

APPLICATION FOR  
EU/EDF-FUNDED SERVICE CONTRACT

Contract notice: 2021/S 156-415051

**Develop the Sustainable Urban Mobility Plan for the municipality of Chisinau**

**Location – Chisinau/ Republic of Moldova**

**Please supply one signed** application (for each lot, if the tender procedure is divided into lots), together with **three copies**. For economical and ecological reasons, we strongly recommend that you submit your files on paper (no plastic folder or divider). We also suggest you use double-sided printing wherever possible. Your application must include a signed declaration using the annexed format from each legal entity making the application. **All data included in this application must concern only the legal entity or entities making the application.**

Any additional documentation (brochures, letters etc.) sent with your application will not be taken into consideration. Applications submitted by a **consortium** (i.e. either a permanent, legally-established grouping or a grouping set up informally for a specific tender procedure) must follow the instructions applicable to the consortium leader and its members.

An economic operator may, where appropriate and for a particular contract, rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. If the economic operator relies on other entities it must prove to the contracting authority that it will have at its disposal the resources necessary for the performance of the contract by producing a commitment on the part of those entities to place those resources at its disposal. Such entities, for instance the parent company of the economic operator, must respect the same rules of eligibility - notably that of nationality – and must comply with the selection criteria for which the economic operator relies on them. Furthermore, the data for this third entity for the relevant selection criterion should be included in the tender in a separate document. Proof of the capacity will also have to be provided when requested by the contracting authority. With regard to technical and professional criteria, an economic operator may only rely on the capacities of other entities where the latter will perform the services for which these capacities are required. With regard to economic and financial criteria, the entities upon whose capacity the tenderer relies become jointly and severally liable for the performance of the contract.

**1 SUBMITTED by (i.e. the identity of the candidate)**

	Name(s) of legal entity or entities making this application	Nationality <sup>1</sup>
Leader <sup>2</sup>	CIVITTA Strategy & Consulting S.A.	Romanian
Member 1	AO Business Consulting Institute	Republic of Moldova
Member 2	Boğaziçi Proje Mühendislik A.Ş.	Turkish
Member 3	Rupprecht Consult - Forschung & Beratung GmbH	German
Member 4	TTL Planning S.R.L.	Romanian

## 2 CONTACT PERSON (for this application)

<b>Name</b>	Reinhold Lehel Stadler
<b>Organisation</b>	CIVITTA Strategy & Consulting S.A.
<b>Address</b>	1 <sup>st</sup> District, Bucharest, 3 Ion Slătineanu Street, 0 and 1st floor, Romania
<b>Telephone</b>	+40742077493
<b>Fax</b>	+40318053591
<b>e-mail</b>	<a href="mailto:reinhold.stadler@civitta.com">reinhold.stadler@civitta.com</a> ; <a href="mailto:office@civitta.com">office@civitta.com</a>

## 3 ECONOMIC AND FINANCIAL CAPACITY<sup>3</sup>

Please complete the following table of financial data<sup>4</sup> based on your closed annual accounts and your latest projections. If annual accounts are not yet available for the current year or past year, please provide your latest estimates in the columns marked with \*\*. Figures in all columns must be calculated on the same basis to allow a direct, year-on-year comparison to be made (or, if the basis has changed, please provide an explanation of the change as a footnote to the table). When the current ratio is set as selection criterion, for non-for-profit organisations the ratio has to be calculated without taking into account within the current liabilities the pre-financing received from donors for ongoing projects. Any other clarification or explanation which is judged necessary may also be provided. If the candidate is a public body, please provide equivalent information.

<b>Financial data</b> Data requested in this table must be consistent with the selection criteria set in the contract notice	<b>2 years before last year<sup>5</sup></b> <b>2018</b> <b>EUR</b>	<b>Year before last year<sup>5</sup></b> <b>2019</b> <b>EUR</b>	<b>Last year<sup>5</sup></b> <b>2020</b> <b>EUR</b>	<b>Average<sup>6</sup></b> <b>EUR</b>	<b>[Past-year EUR]**</b> <b>2020</b>	<b>[Current year EUR]**</b> <b>2021</b>
Annual turnover <sup>7</sup> , excluding this contract	3.945.070,83	5.123.919,63	5.279.403,61	4.782.798,05	5.279.403,61	1.355.924,70
Current assets <sup>8</sup>	4.972.562,90	4.359.478,37	4.872.384,61	4.734.808,93	4.872.384,61	1.112.461,68
Current liabilities <sup>9</sup>	2.520.906,31	1.487.389,46	2.049.992,38	2.019.428,68	2.049.992,38	355.640,19
[Current ratio (current assets/current liabilities)]	Not applicable	Not applicable	2,38	Not applicable	Not applicable	Not applicable

#### 4 STAFF

##### General information

Please provide the following statistics on staff for the current year and the two previous years<sup>10</sup>.

Annual manpower	Year before past year		Past year		Current year		Period average	
	Overall	Relevant fields	Overall	Relevant fields <sup>11</sup>	Overall	Relevant fields <sup>11</sup>	Overall	Relevant fields <sup>11</sup>
Permanent staff <sup>12</sup>	124	50	120	48	85	44	109,67	47
Other staff <sup>13</sup>	38	13	46	16	41	15	41,66	14,99
Total	162	63	166	64	126	59	151,33	61,99
Permanent staff as a proportion of total staff (%)	76,54%	79,37%	72,29%	75,00%	67,46%	74,58%	72,47%	75,82%

##### Project manager

Please provide name, qualifications and relevant experience.

<b>Position Title</b>	Project Manager
<b>Name:</b>	Kristiana Ivanova Chakarova
<b>Date of Birth:</b>	14/10/1962
<b>Country of Citizenship/Residence:</b>	Bulgarian

<b>Education:</b>	<p>University of Tampa, College of Business - Business appraiser – 1993</p> <p>University of Architecture, Civil Engineering and Geodesy, Sofia - MSc. Transport Construction Engineer - 1985</p>
<b>Language Skills</b>	<ul style="list-style-type: none"> <li>• English (speaking – good, reading – good, writing - good)</li> <li>• French (speaking – fair, reading – good, writing - fair)</li> <li>• Romanian (speaking – fair, reading – good, writing - fair)</li> <li>• Russian (speaking – good, reading – good, writing - good)</li> <li>• Macedonian (speaking – fair, reading – good, writing - fair)</li> <li>• Turkish (speaking – poor, reading – poor, writing – poor)</li> </ul>
<b>Membership in Professional Associations and Publications:</b>	<p>Membership in Professional Associations and Publications:</p> <ul style="list-style-type: none"> <li>• Association of Bulgarian Road Engineers and Consultants UBI-France</li> <li>• Co-author of TRACECA Trade and Transport Atlas</li> <li>• Co-author of EU and Bulgarian Transport Perspectives Atlas</li> <li>• Co-author of Regional Infrastructure Projects in south-Eastern Europe book, Institute for Regional and International Studies (IRIS) edition</li> <li>• Several articles in Bulgarian magazines and newspapers in the field of transport</li> </ul>

**Employment record relevant to the assignment:** {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

<b>Period</b>	<b>Employing organization and your title/position. Contact information for references</b>	<b>Country</b>	<b>Summary of activities performed relevant to the Assignment</b>
February 2019 – June 2019	<p><b>Sofia Cleaner Bus Fleet Financing TA2017084 BG HUB</b></p> <p><b>Client:</b> European Investment Bank</p> <p><b>Employer:</b> Institute of Transport &amp; Communications (ITC)</p>	Sofia, Bulgaria	<p><b>Description:</b> The objective of this TA Assignment is (i) to assess the financial viability and structure required for Sofia Bus Transport Company to directly finance the proposed</p>

