



CONSOLATO GENERALE D'ITALIA
MOSCA

INVITATION TO TENDER

With the present invitation letter, the Italian Consulate General is inviting you to a negotiated procedure in order to award a service contract for a study in the Visa Processing Centers sector, for a maximum economic value of 80.000 euro (net of VAT).

Reasons: In the current year, the Italian Consulate General will proceed to the award of a concession contract for an external service provider (ESP) in the Visa Processing Centers sector, according to Regulation (CE) N. 810/2009 (so called Visa Code). In order to best define the tender documents for the concession above, the Italian Consulate General deems it necessary to have a study on some key features of the object of the concession contract to be awarded.

Object of the contract: a hard copy study to hand over to the Consulate General. The study will be published on the Italian Consulate website. The published study may exclude parts [...*omissis*...] wherever the Consulate deems it necessary for national interests.

The study should be divided into three main areas:

1. **Sector Analysis.** The study will analyze the economic, social and demographic trends relevant to Visa demand in order to suggest the best strategic options in terms of localization and distribution of Visa centers, and in terms of development of ancillary services in a 4 year period. The analysis will be based on officially sourced data, statistics and trends and should in particular identify:
 - a. The population distribution, by number, density, age and income, of Russian citizens and their propensity to travel to Europe and Italy, and their segmentation in terms of reason for travel (tourism, business, academic, health, culture).
 - b. Priority regions and underserved geographical areas, in order to identify the best localization strategy for Visa Processing centers in the regions, with respect to
 - i. the location of Italian and other Schengen countries' visa centers;
 - ii. the convenience and cost of travel routes to Italy
 - c. Key tours/ticket distribution channels in Russia and their segmentation by operator (airline/agencies/tour operators) and by online vs offline.
 - d. Visa candidates' (customers') needs and key performance parameters for Visa Processing Centers' services.
 - e. Visa Processing Services providers present in Russia and identification of main business models and terms of services (best practices).



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2. **Legal and Administrative area.** The study will analyze the tenders on VISA ESP carried out by Germany, France, Spain, Netherlands and UK, highlighting most relevant choices made in tender documents with regards to general requirements, technical and economic offers and suggesting existing best practices. Special attention should be given to choices made on the relative weight between the technical component and the economic component; on division into lots and financial requirements; on good execution guarantees; on qualitative elements such as facilities' features; on optional services requested, also not related to Visa sector (trade promotion, tourism services etcetera).
3. **Synergy with Italian Public institutions.** The study will highlight all possible synergies between the Italian Consulate General and interested Italian Public entities (Regions, ICE, ENIT, CRUI, etc) in the improvement of the Visa Processing service and suggest ways to enforce those synergies by way of the Tender offer requirements, taking into account the best practices of other Schengen Member States.

The study will also assess the operational efficiency of existing Italian visa centers and the current Visa processing procedures within the Italian Consulate General in order to suggest improvements to be taken into account when defining the Tender documents. A direct presence of a team member in the Consulate over a period of time will be possible as a way of getting acquainted with the operational needs of the Consulate.

Duration: The study will have to be delivered within a maximum of 60 calendar days from the date of assignment.

Selection Criteria

Candidates will be excluded from this competition if they are in any of the situations referred to in art. 80 of D.Lgs 50/2016 (<https://www.codiceappalti.it>)

Additionally, the candidates should:

1. be a well-established, experienced Firm, operating in the Russian Market for more than 10 years;
2. in Russia, have had or be part of a Professional Services Group of companies which has had a minimum yearly turnover of at least 10 mln Euro (or equivalent in Rubles) for the last 3 years and have had a minimum yearly "specific" turnover of 200.000 Euro (or equivalent in Rubles) for the last 3 years in the area of Government consulting activities;
3. in Russia, have had or be part of a Professional Services Group of companies which has had an average of 30 full-time employed consultants over the past 3 years;
4. demonstrate to have the appropriate technical facilities, study and research facilities and quality measures to deliver the services requested;



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5. Confirm they will not subcontract any portion of the contract;
6. Provide examples of previous cooperation with Public Entities that demonstrate that they have the relevant experience to deliver the services requested;
7. Provide CVs of team members responsible for the study

Awarding criteria

The contract will be awarded to the Most Economically Advantageous Tender, based on a Best Quality Price Ratio of 20:80

Technical offer: 80 points

1. The team members working on the study have the following relevant educational and professional qualifications?
 - a. Public Procurement expertise according to European Legislation:
 - i. No: 0 points
 - ii. Yes: Master degree (10 points); PhD or higher (20 points)
 - b. Experience on Visa and Schengen Visa matters:
 - i. No: 0 points
 - c. Yes: up to 3 years (5 points); more than 3 years (15 points)
 - d. Economic and statistical analysis skills:
 - i. No: 0 points
 - ii. Yes: Master degree (5 points); PhD or higher (10 points)
2. The team will be led by a high level managerial staff position:
 - i. No: 0 points
 - ii. Yes: Associate Director (5 points); Director (10 points); Partner (15 points)
3. The team will also have a person seconded to the Italian Consulate to assess working methods and suggest improvements
 - i. No: 0 points
 - ii. Yes: junior consultant (2 points); senior consultant (or equivalent) (5 points)
4. The work will be based on regular meetings to check and adjust the analysis ongoing:
 - a. No: 0 points
 - b. Yes: one meeting every 2 weeks (5 points); one meeting every week (10 points)



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5. Relations with Italian Institutions suggest the inclusion of Italian speaking team members. Do you have any?
- i. No: 0 points
 - ii. Yes: 5 points

Economic Offer: 20 points (linear interpolation methodology: R_a/R_{max})

Deadlines: Bidders have 15 days to send their offers to the Consulate, via email to con.mosca@cert.esteri.it

The Consulate General expects to be able to award the contract by the 19th of March 2018. The contract will be signed immediately thereafter, upon completion of the internal administrative procedures. Anyway, bidders commit to maintain their offer unchanged until April 15, 2018, should any administrative delay occur.

The successful tenderer will promptly provide all requested documents to the Consulate for the necessary check before the signing of the contract (Conformity check).

Moscow, March 2, 2018




Francesco Forte
Consul General of Italy in Moscow