023. However, subject to high satisfaction and EIT HQ budgetary approval, the hub can extend the requested services for an additional year (extension period: 1.1.2024- 31.12.2024), with the terms and conditions as described in the request for proposal. A request for an extension will be communicated to the provider one months prior to the extension, i.e., on 1.12.2023. It is expected that the provider will announce its willingness to proceed by 14.12.2023.

EIT Hub Israel informs all invited firms that a working day is maximum 8 working hours, if you work more than 8 hours per working day, extra hours shall not be covered. Only a maximum of 8 hours can be considered and financially reported, then paid by EIT Hub Israel over the period of the implementation of the contract. Tracking of the use of working hours per expert shall be done through monthly submission of timesheets. Payments shall only be made after the approval of the corresponding timesheet by EIT Hub Israel designated officer for each expert participating in the implementation of the monthly activity.

**2.6 Payment terms**

The contracted applicant is requested to submit 5 partial invoices per year. Payment shall be made upon the acceptance of the deliverables.

The payment is due 30 days after the invoice date.

The payments shall be made in 4 milestones for the daily fees, and one extra invoice for the other expenses:

- 1st invoice of 10% upon the signing of the agreement.
- 2nd invoice of 30% upon completion of the company workshops
- 3rd invoice of 30% upon completion of the immersion lab.
- 4th invoice of 30% upon completion of the follow up process with the European companies, submission of all the materials.
- 5<sup>th</sup> invoice of 100% of the expenses – travel, accommodation, digital platform, Israeli immersion.

**2.7 Proposal Schedule**

Listed below the schedule for this Request and evaluation of Proposals

	Date
Open Call on Website	13.3.2023
Deadline for requesting clarification from EIT Hub Israel	27.3.2023
Deadline for submitting proposals	30.3.2023
Deadline for contract signing	18.4.2021

**3. Proposal Process**

**3.1 Participation**

Participation in this proposal procedure is open to tenderers meeting the minimum criteria, as published on the EIT website.

### 3.2 Submission of proposal

Proposals must be emailed in English to the following address until the deadline 30 March 2023 14:00 IDT to:

Contact name: for the attention of Ms. Zsofia Simon, Finance Business Partner

E-mail: [innostars.procurement@eithealth.eu](mailto:innostars.procurement@eithealth.eu)

The proposal shall contain the technical response to the service requested (point 2) and the financial offer (the price for the services). The Financial offer must be presented in EUR. The submission form is annexed to this document, Annex 2.

**Prices must be indicated as net amount + VAT**

**A complete proposal shall contain:**

1. Full description of the tenderer company, relevant experience, client base, international presence, Israeli start-up scope.
2. All references and proof for meeting the minimum eligibility criteria as described under article 3.9- "evaluation of proposals: minimum requirement"
3. A detailed CVs of the core team and project lead providing all supporting information in order to assess the technical capacity and experience of the proposed team member. The provider will include specific information regarding: 1. What percentage of the project will be delivered by a senior team leader 2. what exact tasks will be executed by the senior team leader.
4. Technical offer including: Professional and creative action plan of corporate innovation process- a draft action plan describing the methodology and each of the different components of the programs including company workshop (need assessment); Israeli immersion lab agenda; matchmaking process; Implementation, follow up and possible outcomes. In addition, description of online adaption including virtual management tools, participant engagement strategies and more.
5. Self-declaration of the availability from the intended starting date (18 April 2023) and for the possible extension to 31 December 2024.
6. The proposal should contain
  - a. Daily expert fee. Total price will be calculated assuming 169 days of work in 2 years
  - b. Detailed extra budget for additional costs up to 40,000 EUR per year (the additional cost budget should include an estimated breakdown of training packages, flights, accommodation, catering, etc., arranged by the tenderer – ALL the logistics will subject to the EIT Hub Israel team approval).
  - c. In the case that the programme comprises 8 and up to 10 companies, EIT Hub Israel will pay 8 additional days per company based on the proposed daily fee.

The following table shows an overview of the cost breakdown.