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
	<p><b>Positions held:</b> Key expert in public transport</p> <p><b>For Reference:</b>  Vladimir Chakarov, General Manager  Tel: + 359 2 986 77 21  Email: vladimir.chakarov@itcbg.eu</p>		<p>Sofia bus renewal project, without a guarantee from Sofia Municipality and via the Service Contract between the public operator and the City, in addition to other financing options including leasing buses; and (ii) to support public transport operator and the City in a potential application for ELENA grant for providing longer term technical assistance in relation to the Sofia bus renewal project.</p> <p>The expert is responsible for tasks related to:</p> <ul style="list-style-type: none"> <li>• Collection, review and analysis of relevant technical, operation and organizational data, as well as plans, strategic documents and infrastructure projects of the City and</li> <li>• Draft a multi-annual fleet renewal plan in different scenarios.</li> </ul>
October 2018 – December 2019	<p><b>Framework for Sustainable Mobility and Access to Road Transport (SMART) Capacity Building Programme</b>  <b>Brasov – corporate improvement of the public transport operator</b></p> <p><b>Client:</b> European Bank for Reconstruction and Development  <b>Employer:</b> Institute of Transport &amp; Communications (ITC)  <b>Positions held:</b> Transport economist</p> <p><b>For Reference:</b>  Vladimir Chakarov, General Manager  Tel: + 359 2 986 77 21    Email: vladimir.chakarov@itcbg.eu</p>	Brasov, Romania	<p><b>Description:</b> The EBRD has developed a EUR 120 million Framework for Sustainable Mobility and Access to Road Transport (“SMART” or the “Framework”) to provide financing for improvement of public transport services and road infrastructure in cities and counties of Romania. Under the Framework, the EBRD granted Brasov public transport operator a loan of up to RON 114 million (EUR 25 million equivalent) to finance the acquisition of approximately 105 new low emission diesel buses. The project aims to support the city of Brasov and the operator in the commercialisation of the public transport operations and the signing of an EU compliant Public Service Contract (PSC) by the City and the public operator.</p> <p>The expert is responsible for tasks related to:</p> <ul style="list-style-type: none"> <li>• Financial and economic aspects of the draft PSC and</li> <li>• Improving financial performance of the operator.</li> </ul>

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
October 2017 – June 2018	<b>Advisory Services on a National Climate Change Adaptation Strategy and Action Plan,</b> <b>Client:</b> The World Bank, Bulgaria Country Office <b>Employer:</b> Institute of Transport & Communications (ITC) <b>Positions held:</b> Short-term consultant <b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu	Sofia, Bulgaria	<b>Description:</b> Responsible for preparation of Transport Sector Report and contributor to Climate Change Adaptation Strategy
January 2018 – May 2018	<b>Technical Assistance to the Ministry of Environment and Urbanization for Developing Analytical Basis for Formulating Strategies and Actions towards Low Carbon Development, Turkey</b> <b>Client:</b> Ministry of Environment and Urbanization of Turkey <b>Employer:</b> Institute of Transport & Communications (ITC) <b>Positions held:</b> Short-term transport expert/ transport Economist <b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu	Ankara, Turkey	<b>Description:</b> Responsible for preparation of the report on Barriers and Opportunities in Transport Sector and contributor for Demand Status Report and Gap Analysis Report
September 2017 – April 2018	<b>Sofia Electric Bus Project (No C36807REV/499/1720/FC743/IPPF-2015-08-07F)</b> <b>Client:</b> European Bank for Reconstruction and Development <b>Employer:</b> Institute of Transport & Communications (ITC) <b>Positions held:</b> Transport economist and financial expert <b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu	Sofia, Bulgaria	<b>Description:</b> The EBRD has been requested by the City of Sofia and Sofia Electrical Transport JSC to provide loan financing to be used to finance the enhancement of the bus fleet through the purchase of up to 30 battery electric standard low floor buses and 12 charging stations. The general objective of the project is to assist the Bank with a technical, economic and environmental and social assessment of the investment to enable EBRD make its financing decision. Expert involved in Technical Due Diligence and in Revision of Public Service Contract by:

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			<ul style="list-style-type: none"> <li>• Leading all activities related to economic appraisal (i.e. Cost benefit analysis) and financial appraisal of the project</li> <li>• Reviewing draft PSC and schedules to this</li> <li>• Ensuring all necessary and timely analysis and support to the project team in the completion of deliverables</li> <li>• • Coordinating and liaising with EBRD, local stakeholders and SETC as needed for issues pertaining to data collection, the analysis of the public transport system and the management of the project in support of the Consultant's appointed Project Manager</li> </ul>
October 2016 – February 2017	<p><b>Preparation of feasibility studies and applicability assessment for upgrading and modernising Burgas BRT system</b></p> <p><b>Client:</b> City of Burgas</p> <p><b>Employer:</b> Institute of Transport &amp; Communications (ITC)</p> <p><b>Positions held:</b> Transport economist and financial expert</p> <p><b>For Reference:</b></p> <p>Vladimir Chakarov, General Manager</p> <p>Tel: + 359 2 986 77 21</p> <p>Email: vladimir.chakarov@itcbg.eu</p>	Burgas, Bulgaria	<p><b>Description:</b> The project aims at identifying and assessing feasible alternatives for upgrading the public urban transport in the city by upgrading the existing BRT system (one line), deploying ITS, reconstructing and/or rehabilitating transport infrastructure and establishing P&amp;R facilities. The estimated investment costs per alternative vary between BGN 20.7 million/ EUR 10.6 million and BGN 14.8 million/ EUR 7.6 million. The City of Burgas intends to apply with the identified project for ERDF grant to Operational Programme Regions in Growth 2014 – 2020, under priority axis 1 Sustainable and integrated urban development, investment priority Integrated urban transport</p> <p>Expert responsible for:</p> <ul style="list-style-type: none"> <li>• Economic and financial analyses for different project alternatives</li> <li>• Cost Benefit Analysis for the preferred alternative, sensitivity and risk analysis</li> </ul>

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
March 2016 – December 2016	<p><b>Preparation of feasibility studies for upgrading Varna Integrated Urban Transport Project №BG161PO001-1</b></p> <p><b>Client:</b> City of Varna</p> <p><b>Employer:</b> Institute of Transport &amp; Communications (ITC)</p> <p><b>Positions held:</b> Team Leader and Transport economist</p> <p><b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu</p>	Varna, Bulgaria	<p><b>Description:</b> The project aims at identifying and assessing feasible alternatives for upgrading the Integrated Urban Transport project co-financed from Sector Operational Programme Regional Development 2007 – 2013. Components considered for the scope of the upgrading project are purchase of new buses for the municipal Public Transport Operator, rehabilitation of road infrastructure and deployment of ITS. The estimated investment costs amount BGN 37.2 million/ EUR 20 million. The City of Varna applied with the identified project for ERDF grant to Operational Programme Regions in Growth 2014 – 2020, under priority axis 1 Sustainable and integrated urban development, investment priority Integrated urban transport and was awarded with required grant.</p> <p>Expert responsible for:</p> <ul style="list-style-type: none"> <li>• Overall project management</li> <li>• Analysis of transport and financial performance of the Municipal Public Transport Operator in its quality of Project partner</li> <li>• Economic and financial analyses for different project alternatives</li> <li>• Cost Benefit Analysis for the preferred alternative, sensitivity and risk analysis</li> </ul>
October 2014 – November 2015	<p><b>Sustainable Urban Mobility Plan (SUMP) for Bucharest – Ilfov Agglomeration</b></p> <p><b>Client:</b> European Bank for Reconstruction and Development</p> <p><b>Employer:</b> Institute of Transport &amp; Communications (ITC)</p> <p><b>Positions held:</b> Transport economist and financial expert</p> <p><b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21</p>	Bucharest, Romania	<p><b>Description:</b> The SUMP for the Bucharest-Ilfov region aims at planning the provision of a multi-modal, integrated transportation system that supports economic growth in the region, providing accessibility for entire region and the greater area of influence</p> <p>Expert responsible for:</p> <ul style="list-style-type: none"> <li>• Analysis of current budgets for the provision of transport from all financing sources for</li> </ul>



Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
	Email: vladimir.chakarov@itcbg.eu		<p>infrastructure, operations and maintenance of all components of the transport network</p> <ul style="list-style-type: none"> <li>• Mapping of most likely future scenario for budget availability for network development, EU, national, local public as well as private funding potential</li> <li>• Development of a financial model for public transit operations based on current status and implications of proposed restructuring to metropolitan transport authority, shifting to public service contracts and compliance with all EU mandates and standards</li> <li>• Application of financial model to support evaluation of comprehensive options under consideration for SUMP.</li> <li>• Develop financial scenario for recommended comprehensive option including funding of infrastructure investments for all modes in SUMP</li> <li>• Evaluation of revenue and subsidy needed for public transport operations across all transit modes</li> <li>• Outline action plan needed for financially viable implementation of SUMP</li> </ul>
September 2014 - September 2015	<p><b>Pre-feasibility study, financial and cost benefit analyses for the Integrated Urban Transport Project in the city of Sliven</b></p> <p><b>Client:</b> Municipality of Sliven, Bulgaria</p> <p><b>Employer:</b> Institute of Transport &amp; Communications (ITC)</p> <p><b>Positions held:</b> Team leader, responsible for overall project management and for elaboration of the Cost benefit analysis in line with the European Commission Guide for CBA for 2014-2020 periods</p> <p><b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu</p>	Sliven, Bulgaria	<p><b>Description:</b> The project includes the following tasks:</p> <ol style="list-style-type: none"> <li>1. Developing of vision and updated strategy for urban transport development in Sliven</li> <li>2. Identification of potential and selection of recommended components for Integrated Urban Transport project in Sliven to be co-financed by grant from European Regional Development Fund</li> <li>3. Elaboration of detailed feasibility study including technical, economic and financial analyses for the selected project components</li> <li>4. Financial and Economic analyses of project costs, revenues and benefits.</li> </ol>

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			Components considered for the scope of the upgrading project include: (i) Bus fleet; (ii) Automated Ticketing System; (iii) Real time passenger information system; (iv) Optimization of PUT routes; (v) Rehabilitation of trolleybus transport infrastructure (power substations, poles, catenary, cable network); (vi) Cycling facilities; (vii) Accessibility improvement measures (viii) Upgrade of bus terminals; (ix) Depot upgrading. The estimated investment costs varied per alternatives between BGN 12 million/ EUR 6.1 million and amount BGN 22 million/ EUR 11.2 million. The City of Sliven applied with the identified project for ERDF grant to Operational Programme Regions in Growth 2014 – 2020, under priority axis 1 Sustainable and integrated urban development, investment priority Integrated urban transport and was provided with BGN 12 million grant for implementing the project.
October 2013 – January 2014	<b>Almaty BRT Feasibility Study</b> <b>Client:</b> Almaty Akimat <b>Employer:</b> Institute of Transport & Communications (ITC) <b>Positions held:</b> Transport economist responsible for development of CBA, financial and sensitivity analyses for proposed LRT system <b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu	Almaty, Kazakhstan	<b>Description:</b> The main objectives of this study are: 1. To finalize the alignment of the LRT line and select the best alternative 2. To obtain accurate and realistic cost estimate by conducting a preliminary design 3. To estimate the potential income from the line operation, to calculate the expected operating and maintenance cost, and to assess whether there is any revenue surplus that can be used to support private sector contribution toward capital cost 4. To calculate the economic viability of the project.
January 2013 – January 2014	<b>Preparation of EU-Compliant Public Sector Contract For Burgas, financed by EBRD as part of Integrated Urban Transport Project,</b> <b>Client:</b> EBRD, City of Burgas as Beneficiary	Burgas, Bulgaria	<b>Description:</b> The objective of this assignment is to prepare an ‘internal operator’ Public Service Contract (PSC) for signature between the Municipality and the municipal PUT operator. The PSC incorporates the basic principles and

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
	<b>Employer:</b> Institute of Transport & Communications (ITC) <b>Positions held:</b> Public Transport/Economics and Financial Analysis key expert <b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu		meets the minimum requirements articulated for a PSC in the EU Regulation (EC) 1370/2007 and the applicable national legal requirements. The PSC was approved by the City and signed by the City and the transport operator in 2014.
June 2013 – pending for decision of City Council	<b>Chisinau Public Transport Project – e-ticketing system design</b> <b>Client:</b> EBRD, City of Chisinau as Beneficiary <b>Employer:</b> Institute of Transport & Communications (ITC) <b>Positions held:</b> Transport economist, responsible for development of a comprehensive financial model for the electronic ticketing system <b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu	Chisinau, Republic of Moldova	<b>Description:</b> The City of Chisinau wants to introduce a new electronic ticketing system for public transport. The objectives of the assignment are to: <ul style="list-style-type: none"> <li>• carry out a comprehensive analysis of the existing ticketing system and propose the key principles of the new ticketing system to address all ticketing system related problems in the sector</li> <li>• evaluate and assist the City in adopting the institutional set-up most beneficial to the public transport system</li> <li>• recommend to the City and design basic fare collection principles appropriate for an integrated public transport system in Chisinau</li> <li>• recommend to the City and design a new ticketing system appropriate for an integrated public transport system</li> <li>• 5. ensure that tender documents for the new ticketing system are based on international best practice.</li> </ul>
December 2012 – May 2013	<b>Feasibility Study and Cost Benefit Analysis for Purchasing New Trolleybuses</b> <b>Client:</b> Gradski Transport EAD, Varna (internal operator of the City of Varna) <b>Employer:</b> Institute of Transport & Communications (ITC)	Varna, Bulgaria	<b>Description:</b> The City of Varna together with three other Bulgarian cities (Burgas, Plevan and Stara Zagora) in partnership with the respective internal transport operators jointly apply for grant under the OP Environment for purchasing of new environmentally friendly vehicles for the public urban transport

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	<p><b>Positions held:</b> Transport economist responsible for Cost Benefit Analysis for the preferred alternative, sensitivity and risk analysis</p> <p><b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu</p>		<p>The project includes the following tasks:</p> <ul style="list-style-type: none"> <li>• Elaboration of detailed feasibility study including technical, demand, economic and financial analyses and EIA for different project alternatives</li> <li>• Cost Benefit Analysis for the preferred alternative, sensitivity and risk analysis</li> <li>• Analysis of the current institutional structure and recommendations</li> </ul> <p>With the so prepared Feasibility Study the City applied and was awarded with ERDF grant of BGN 28 million/ EUR 14.3 million and purchased 30 trolleybuses</p>
November 2012 - February 2013	<p><b>Almaty Bus Sector Reform Phase 2 – Technical Due Diligence</b></p> <p><b>Client:</b> EBRD, City of Almaty as Beneficiary</p> <p><b>Employer:</b> Institute of Transport &amp; Communications (ITC)</p> <p><b>Positions held:</b> Transport economist responsible for financial review of proposed investments including confirmation of cost estimates and operational assumptions</p> <p><b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu</p>	Almaty, Kazakhstan	<p><b>Description:</b> The objective of the assignment is to conduct technical due diligence for a loan for the purchase of new CNG buses. The study includes the following tasks:</p> <ul style="list-style-type: none"> <li>• Technical review of the proposed CNG operations to establish the route structure, demand, revenue and operational cost projections</li> <li>• Review and advise on how to improve technical and functional specifications of the new CNG buses</li> <li>• Advise on the conceptual design of the depot and specification for CNG filling station</li> <li>• Advise on the Depot Detailed Design</li> <li>• Advise on the Procurement Strategy and Tender Documentation for the Construction of the New Depot and CNG filling station</li> <li>• Supervision for structuring and drafting of the new Public Service Contract for the Project</li> </ul> <p>Financial review of proposed investments including confirmation of cost estimates and operational assumptions.</p>

