



697119 — CLUSTEM — COS-CLUSTER-2014-3-04-02/COS-CLUSTER-2014-3-04-02-1

CLUSTEM

**“Empowering CLUSTers’ management and services
in TExtile and Machinery sectors”**

TERMS OF REFERENCE (Tender)

**For Cluster Excellence Expert(s) Recruitment
for Cluster Training**

Publication date: October 26th 2016



Terms of Reference (Tender)

Reference	CLUSTEM/TRAINING/02/2016
Subject	ESCA Expert(s) Recruitment for Cluster Training
Countries	United Kingdom, Turkey, Italy, Spain
Description of Assignment	Training Programme for Capacity Building (4 Clusters, 8 Participants)
Project	Empowering CLUSTers management and services in Textile and Machinery Sectors (CLUSTEM)
Period of Assignment	January 2017 – April 2017

The Proposal must be submitted by email to andreaphilipson@textile-training.com and enrico.venturini@tecnotex.it. This tender opens on October 26th 2016 and closes on 25th November 2016. Applications received before or after these dates will be disregarded.

Hard copies, with original signatures of the applicant on all pages, as better specified in art. 11, must be sent via recorded delivery or courier within 5 working days from the deadline set for the e-mail application to the project partner: Andrea Philipson at the address: Huddersfield & District Textile Training Co Ltd, Textile House, Red Doles Lane, Huddersfield, West Yorkshire, England HD2 1YF.

Any request for clarification must be sent in writing, or by standard electronic communication to the e-mail addresses indicated above. Next technology Tecnotessile (NTT), coordinator of the project, in cooperation with Huddersfield & District Textile Training Co Limited (HTTC), leader of the training activities, will respond in writing by uploading the answers on the CLUSTEM project website (<http://clustem.eu/>). The applicant and any experts who have applied will receive a notification email directing them to the website for explanation/clarity. This will be displayed until the deadline for applications has expired.



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1. BACKGROUND and CONTEXT

Textile and apparel manufacturing in Europe is one of the largest and most diverse sectors. The textile & machinery industry faces unprecedented challenges regarding global competition for every market across the world. Clusters are a response to those challenges and are able to link cross-border intelligence and geographical proximity of SMEs in the same production area, stimulating diversity of production and increasing creativity of both new product and process innovation. CLUSTEM intends to address these issues and to help the replication of the cluster process across Europe.

European production still has a strong value when sold abroad. Manufacturing across member states is still synonymous with high quality, high value production. It is essential that textile and machinery industries along with their supporting organisations in the EU, achieve a set of competencies and strategies without disregarding a local action focus, aiming at the success of common entrepreneurial, technological or marketing strategies.

CLUSTEM provides a concrete base to achieve such goals as it brings together relevant organisations within the textile and clothing EU landscape to collaborate on the project. The partners working on the CLUSTEM project are from some of the most active and important countries operating in textile and machinery building: Italy, UK, Spain and Turkey.

The activity of clusters is vital for supporting international competitiveness of the European SMEs, through building of collaboration and sharing of added value. The CLUSTEM project is supported by the Cluster Excellence Programme Call (COS-CLUSTER-2014-3-04-02), which aims at the improvement of the policy in the field on cluster management.

Improved management practices, with better organisation can address some of the key factors affecting competitiveness in textile and machinery clusters in Europe. Within this project, activities are specifically aimed at industrial textile and machinery clusters. Project results will be shared with companies within the clusters who will have the opportunity to design new services for textile and machinery SMEs.

The specific objectives of the project are:

- reinforcement and improvement of the cluster management capacities of the partners, through benchmarking, training, study visits;
- establishing a strategic collaboration between textile companies, especially around advanced textile products and machinery manufacture, which is the main source of innovation for textile SMEs;

- transfer of knowledge and experiences developed in other clusters for the provision of high quality services to SMEs
- increasing the level of innovation capacity and introducing new creative-based ideas for the realisation of new products,
- facilitating the internationalization of SMEs
- exploiting and diffusing Key Enabling Technologies
- assisting SMEs in further addressing resource efficiency issues.

This set of goals will be achieved through the implementation of the following actions: benchmarking consultancy from ESCA experts, with the final aim of getting at least the first level of labelling for the 4 clusters; training with European experts in ECEI curriculum for at least the 5 core modules; study visits to 3 gold labelled clusters in other European countries; design of new top quality services for SMEs of the 4 clusters and dissemination of project activities.