Component	Description	Amount
Daily fee sub-contractor	2023: The sub-contractor will be needed for a total of 87 days. 2024: The sub-contractor will be needed for a total of 82 days.	€ X *169 days
Additional spending	No more than €40,000 per year will be available to cover out of pocket expenses such as flights, accommodation, and other costs made for Disrupt Me.	Maximum €40,000 per year may be spent subject of EIT Hub Israel approval

Indicative breakdown for the additional spending per year:

€15,000	Flights and accommodation for tender's team during the EU visits
€5,000	Out of pocket expenses: packages, digital platform, video production and other costs
€20,000	Logistical production of Israel Visit including catering, transportation, materials, venue + 1 online immersion if needed

- Regarding additional spending- In case the supplier will not be able to travel to Europe and/or host the visit in Israeli and/or will be able to travel partially - the supplier will be required to submit a documentation of the exact spending and the "additional spending" will be paid accordingly to the documentation and any difference will be deducted from the 5<sup>h</sup> instalment.
- The participating European companies will cover their own flights and accommodation costs in Israel.

Responses should be concise and clear. The tenderer's proposal will be incorporated into any contract that results from this procedure. Tenderers are, therefore, cautioned not to make claims or statements that they are not prepared to commit to contractually. Subsequent modifications and counterproposals, if applicable, shall also become an integral part of any resulting contract.

The tenderer represents that the individual submitting the natural or legal entity's proposal is duly authorized to bind its entity to the proposal as submitted. The tenderer also affirms that it has read the request for proposals and has the experience, skills, and resources to perform, according to conditions outlined in this proposal and the tenderers' proposal.

### 3.3 Validity of the proposals

Tenderers are bound by their proposals for 90 days after the deadline for submitting proposals or until they have been notified of non-award.

The selected winner must maintain its proposal for a further 60 days to close the contract.

Proposal not following the instructions of this Request for Proposal can be rejected by EIT hub Israel.

The provider is aware that early termination of this agreement or inability to meet the provider's obligations will cause EIT hub Israel both financial and other damages. Therefore, any one-sided early termination of the agreement by the provider is subject to a one-month notice in writing, and a fine of 5% (EUR) of the yearly fee.

### **3.4 Additional information before the deadline for submitting proposals**

The instructions to tenderers should be clear enough to avoid tenderers having to request additional information during the procedure. In case the tenderers request additional information, please address it to the address below.

Contact name: for the attention of Ms. Maayan Sharon

E-mail: [maayan.sharon@eithubisrael.eu](mailto:maayan.sharon@eithubisrael.eu)

EIT Hub Israel has no obligation to provide clarification if decides.

### **3.5 Costs for preparing proposals**

No costs incurred by the tenderer in preparing and submitting the proposal are reimbursable. All such costs must be borne by the tenderer.

### **3.6 Ownership and confidentiality of proposals**

EIT Hub Israel retains ownership of all proposals received under this tendering procedure. Proprietary information identified as such, which is submitted by tenderer in connections with this procurement, will be kept confidential.

The potential or actual supplier should accept that during the implementation of the contract and for four years after the completion of the contract, EIT Hub Israel has the right for the purposes of safeguarding the EU's financial interests, the proposal and the contract of the supplier may be transferred to internal audit services, EIT, to the European Court of Auditors, to the Financial Irregularities Panel or to the European Anti-Fraud Office.

### **3.7 Clarification related to proposals**

After submission of the proposals, they shall be checked on meeting all formal requirements as set out in the proposal dossier. Where information or documentation submitted by the tenderers is or appears to be incomplete or erroneous or where specific documents are missing, EIT Hub Israel may request the tenderer concerned to submit a supplement and clarify or complete the relevant information or documentation within an appropriate time limit.

### **3.8 Negotiation about the submitted proposal**

After checking the administrative compliance of the tenderers, EIT Hub Israel can negotiate the contract terms with the tenderers. In this negotiation EIT Hub Israel will ask all tenderers to adjust the proposal or specific sections of the proposal within an appropriate time limit.

### 3.9 Evaluation of proposals

The quality of each proposal will be evaluated in accordance with the award criteria mentioned below. The award criteria will be examined in accordance with the requested service indicated in Section 2 of the document.