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January 2011 – March 2012	<p><b>Varna Integrated Urban Transport Project</b>  <b>Client:</b> Ministry of Regional Development and Public Works  <b>Employer:</b> Institute of Transport &amp; Communications (ITC)  <b>Positions held:</b> Project Coordinator and transport economist responsible for (i) contacts and coordination with the Ministry of Regional development and Public works as Client and City of Varna as Beneficiary and (ii) elaboration of economic and financial analyses and drafting the project Application form  <b>For Reference:</b>  Vladimir Chakarov, General Manager  Tel: + 359 2 986 77 21  Email: vladimir.chakarov@itcbg.eu</p>	Varna, Bulgaria	<p><b>Description:</b> The project includes the following tasks:</p> <ul style="list-style-type: none"> <li>• Developing of vision and updated strategy for urban transport development in Varna</li> <li>• Identification of potential and selection of recommended components for Integrated Urban Transport project in Varna</li> <li>• Elaboration of detailed feasibility study including technical, economic and financial analyses and EIA Report for the selected project components</li> <li>• Identification of recommendable institutional structure and strategy for implementation of the Integrated Urban Transport System project in Varna</li> <li>• Preparation of Application Form financing of a large-scale project under operation 1.5 of the Regional Development Operation Program 2007 – 2013</li> </ul> <p>With the so prepared project documentation the City applied and was awarded with ERDF grant of BGN 114 million/ EUR 58.2 million for the following project components: (i) Electronic Ticketing System; (ii) Bus Priority at Intersections; (iii) Real time passenger information system; (iv) PUT control centre; (v) BRT corridor; (vi) Bus fleet (28 articulated and 40 single-body buses); (vii) Cycling facilities; (viii) Upgrade 3 bus terminals; (ix) Depot upgrading; (x) Accessibility improvement measures.</p>
September 2008 - December 2012	<p><b>CIVITAS Plus initiative co-financed by the EU, consortium Renaissance, partner to Gorna Oryahovitsa Municipality</b>  <b>Client:</b> European Commission  <b>Employer:</b> Institute of Transport &amp; Communications (ITC)  <b>Positions held:</b> ITC task force manager and site evaluation manger</p>	Gorna Oryahovitsa, Bulgaria	<p><b>Description:</b> Measures planned to be implemented in Gorna Oryahovitsa are:</p> <ul style="list-style-type: none"> <li>• Elaboration of an Integrated Plan for Sustainable Transport Development</li> <li>• Retrofitting of PUT buses to alternative fuel;</li> </ul>

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	<b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu		Elaboration of new traffic organization scheme and small-scale tests in downtown area of the city
November 2008 - March 2009	<b>Development of proposals for improvement of Sofia Public Urban Transport (PUT) management</b> <b>Client:</b> City of Sofia <b>Employer:</b> Institute of Transport & Communications (ITC) <b>Positions held:</b> Transport expert Responsible for the analysis of the current transport system situation and identification of main shortcomings <b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu	Sofia, Bulgaria	<b>Description:</b> Main project goal is to bring Sofia PUT management in conformity with EC Regulation 1370/2007 of the European Parliament and the Council on public passenger transport services by rail and road
March – May 2002	<b>Survey of the public transport conditions, priority problems and needs in Sofia</b> <b>Client:</b> Regional Environmental Centre for CEE Countries <b>Employer:</b> Institute of Transport & Communications (ITC) <b>Positions held:</b> Transport expert responsible for analysing traffic performance indicators of Sofia Public Urban Transport Company and identification of development trends <b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu	Sofia, Bulgaria	<b>Description:</b> The survey is done within the framework of REC project “Integration of environmental consideration into transport policies in Central and Eastern Europe”, whose idea is to support and promote the development of environmentally sustainable public urban transport in CEE countries. In the project three pilot surveys are envisaged for urban transport in Sofia, Warsaw and Tallinn
January – December 2000	<b>Development of Environmentally Friendly Transport in Kurdjali Municipality</b> <b>Client:</b> US EcoLinks, an initiative of the US Agency for International Development and the City of Kurdzhali as Beneficiary <b>Employer:</b> Institute of Transport & Communications (ITC)	Kurdzhali, Bulgaria	<b>Description:</b> The project focuses on the problem of air quality in the municipality and the road transport as one of the main contributors to the air pollution. The project assesses the pollution situation, identifies and ranks alternative options for the development of environmentally friendly transportation, and identifies other steps to reduce

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
	<b>Positions held:</b> Transport expert <b>For Reference:</b> Vladimir Chakarov, General Manager Tel: + 359 2 986 77 21 Email: vladimir.chakarov@itcbg.eu		transport related air pollution. Within the project a public transport demand survey is been organized and carried out. Based on the results the PUT's routes and time schedule are been optimized.
1998 - 1999	<b>Institutional Development Plan of Public Urban Transport in Sofia</b> <b>Client:</b> Phare National Program, Ministry of Transport and City of Sofia as Beneficiaries <b>Positions held:</b> Transport expert responsible for the analysis of public urban transport patterns analysis	Sofia, Bulgaria	<b>Description:</b> Development of a new institutional structure for the public transport services in the capital city of Sofia
Aug. 1988 – Jan.1995	<b>Employer:</b> Soft Project <b>Position:</b> Urban road designer <b>For Reference:</b> Lyubo Georgiev, General manager Tel: +359 2 920 68 62 Email: ogp@sofproect.com	Bulgaria	<ul style="list-style-type: none"> <li>• Elaboration of design projects and urban communication plans for road infrastructure in the city of Sofia</li> <li>• Elaboration of feasibility studies and detailed design projects</li> </ul>
Apr. 1986 – Jul. 1988	<b>Employer:</b> Patrni Stroezi <b>Position:</b> Engineer Designer <b>For Reference:</b> Stefan Popov, General Manager Tel: +359 2 872 2142	Bulgaria	<ul style="list-style-type: none"> <li>• Detailed road designs for roads construction and reconstruction</li> <li>• Elaboration of detailed design projects</li> </ul>

## 5 AREAS OF SPECIALISATION

Please fill in the table below to indicate any areas of specialist knowledge related to this contract for each legal entity making this application. State the type of area of specialisation as the row heading and use the name of the legal entity as the column headings. Indicate the areas of specialist knowledge each legal entity has by placing a tick (✓) in the box corresponding to the specialisation in which it has significant experience. **Maximum 10 specialisations.**


	Civitta	Bogazici	Rupprecht	TTL	BCI
Development of SUMP methodology	x	x	xxx	xx	
Transport modelling		xxx	x	xxx	
Community / stakeholder engagement, co-creation, public participation and event organisation	xx	xx	xxx	xx	xx
Data collection, analysis, modelling and interpretations (including GIS & Surveys)	xx	xxx	xxx (surveys) x (other)	xxx	x
Action plan development (including vision, goals, KPI and development concepts and identification of funding sources)	xxx	xxx	xxx	x	xx
Identification, preparation and implementation / monitoring / evaluation of urban transport infrastructure projects	x	xxx	xx	xx	x
Impact assessment		xx	xx	xxx	x
Feasibility studies, selection of alternatives, CBA and prioritization of projects related to urban transport infrastructure contracts		xxx	x	xx	xx
Project management ISO 9001	xxx	xx		xx	
Capacity building and urban mobility trainings	xx	xx	xxx	x	x

*The table presents each company's specialization, as follows: x = basic, xx = medium, xxx = excellent.*



## 6 EXPERIENCE

Please fill in the table below to summarise the main projects related to this contract carried out over the past [3] years<sup>10</sup> by the legal entity or entities making this application. The number of references to be provided must not exceed 15 for the entire application. Candidates are allowed to refer either to projects completed within the reference period (although started earlier) or to projects not yet completed. In the first case the project will be considered in its whole if proper evidence of performance is provided (statement or certificate from the entity which awarded the contract, proof of final payment). In case of projects still on-going only the portion satisfactorily completed during the reference period (although started earlier) will be taken into consideration. This portion will have to be supported by documentary evidence (similarly to projects completed) also detailing its value.