For further information about the project, please visit: <http://clustem.eu/>

2. OBJECTIVE AND SCOPE OF THE ASSIGNMENT

Next Technology Tecnotessile (NTT) is the coordinator of the project; Huddersfield & District Textile Training Co Limited (HTTC) is the leading organisation for the specific work package of the CLUSTEM project regarding “Organisation of Training Programmes for Cluster Excellency.” This training intends to achieve the following objectives:

- To provide specific case-based training about cluster excellence to the four partners (2 participants per partner).
- To report on lessons learned and recommendations for the future delivery of effective services.
- To evaluate, raise and sustain the competitiveness of regional economic clusters and to promote the economic development of targeted regions.

This will include:

- Development of the consortium (clusters) for excellency in cluster management.
- Advice on implementing good management practices in their daily activities.
- Delivery of high quality services to their members on better use of advanced technologies, productivity, resource efficiency, innovation, creativity and internationalisation.

Training provided to the clusters professionals will include at least 5 core modules:

- a. Cluster Economics
- b. Cluster Initiative Screening
- c. Industry Analysis and Segmentation
- d. Value Chain Analysis
- e. Benchmarking and Internationalisation of SME's

This will be provided according to the consolidated training programmes of ECEI (European Cluster Excellence Initiative) practices.

Additionally, the recruited expert(s) is required to supervise the participants in the implementation of a specific case study in one of the project clusters and to produce the related report.

Subcontracts will be awarded for the recruitment of qualified Expert(s) for training activities and methodologies for clusters, who will deliver a training programme on the 5 core modules for "The Essence of Cluster Excellence Management." This training is for the four partners of the project and will include two representatives from each organisation.

3. DELIVERABLES (including duties and responsibilities)

The deliverables, duties and responsibilities consist of but are not limited to the following:

- The task will be based on the recovery of basic information about the 4 clusters from WP1 - benchmarking of the four clusters - which will identify the specific needs for each cluster.
- The preparation and training for the capacity building programme from the ECEI expert(s).
- Training will include at least the 5 core modules mentioned in the objectives and will be delivered by the expert(s).
- The expert(s) will deliver training in a dedicated location that will be chosen according to the expert's geography.

On completion of the training the expert will recommend and assist in the implementation, producing the related report, of the specific case studies (for each project cluster).

The selection of the expert(s) will be based on the following criteria:

- Best value for money for the delivery of the objectives.
- Qualifications and relevant experience of the expert(s).
- Previous training examples of assisting industrial clusters to improve their management activities and services provided to members.

All of the deliverables are subject to approval from HTTC, NTT (the project coordinator) and cluster managers in order to finalise the payment to the expert.

4. TIMEFRAME OF THE WORK

The duration of the assignment will be 4 months in total upon the signature of the Contract.

Expected contract start date – 1st January 2017

Expected contract completion date – 30th April 2017

This timeframe includes any preparatory requirements prior to training and allows for assistance for the case study report and completion.

5. LOCATION

All four cluster partners will receive the training in the same location. This will be determined by the expert(s) geographical location and by approval of the partners.

In case of unexpected events, the coordinator reserves the right to change location of the training; should this be necessary, the new location will be communicated to the expert(s) no later than 20th December 2016.

6. CONTRACTING AUTHORITIES

As CLUSTEM is a partnership of 4 different clusters, each organisation will be responsible for contracting the recruited expert(s) for his own quota, equal to the approved fee from the expert by the number of subscribed trainees. This will turn into having 4 contracts for the same expert(s).

7. TERMS AND PAYMENT

An advance payment, equal to 50% of the contract amount, will be paid to the expert(s) upon signature of the contract. The balance, as lump sum payment, will be made upon approval of all deliverables by HTTC, the project coordinator NTT and other partner cluster manager(s).

The lump sum will include all costs incurred by the expert(s), including travel and accommodation if necessary. The indication of the fee per single trainee is required.

Payments will be made in Euros. The amount paid to the expert(s) shall be gross and inclusive of all associated costs such as social security, income tax, VAT, travel costs and any other expenditure.

8. SERVICES AND FACILITIES TO BE PROVIDED BY THE CONTRACTING AUTHORITIES

The content and the background documents of the 4 Clusters will be delivered to the expert by the cluster partners. This will include the preliminary report and the benchmarking report with recommendations.

9. QUALIFICATIONS AND SKILLS

General Qualifications:

- ECEI Expert certification essential.
- Evidence of being trained with the Cluster Excellence methodology to become a senior expert.
- University degree in, social/environmental/political sciences or scientific disciplines in a related field.
- Fully proficient in reading, writing and understanding English.
- Excellent command of office software including word, excel and power point.
- Advanced university degree (i.e. Master and PhD.) is an asset.