#### **Minimum requirements:**

The following documents and declarations are to be submitted to indicate that the tenderers meet the necessary minimum requirements [see article 3.2 for suggested proposal components]:

- A minimum of 5 employees with more than 8 years of international operations and proven experience in comparable services in the areas named in section 2. Tenderer should provide proof of at least five reference works in the field of corporate innovation with multinational entities.
- At least 5 proven services/ projects jointly implemented with key stakeholders of the Israeli innovation ecosystem (e.g., Israel-Europe Research & Development Directorate (ISERD), Israel Innovation Authority (IIA), Start Up Nation Central, etc.).
- Self declaration of expertise in technology scouting, in more than 3 different scouting domains (i.e., Health/ Climate/Urban Mobility/ Retail/ infrastructure/Cyber) with in-house domain experts/ scouters.
- CV's proving the educational and professional qualifications as well as job experience of the tenderer's project senior team leader (required at least 10 years of experience in complex advisory projects in the field of high-tech, corporate innovation or technology transfer or innovation ecosystem development, and at least 2 members of the project team with relevant experiences). In this part, the tenderer should include specific information regarding a. What percentage of the project will be delivered by a senior team leader b. what exact tasks will be executed by the senior team lead.
- Proven experience of building innovation platform for companies that are working in Israel, including names of the projects, extend and goals.
- Self-declaration of the availability from the intended starting date (18 April 2023) and the option of extension until 31.12.2024.
- English language proficiency at the level of native speakers / full professional proficiency is required.

#### **1. Technical score (Maximum 50 points)**

The provider shall submit a full project framework [see article 3.2 for proposal component].

The offered submission will be judged by the criteria named below and shall be compared with the competing offers:

##### **A) Content and structure of the proposed corporate innovation process (Maximum 25 points)**

The quality of the proposed material based on the experience of the bidder in designing and executing corporate innovation and scouting. The materials should include a draft action plan describing the methodology and each of the different components of the programs including company workshop (need assessment); Israeli immersion lab agenda; matchmaking process; Implementation, follow up and possible outcomes. The most detailed, creative, relevant, and closest to EIT Hub Israel's area of interest shall be awarded highest and the other linearly less.

**B) CVs of core team and the dedicated project manager (Maximum 15 points)**

Valuation aspect refers to the seniority level of the dedicated team delivering the service. Thus, in case of involvement of more senior experts more scores will be given to the tenderer. Expertise will be evaluated according to the experience in innovation process and technical capabilities.

**C) International Experience (Maximum 10 points)**

Valuation aspect refers to internalization scope and experience of the tenderer including relevant innovation experience, client base and international presence. The more international companies the tenderer provided past innovation services to, the higher the score.

**2. Price/total cost (Maximum 50 points)**

The lowest offered price (daily fee) shall receive the highest score (50 points), others shall be calculated in relation to that in a linear equation. [i.e., if the lowest offer is 1 EUR they will receive 50 points, if the second best is 2 EUR, they will receive 25 points]

The provider shall spend a total of 87 days in 2023 and 82 days during 2024 (subject to extension). Annex one describes the details of how these days will be utilized.

**Total maximum score: 100 =total technical score (50) + total financial score (50)**

The winner shall be the one with the highest aggregate score summed from technical and financial scores and that bidder shall be proposed for the contract.

Within 5 days after the receipt of the contract from EIT Hub Israel, the selected tenderer shall sign and date the contract, and return it to the EIT Hub Israel. In case the winning tenderer is unable to enter a contract within the above time period, EIT Hub Israel may decide to contract the second best.

**3.10 Cancellation of the proposal procedure**

In the event of cancellation of the proposal procedure, EIT Hub Israel will notify tenderers of the cancellation. In no event shall EIT Hub Israel be liable for any damages whatsoever including, without limitation, damages for loss of profits, in any way connected with the cancellation of a proposal procedure, even if EIT Hub Israel has been advised of the possibility of damages.

### **3.11 Appeals/complaints**

Tenderers believing that they have been harmed by an error or irregularity during the award process may file a complaint. Appeals should be addressed to EIT Hub Israel. The tenderers have 3 days to file their complaints from the receipt of the letter of notification of award.

### **3.12 Ethics clauses / Corruptive practices**

EIT Hub Israel reserves the right to suspend or cancel the procedure, where the award procedure proves to have been subject to substantial errors, irregularities, or fraud. If substantial errors, irregularities, or fraud are discovered after the award of the Contract, EIT Hub Israel may refrain from concluding the Contract.

The supplier shall take all measures to prevent any situation where the impartial and objective implementation of the contract is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest ('conflict of interests'). He should inform the EIT Hub Israel immediately if there is any change in the above circumstances at any stage during the implementation of the tasks.

## **4. Annexes**

- 4.1. Annex 1: Daily break down sheets
- 4.2. Annex 2: Service Tender Submission Form
- 4.3. Annex 3: Service agreement form of EIT Hub Israel