Ref no. 1	Project title		Action Plans of Izmir Transportation Master Plan (ITMP 2030)					
Name of legal entity	Country	Overall contract value (EUR) <sup>11</sup>	Proportion carried out by legal entity (%) <sup>12</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>13</sup>	Name of consortium members, if any
	Turkey	€ 1,486,190.36  (during the period € 1,340,571.32)	%100	160	Izmir Metropolitan Municipality, Department of Transportation, Directorate of Planning Transportation, Turkey	Local	22.03.2018 / 28.09.2020	N/A
Detailed description of project						Type and scope of services provided <sup>14</sup>		
<p>Izmir is one of the notable cities of Turkey with an international fair and port. Izmir province covers an area of 11,892 square kilometers. Population of the city is 4,320,519. The main purpose of Action Plans of Izmir Transportation Master Plan is providing sustainable and integrated transportation system and generate transportation decisions through present and future demands.</p> <p>Our services include public transport</p>			<p><b>Public Transport Rehabilitation and Sea Transportation Integration Action Plans:</b></p> <p>a) Collection of Existing and New Information,</p> <p>b) Public Transport Passenger Hop-On-Hop-Off Counts</p> <p>c) Conducting Operational Performance and Capacity Analysis of Public Transport Systems</p> <p>d) Making Economic and Financial Analysis of Public Transport Enterprises and Evaluating the Applicability of the Suggestions</p> <p>e) Development of Suggestions and Strategies for Public Transport Operations</p> <ul style="list-style-type: none"><li>• Optimization Plan with Network Planning and Line Recommendations</li><li>• Fleet Transformations and Evaluation of Alternative Sustainable Energy Sources</li></ul>					

rehabilitation and sea transportation integration action plans, pedestrian & cycling transport action plans, parking areas strategic management action plan, engagement planning and evaluation process.

- Public Transport Rehabilitation and Sea Transportation Integration Action Plans
- Pedestrian & Cycling Transport Action Plans
- Parking Areas Strategic Management Action Plan
- Engagement Planning and Evaluation Process

Studies cover non-motorised transport (walking and cycling), low/zero carbon emissions, big data use for mobility, accessibility, affordability, urban road safety. Public transportation, bicycle and pedestrian transportation activities were carried out for the Sustainable Transportation System. Participatory studies have been carried out.

***The project meets with the technical selection criteria 20.3.1.***

- Integration and E-Ticket Applications
- E-Ticket Tariff Suggestions
- Developing Institutional Structure and Creating Institutional Transformation Program
- Developing Institutional Business Models (Creating and Developing Public and Private Partnership Proposals)
- Preparation and Preparation of Legislation Suggestions
- Institutional Capacity Analysis and Recommendations
- Creating Public Transport Action Plan

#### **Sea Transportation Integration Action Plans:**


- Sea Lines Passenger Counts and Network Analysis
- Scaffolding Infrastructure and Superstructure Needs Analysis
- Sea Transportation Integration Analysis
- Fleet Analysis
- Capacity and Performance Analysis
- Creating a Suggested Line Network Plan
- Making Economic and Financial Analysis and Evaluating the Applicability of the Recommendations
- Development of Spatial Suggestions for Integration

#### **Pedestrian & Cycling Transport Action Plans:**

- a) Collection of Existing and New Information
- b) Interviews with Bicycle and Pedestrian Users
- c) Making Bicycle and Pedestrian Counts
- d) Interviews with Disadvantaged Individuals
- e) Meeting with Civil Society Representatives and Actors
- f) Shared Bicycle System Analysis
- g) Analysis of Legal and Institutional Infrastructure
- h) Benchmarking Studies with International (EU SUMP) Application Examples
- i) Preparation of Bicycle and Pedestrian Access Implementation Strategies
- j) Preparation of Bicycle Transport Action Plans


- Establishment and Assignment of Bicycle Transport Demand Forecast Model
  - Bicycle Transportation Suggestion Network and Planning
  - Bicycle Tourism and EuroVelo Network Plan
  - Energy Efficiency and Environmental Factors Recommendations
  - Development of E-Mobility Proposals such as Smart Cycling and Shared Bicycle System
  - Bicycle Park and Technical Infrastructure Facility Recommendations
  - Suggestions for Improving the Institutional Structure
- k) Preparation of Pedestrian Transportation Action Plans
- l) Creating Spatial Development Strategies
- m) Pedestrian Transportation Network Development Plan
- n) Preparation of 56 km Priority Bicycle Road Arrangement Projects
- o) Preparation of Projects of 25 km Pedestrian Arrangements Priority Areas
- p) Preparation of Integration and Regulation Projects with Other Transportation Systems
- q) Development of Incentive and Monitoring and Evaluation Policies Regarding Bicycle and Pedestrian Access
- r) Technological Infrastructure and Integration Studies for Intelligent Transportation Systems
- s) Establishing Design and Implementation Standards and Ensuring Compliance with International Standards (EU)
- t) Evaluation of Pedestrian and Bicycle Types in Terms of Safety and Establishing Safety Design and Control Standards
- u) Establishing Business, Management and Audit Institutional Structure
- v) Evaluation and Planning of Participation Processes
- Parking Areas Strategic Management Action Plan:**
- a) Conducting Studies for Determining the Current Situation
- b) Determining Vehicle Parking Zones by Carrying Out Analysis and Synthesis Studies Regarding the Current Situation,
- c) Determination of Vehicle Parking Area Operation Plans and Organization,
- d) Creating the City-wide Vehicle Parking Area Model and Determining the Needs
- e) Development of City-wide Vehicle Parking Area Spatial Planning Decisions

	<p>f) Development of Institutional Structure</p> <p>g) Examination of National and European Union Legislation Regarding Vehicle Parking Areas and Creating Regulations</p> <p>h) Preparation of Vehicle Parking Areas Design and Implementation Standards Handbook</p> <p><b>Engagement Planning and Evaluation Process; Planning the Participation Process; Planning of Monitoring and Evaluation Processes</b></p> <p>Names of senior staff involved and functions performed:</p> <ul style="list-style-type: none"> <li>• Team Leader- Yücel Erdem Dişli</li> <li>• Transportation Planning Specialist – Esra Özatmaca Erden</li> <li>• Urban Planning Specialist- Alev Kaya</li> <li>• Transportation Modeling Specialist- Murat Mat / Melike Sarım Boynuyoğun</li> <li>• Traffic Specialist- Burhan Kocaman</li> <li>• Public Transport Specialist- Taceddin Kınay/ Meltem Şan</li> <li>• GIS Specialist- Berçin Topaloğlu</li> <li>• Topographical Engineer- Mehmet Can Özkan</li> <li>• Social Assessment specialist- Melike Sarım Boynuyoğun</li> </ul>
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Ref no. 2	Project title		Bursa Transportation Master Plan Revision and Immediate Action Projects					
Name of legal entity	Country	Overall contract value (EUR) <sup>15</sup>	Proportion carried out by legal entity (%) <sup>16</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>17</sup>	Name of consortium members, if any
 <b>BOGAZICI PROJE A.Ş.</b>	Turkey	€ 1,245,451.88  (during in period € 947,415.24)	%100	100	Bursa Transportation Public Transport Management Tourism	Local	13.03.2018 / 06.02.2020	N/A

					Industry and Trade Inc.			
					Turkey			
Detailed description of project					Type and scope of services provided <sup>18</sup>			
<p>Bursa is an important city with international tourism activities. The population of the city is 2,994,521. Bursa province covers an area of 10,882 square kilometers. Bursa Transportation Master Plan aims for creating a livable city, providing sustainable and integrated transportation system and preparing macro level transport policy and strategies for Bursa.</p> <p>Our services include analysis of existing conditions, 4 step travel demand modelling and calibration of the model, development of scenarios and multi criteria assessment, network planning and demand forecasting, preparation of transportation master plan and re-formulate the strategy and policies for local transport systems according to needs of present and future. Research and development in transport policy for providing safe, secure, efficient and environmentally friendly transport services. Economic and financial feasibilities for transport projects; market research; surveys, demand estimation and forecasting, flow assignments, defining bottleneck and gaps, proposing solutions and conducting feasibilities, transport connectivity assessments, local network integration with national network, market assessment, impact assessment of proposed projects, investment plan and prioritization of investments. Public transportation, bicycle and pedestrian transportation activities were carried out for the Sustainable Transportation System. Participatory studies have been carried out. Studies cover non-motorized transport (walking and cycling), low/zero carbon emissions, big data use for mobility, accessibility, affordability, urban road safety.</p> <p><b><i>The project meets with the technical selection criteria 20.3.1.</i></b></p>					<p>The main activities as listed below:</p> <ul style="list-style-type: none"> <li>• Revision of a Transportation Master Plan according to 2018 data.</li> <li>• Existing Data Collection (Demographic data, Land Use Pattern and etc.)</li> <li>• New Data Collection (Household surveys, traffic counts, vehicle O-D surveys and etc.)</li> <li>• Analysis of Existing Conditions</li> <li>• Updating Model Inputs and Calibration of The Model</li> <li>• Review of Planned Transportation Investments (Sea, Airline, Highway)</li> <li>• Determining the general principles for the management and development of the public transport</li> <li>• Preparation of Transportation Master Plan and Re-formulate/Developing the Strategy and Policies in terms of Sustainable Transport and mobility vision</li> <li>• Development of Recommendations on Public Transport System</li> <li>• Development of Recommendations on Bicycle and Pedestrian Transportation</li> <li>• Multi-criteria Analysis</li> <li>• Economic and financial feasibilities for mass transit projects.</li> <li>• Study of Traffic Improvement of proposed projects and simulation</li> <li>• Preliminary Design and Feasibility for Proposed Projects.</li> </ul> <p>Names of senior staff involved and functions performed:</p> <ul style="list-style-type: none"> <li>• Team Leader- Yücel Erdem Dışlı</li> <li>• Transportation Planning Specialist – Esra Özatmaca Erden</li> <li>• Urban Planning Specialist- Alev Kaya</li> <li>• Transportation Modeling Specialist- Murat Mat / Melike Sarım Boynuydoğan</li> </ul>			