Professional Experience and Qualifications:

- A minimum of three (3) years professional experience in cluster training under ECEI initiatives is required.
- Previous experience with cluster management is an asset.
- Previous experience with Machinery and Textile Sector is an asset.
- Knowledge of one of the following languages (Italian, Spanish and Turkish) is an asset.

Specific Experience and Qualifications

- Experience of delivering of the 5 core training modules according to ECEI modules is required. Examples of previous training are required.
- Experience with analysing clusters at least in two different sectors (textile and machinery is an asset).

Applicants can be either organisations (companies, foundations, etc.) or group of natural persons. In the latter case, applicant is required to submit the proposal with only one leading member, specifying the group members and their specific skills and experience in the subjects of the 5 core modules. In case the applicant is a group of natural persons, it will fall under the leading member responsibility the level of performances and results of the other trainers of the group, being him/her the only contracting party responsible for the implementation of the task. It will be the

leading member duty to provide full details of the above mentioned qualifications, along with adequate justifications (as per art. 11).

10. EVALUATION OF APPLICATIONS.

The evaluation will be based on cumulative analysis from all the four partners and will be weighted on the following criteria:

- General qualifications: max 15 points
- Professional qualifications and experience: max 15 points
- Technical proposal: max 30 points
- Price proposal: max 40 points

Total max score per applicant: 100 points.

Applicants who obtain a minimum of 60 points out of a maximum 100 points will be considered for the assignment. Applicants who do not meet this minimum requirement will not be considered.

The Applicants will be selected on the basis of the highest score obtained. In the case of a tie, the Applicant with a lower price offer will be awarded.

The evaluation of offers received will be performed by the Steering Group of the CLUSTEM project by the following members:

- For the Coordinator, NTT, Mr Enrico Venturini
- For HTTC, Ms Andrea Philipson
- For ATEVAL, Mr Felipe Carrasco
- For WCM, Ms Halide Rasim

Each member will rank the 4 components of the cumulative analysis, assigning his/her personal score to the each of the 4 areas. The final score assigned to each Applicant will be the average of the 4 rankings given by the Steering Group representatives.

11. APPLICATION PROCEDURE

Interested applicants must submit the following application documents by stating the reference of this TOR as the subject of the e-mail, between 26th October 2016 and 25th November 2016 inclusive. All documents and information provided must be in English.

- A one-page Letter of Interest, containing personal contact details of the expert (Full Name, Address, Mobile Telephone No, e-mail address, Tax code and VAT number, if applicable), explaining why they, he/she is the most suitable for the work.
- Technical proposal indicating methodology, timing, location and actions that the expert will implement to achieve the goals set in art. 2, 3 and 4. The technical proposal must not exceed 2 pages.
- Financial Proposal as lump sum including expert fees and all costs for travelling or other activities related to the performance of the task assigned. A breakdown of the lump sum is required, detailing, among the others, the fee per single trainee.
- In case of natural person, a declaration of honour regarding personal availability to deliver the training and associated activities within the deadline indicated in art. 4. In case of an organisation, the declaration has to be released by the nominated trainers.
- CVs of all mobilised trainers, including past experience in similar projects and at least 3 references.
- For all the trainers, declarations of honour stating the absence of any convictions.
- For all the trainers, declarations of honour regarding any conflict of interest with the organisations of the CLUSTEM project.

The proposal must be submitted by email to andreaphilipson@textile-training.com and cc to enrico.venturini@tecnotex.it no later than **25th November 2016**. Hard copies, with original signatures of the applicant on all pages, must be sent via recorded delivery or courier within 10 working days from the deadline (the date on the stamped document/envelope will determine the despatch date) to the following address: Huddersfield & District Textile Training Co Limited, Textile House, Red Doles Lane, Huddersfield. HD2 1YF – for the attention of Andrea Philipson. In case of an organisation, only the signatures of the legal representative is required on all pages; in case of a group of natural persons, only the signatures of the leading member is required on all pages.

Costs incurred by the candidate(s) in preparing and submitting the applications will not be reimbursed.

12. PRICE PROPOSAL GUIDELINE

The prospective experts should take the following explanations into account during submission of his/her price proposal.

- The lump sum price proposal and related breakdown must be in Euro (€).
- The price proposal should be Gross and inclusive of costs related to tax, social security premium, visa (if needed), travel, accommodation and any other kind of expenditure needed to perform the task.
- HTTC will not provide any further clarification on costs related to tax, social security premium, visa etc. It is the applicants' responsibility to make the necessary enquiries on these matters.



Co-funded
by the COSME programme
of the European Union



“This Term of Reference is part of the project CLUSTEM which has received funding from the European Union’s COSME Programme (2014-2020).

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