- Traffic Specialist- Burhan Kocaman
- Public Transport Specialist- Taceddin Kınay/ Meltem Şan
- GIS Specialist- Berçin Topaloğlu
- Topographical Engineer- Mehmet Can Özkan
- Social Assessment specialist- Melike Sarım Boynuyğun

Ref no. 3	Project title		Kahramanmaraş Transportation Master Plan					
Name of legal entity	Country	Overall contract value (EUR) <sup>19</sup>	Proportion carried out by legal entity (%) <sup>20</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>21</sup>	Name of consortium members, if any
	Turkey	€ 771,098.12	%100	400	Kahramanmaraş Metropolitan Municipality	Local	1.02.2019 / 19.11.2020	N/A
Detailed description of project				Type and scope of services provided <sup>22</sup>				
<p>The Transportation Master Plan Study covers reorganization of transportation and traffic infrastructure and management, determining planning decisions and principles for the solution of current and future transportation problems with long-term approaches by giving priority to public transportation systems.</p> <p>Preparation of Transportation Master Plans consists of technically long and extensive processes involving detailed surveys, census field studies, transportation demand forecasting models and alternative planning studies.</p> <p>Public transportation, bicycle and pedestrian transportation activities were carried out for the Sustainable Transportation System. Studies cover non-motorised transport (walking and cycling), accessibility,</p>				<p>Description of actual services provided by your staff within the assignment</p> <ul style="list-style-type: none"> <li>• Collection and Evaluation of Existing and New Information</li> <li>• Preparation and Calibration of Transportation Model</li> <li>• Determining the Problems, Deficiencies and Defects in the Current Structure</li> <li>• Preparing the Vision, Determining the Purpose and SMART Goals</li> <li>• Development of Alternative Scenarios</li> <li>• Evaluation and Selection of Different Transportation Model Preferences Based on Multi-Criteria Economic Structure</li> <li>• EIA</li> <li>• Choosing an Alternative and Determining Implementation Plan</li> <li>• Preparation of Transportation Master Plan</li> </ul> <p>In addition, within the scope of the project;</p> <p>Short Term Transportation and Traffic Improvement Studies, Projects and short-term</p>				

urban road safety.

The main topics of the project are:

- Part 1: Preparation of Transportation Master Plan,
- Part 2: Short Term Transportation and Traffic Improvement Studies and Projects and short-term improvement studies for the City Center,
- Part 3: Mass Transportation Systems emergency action study, preparation of preliminary projects

***The project meets with the technical selection criteria 20.3.1.***

improvement studies for the City Center, Mass Transportation Systems emergency action work, preparation of preliminary projects were carried out.

Names of senior staff involved and functions performed:

- Team Leader- Yücel Erdem Dışli
- Transportation Planning Specialist – Esra Özatmaca Erden
- Urban Planning Specialist- Alev Kaya
- Transportation Modeling Specialist- Murat Mat / Melike Sarım Boynuydoğan
- Traffic Specialist- Burhan Kocaman
- Public Transport Specialist- Taceddin Kınay/ Meltem Şan
- GIS Specialist- Berçin Topaloğlu
- Topographical Engineer- Mehmet Can Özkan
- Social Assessment specialist- Melike Sarım Boynuydoğan

Ref no. 4	Project title		CIVITAS SATELLITE - Support Action Towards Evaluation, Learning, Local Innovation, Transfer and Excellence					
Name of legal entity	Country	Overall contract value (EUR) <sup>23</sup>	Proportion carried out by legal entity (%) <sup>24</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>25</sup>	Name of consortium members, if any
<div><div>RUPPRECHT CONSULT</div><div>Forschung &amp; Beratung GmbH</div></div>	EU27	€ 2,996,858.75	€ 918,436.89 (30,64% of overall contract value), out of which  €	Rupprecht: 5 sen.exper t 6 key expert 3 NKE (adm);	Innovation and Networks Executive Agency (INEA)	Horizon 2020, EU Research and Innovation programme	01/07/2016 – 31/12/2020	POLIS, EUROCITIES, ICLEI European Secretariat, Transport & Mobility Leuven (TML), Union Internationale des Transports Publics (UITP)

			646.588,36 (70,4% of legal entity budget) in the period 09/2018 – 02/2020					
Detailed description of project						Type and scope of services provided <sup>26</sup>		
<p>Cities, as the closest link to citizens, were the focal point of SATELLITE's efforts, with an emphasis on international cooperation as an essential aspect for cities to function as "activity hubs" in the global economy. SATELLITE facilitated cooperation among all stakeholders involved in CIVITAS Innovation Action (IA) and Research and Innovation Action (RIA) projects, recruited new stakeholders such as businesses, and sought out, collected, analysed, and disseminated information so that cities could lower barriers and hesitations to implement the effective, innovative solutions identified by the CIVITAS community. SATELLITE functioned as an anchor for the entire CIVITAS network. Through capacity-building, SATELLITE provided city practitioners with the necessary skills to apply innovations in their own context, while additional exchange activities prepared for the actual transfer and take-up of these solutions through community building approaches where cities had the chance to learn from their peers. Moreover, the project enhanced the direct exchange and cooperation between the public and private sector, offering a dedicated online marketplace for urban transport innovations. The overall objective of the project was to promote the exchange and cooperation between cities and among CIVITAS 2020 projects. The strategic goals of SATELLITE were to:</p> <ul style="list-style-type: none"> <li>• facilitate the cooperation between current and upcoming CIVITAS 2020 projects (Work package 1: CIVITAS 2020 coordination)</li> <li>• further elaborate the CIVITAS Process and Impact Evaluation Framework and formulate comprehensive cross-project conclusions on the effectiveness of measures based on evaluation results (Work package 2: Evaluation)</li> <li>• support the information-sharing and capacity building work of CIVITAS projects to maximise their impact (Work package 3: Capacity building)</li> <li>• strengthen knowledge exchange among the CIVITAS 2020 projects and beyond, and ensure that tools and methodologies developed in past, ongoing and future CIVITAS</li> </ul>						<p>Rupprecht Consult - the following services have been provided in the project:</p> <ul style="list-style-type: none"> <li>• Project Manager, responsible for project management and progress reporting, quality control and risk management</li> <li>• Leader of WP 3 "Capacity building" within which Rupprecht Consult has been <ul style="list-style-type: none"> <li>→ coordinating the training and learning activities of the CIVITAS 2020 projects;</li> <li>→ supporting the e-learning activities of the CIVITAS 2020 projects;</li> <li>→ further developing the e-learning platform on sustainable urban mobility on the CIVITAS website (the CIVITAS Learning Centre).</li> <li>→ developing SATELLITE online courses and webinars.</li> </ul> </li> <li>• leading the development of an online marketplace on tools and methodologies from CIVITAS and other stakeholders, within WP4/ Task 4.4 "Take up and exploitation"</li> <li>• advancing exchange between CIVITAS and international experts in subtask 4.3.4 "Exchange with international experts"</li> <li>• coordination of the CIVINETs, the local CIVITAS networks, and related funding programme in task 6.4</li> </ul>		



projects are taken up by other cities/regions (Work package 4: Transfer, take-up and exploitation)

- increase the visibility of CIVITAS activities in and beyond Europe and to disseminate widely the results of the CIVITAS 2020 projects, using a mix of proven and innovative communication tools in order to maximise the impact of the CIVITAS Initiative (Work package 5: Communication and dissemination)
- enhance networking activities among CIVITAS Forum member cities, including strong links to the CIVINETs, and encourage capitalisation of activities in a lasting way (Work package 6: Structured networking).

The following key outputs from CIVITAS SATELLITE should be highlighted:

- **CIVITAS Learning Centre:** <https://civitas.eu/learning-centre> (includes references to e-courses developed within SATELLITE and recordings of webinars organised by SATELLITE)
- **CIVITAS Tool Inventory:** <https://civitas.eu/tool-inventory>
- **CIVITAS Policy Briefs:** <https://civitas.eu/news/new-civitas-policy-briefs-dive-into-three-hot-sustainable-mobility-topics>
- **The “COVID-19 SUMP” Practitioner Briefing:**  
[https://www.eltis.org/sites/default/files/covid-19\\_sumppractitionersbriefing\\_final\\_0.pdf](https://www.eltis.org/sites/default/files/covid-19_sumppractitionersbriefing_final_0.pdf)

The unique selling points of the project included: functioning as bridge between past and future of CIVITAS; bringing research tools to a marketplace for improved application and accessibility; gathering leading European and international urban transport networks in one CIVITAS CSA for the first time; reaching beyond Europe to widen the impact of CIVITAS; preparing for a lasting legacy of CIVITAS innovations. SATELLITE dissemination activities promoted CIVITAS successes and improved access to available solutions through a varied range of communication tools and activities. Structured networking among all CIVITAS Forum members, with the annual international event THE CIVITAS FORUM as main highlight and with strong links to CIVINETs, encouraged lasting capitalisation of activities. To find out more about CIVITAS SATELLITE's activities visit the CIVITAS website: [www.civitas.eu](http://www.civitas.eu).


***The project meets with the technical selection criteria 20.3.1 and 20.3.2.***

CIVINET liaison and Activity Fund

- organisation of the CIVITAS Forum conference in Graz in 2019 in task 6. 2 CIVITAS Forum conferences

The following services have been provided by Rupprecht Consult in the project - Total of 50,1 person months:

- **technical coordinators (WP 7):** permanent staff, 15,3 PM
- **Capacity building (WP 3),** permanent staff: 23,4 PM
- **Structured networking, organisation of the CIVITAS forum conferences (WP 6):** permanent staff, 11,4 PM

Ref no. 5		Diyarbakır Sustainable Transport Master Plan and Highway Rail System Preliminary Projects (2040 Vision)						
Name of legal entity	Country	Overall contract value (EUR) <sup>27</sup>	Proportion carried out by legal entity (%) <sup>28</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>29</sup>	Name of consortium members, if any
	Turkey	€ 596,346.83  (during the period € 579,828.023)	%100	400	Diyarbakır Metropolitan Municipality,  Department of Transportation  Turkey	Local	21.08.2020 - Ongoing (%97.23)	N/A
Detailed description of project				Type and scope of services provided <sup>30</sup>				
<p>Diyarbakır covers an area of 15,168 square kilometers. Population of the city is 1,756,353. Diyarbakır Transportation Master Plan aims for creating a livable city, providing sustainable and integrated transportation system and preparing macro level transport policy and strategies for Diyarbakır. Public transportation, bicycle and pedestrian transportation activities were carried out for the Sustainable Transportation System. Studies cover non-motorized transport (walking and cycling), low/zero carbon emissions, big data use for mobility, accessibility, affordability, urban road safety.</p>				<p>Description of actual services provided by your staff within the assignment</p> <ul style="list-style-type: none"> <li>Existing Data Collection and Analysis of Existing Conditions</li> <li>New Data Collection</li> <li>4 Step Travel Demand Modelling and Calibration of the Model</li> <li>Development of Scenarios and Multi Criteria Assessment</li> <li>Network Planning and Demand Forecasting</li> <li>Preparation of Transportation Master Plan and Re-formulate/Developing the Strategy and Policies for Transportation</li> <li>Designing Highway Road and Intersections, preparation of city center Traffic Circulation)</li> <li>Urban Public Transportation Planning, it captured reconfiguration in Institutional structure and operation optimization in public transport.</li> <li>Local Network Integration with National Network and prepare recommendation reports</li> </ul>				


**The project meets with the technical selection criteria 20.3.1.**

in terms of policy, organization, planning, design, operational, structural based on efficiency of transportation modes, user safety and traffic flow under long term sustainable transport planning vision.

- Capacity building and transferring knowhow at local level. It comprised advanced transportation planning and modelling courses. In addition, as per the request of the client, a bespoke training in Modelling in Public Transport was conducted.

Names of senior staff involved and functions performed:

- Team Leader- Yücel Erdem Dişli
- Transportation Planning Specialist – Esra Özatmaca Erden
- Urban Planning Specialist- Alev Kaya
- Transportation Modeling Specialist- Murat Mat / Melike Sarım Boynuydoğan
- Traffic Specialist- Burhan Kocaman
- Public Transport Specialist- Taceddin Kınay/ Meltem Şan
- GIS Specialist- Berçin Topaloğlu
- Topographical Engineer- Mehmet Can Özkan
- Social Assessment specialist- Melike Sarım Boynuydoğan

Ref no. 6	Project title		CIVITAS SUMP-UP - The European Programme for accelerating the take up of Sustainable Urban Mobility Plans					
Name of legal entity	Country	Overall contract value (EUR) <sup>31</sup>	Proportion carried out by legal entity (%) <sup>32</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>33</sup>	Name of consortium members, if any
	EU27	€ 3,999,921	€ 927,190.23 (23,18% of overall contract)	Rupprecht: 3 sen.expert 5 key expert 3	Innovation and Networks Executive Agency (INEA)	Horizon 2020, EU Research and Innovation	01/09/2016 – 28/02/2020	POLIS, ICLEI European Secretariat (project coordinator), UBC (City of Turku), EUROCITIES, Trivector, Wuppertal Institut, Cerema,

			value) out of which  € <b>554.669,29</b> (59,82% of legal entity budget) in the period 08/2018 – 02/2020)	NKE (adm)		programme		Fondazione Torino Wireless, Donostia San Sebastian, Malmö, BKK Budapest, Tsentr za gradska mobilnost ead (Sofia), Birmingham, Thessaloniki PTA
Detailed description of project						Type and scope of services provided <sup>34</sup>		
<p>CIVITAS SUMP-Up was one of the three projects related to sustainable urban mobility plans under the European Union's CIVITAS 2020 initiative, alongside CIVITAS PROSPERITY and CIVITAS SUITS. It brought together eight partner organisations and seven partner cities, all of whom were seeking to help European cities to introduce cleaner and more sustainable mobility. The project assisted planning authorities to overcome the barriers that prevent or make it difficult to implement SUMP: capacity building, tailored information, and support during development and implementation phases will equip them with the necessary knowledge and skills to do so. Planning authorities and their staff were involved in all stages of the project, with the focus on countries and areas where SUMP take-up was particularly low. The SUMP-Up project combined comprehensive SUMP research, tailored capacity-building, strong mechanisms for validating SUMP methods and practices, as well as constant SUMP monitoring and evaluation. In addition, a €1 million Innovation Pilot Pool will enable SUMP-Up to identify and validate the most effective concepts, approaches, and methodologies in SUMP practice. The overall objective of SUMP-Up was to enable mobility planning authorities across Europe to embrace SUMP as the European-wide strategic planning approach, especially in countries where take-up was low, and the negative effects of transport were severe.</p> <p>One of the major results in the project was the update of the former SUMP Guidelines, released together with a promotional package, guiding documents and annexes in 2019. The publication of <b>the second edition of the European SUMP Guidelines</b> marked an important milestone in the take-up of new planning approaches in Europe. This comprehensive revision aimed to integrate</p>						<p>The following services have been provided by Rupprecht Consult in the project:</p> <ul style="list-style-type: none"> <li>• supporting project coordination (e.g. management, quality control, risk management)</li> <li>• leading the work package on identifying and assessing the most effective tools and methods to support and enhance the SUMP planning process, including: <ul style="list-style-type: none"> <li>○ creating a comprehensive SUMP Tools Inventory</li> <li>○ authoring guidance for different types of cities on tool options</li> <li>○ coordinating and advising partner cities in process-related pilot schemes</li> <li>○ updating the SUMP Guidelines with new content sections and local case examples</li> <li>○ further developing the SUMP Self-Assessment Tool (developed by Rupprecht Consult in 2015, available on the Mobility Academy)</li> <li>○ supporting cities in SUMP realisation, e.g. by means of SUMP action plans</li> </ul> </li> </ul>		

the dynamic developments in many areas of urban mobility and the rich experience of implementing the concept of Sustainable Urban Mobility Planning since 2013. SUMPs-Up aimed at generating an effective SUMP take-up process tailored to the specific needs of mobility stakeholders across Europe. The most relevant results were:

- An in-depth **user needs analysis** based on a comprehensive and widely promoted survey that identified the take-up needs in different cities and countries of Europe.
- **The CIVITAS Urban Mobility Tool Inventory** of over 100 tools which have been selected and checked for quality and relevance to planning authorities and mobility practitioners of Europe. This enhanced product has been made available via CIVITAS platform where it is hosted permanently.
- **A Europe-wide SUMP Learning Programme** that involved training activities for 100 planning authorities from European countries selected through open calls.
- **SUMP measure selection and action-planning guidance.** SUMPs-Up analysed and categorised SUMP implementation measures into strategic packages that match city challenges, and produced guidance on the key challenge of innovative SUMP financing alternatives and procurement.
- An enhanced **SUMP Self-Assessment scheme** based on the self-assessment tool developed within CH4LLENGE, allowing planning authorities to assess their compliance with the official EU SUMP Guidelines (for each step and SUMP characteristic). SUMPs-Up developed comprehensive benchmarking functionality and worked with Member States and EU Institutions to localise and tailor the tool to their specific contexts, including a non-commercial SUMP certification option. The tool was developed in cooperation with Interreg Central Europe LOW-CARB project.
- **SUMP Innovation factsheets:** SUMPs-Up city partners performed real-world implementation and assessment of innovative planning tools and measures. The results - summarised in SUMP Innovation Factsheets - fed back into the Tool inventory and measure support activities.
- **National SUMP frameworks** and an EU-level dialogue on Sustainable Urban Mobility Plans between Member States.

By enhancing cooperation among the Member States, the CIVITAS SUMP projects made it possible to lower the barriers to the implementation of more energy-efficient and sustainable urban mobility planning in an integrated way that would have not been possible within one


- managing, together with city network Polis, the SUMPs-Up Innovation Pilot Pool to identify and validate the most effective concepts, approaches, and methodologies in SUMP practice
- leading the project's peer-to-peer exchange activities (Urban Learning Alliances) with interactive online learning & exchange on RC's Mobility Academy, complemented by face-to-face training events, supporting city network UBC in setting up a capacity development programme for individual mobility practitioners.
- In addition, Rupprecht Consult was majorly involved in identifying the needs of take-up cities; supporting cities in SUMP realisation, e.g. by means of SUMP action plans; fostering dialogue on SUMP within and between the EU's Member States; and supporting city-level SUMP monitoring and impact evaluation.

Staff involved - total effort of 50 person months:

- **Leader WP 2 (planning - process support)** 21,6 PM effort
- **WP 4 (learning in community)** 9,6 PM effort
- **WP 9 (Project management)** 5,4 PM effort
- **Managing the SUMPS UP Activity fund (WP 6)** 4,5 PM effort
- **WP 3 (Measure support)** 4,5 PM effort
- **WP 7 (Process monitoring)** 4,3 PM effort

country alone. More information on the results and outputs can be found on the project website: <https://sumps-up.eu/home/>

*The project meets with the technical selection criteria 20.3.1 and 20.3.2.*


Ref no. 7	Project title		SUMI - Sustainable Urban Mobility Indicators					
Name of legal entity	Country	Overall contract value (EUR) <sup>35</sup>	Proportion carried out by legal entity (%) <sup>36</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>37</sup>	Name of consortium members, if any
	EU27	€1.406.571	€ 563.169,93 (40,9 % of overall contract value) out of which  € 479.718,70 (85,18% of legal entity budget) in the period 08/2018 – 08/2020	2 senior experts, 2 key experts, 2 NKE (adm)	European Commission, Directorate-General for Mobility and Transport	European Commission, Directorate-General for Mobility and Transport	12/2017 - 08/2020	TRT Trasporti e Territorio Srl, Italy; Transport & Mobility Leuven (TML), Belgium; Polis, Belgium; Eurocities, Belgium; UITP – International Association of Public Transport, Belgium
Detailed description of project						Type and scope of services provided <sup>38</sup>		
SUMI was a service contract for the European Commission's Directorate-General for Mobility and Transport providing technical support related to sustainable urban mobility indicators (MOVE/B4/2017-358). Within the project 46 European urban areas tested a sustainable urban						Rupprecht Consult coordinated the SUMI project and was responsible for the overall project management and coordination. In addition, we also coordinated the		

mobility indicator set based on the “SMP2.0 Sustainable Mobility Indicators” developed by the World Business Council for Sustainable Development (WBCSD). Indicators play a vital role in a city’s efforts to make and monitor progress towards a more sustainable mobility system. To support cities in this important activity, the European Commission (DG MOVE) funded the SUMI (Sustainable Urban Mobility Indicators) project to review and “Europeanise” the existing indicator set SMP2.0 of the World Business Council for Sustainable Development in order to make the indicators more suitable to the European context, more compatible with the availability of existing data sets and with the institutional context of data owners. Between 2018 and 2020, the SUMI consortium worked with nearly 50 urban areas in almost all EU Member States to apply this resulting indicator set and thus to test, validate and improve it. The overall goal was to have a methodologically rigorous, yet practical tool with concrete benefits for cities and with the potential to become the European standard of sustainable urban mobility indicators. The main result from the project were the (non-public) recommendations for the EC about further action, including ways in which the indicator set can be improved further, based on a thorough documentation and analysis of the experiences made with the concrete application of the indicator set by the cooperating cities. The project also resulted in an online tool for cross-city comparison and benchmarking which is available from the SUMI page on the DG MOVE website.

***The project meets with the technical selection criteria 20.3.1 and 20.3.2.***

development of the recommendations, primarily targeted to the European Commission.

Rupprecht involvement: 583 person days

Ref no. 8	Project title		Erzurum Traffic and Smart City Master Plan					
Name of legal entity	Country	Overall contract value (EUR) <sup>39</sup>	Proportion carried out by legal entity (%) <sup>40</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>41</sup>	Name of consortium members, if any
	Turkey	€ 417,473.78	%100	60	Erzurum Metropolitan Municipality	Local	1.02.2019 / 19.11.2020	N/A
Detailed description of project				Type and scope of services provided <sup>42</sup>				
The aim of this project is to Review and organize technical				Description of actual services provided by your staff within the assignment				

reports for assignments according to urgent needs of city. Provide comments and feedback about current condition of transport projects such Public Transport, ITS and Traffic. And providing Technical Assistance and consultancy services in terms of preparation of standards, manuals, guidelines, policies and strategies related to subjects with implementation road maps.

Public transportation studies were carried out for the Sustainable Transportation System. ITS is an important study for Sustainable Urban Mobility Plans. In this project, many studies on ITS have been carried out.

***The project meets with the technical selection criteria 20.3.1.***


- Collection and Evaluation of Existing Information
- Traffic and Public Transport Data Collection and Counts
- Urban Situation Analyzing
- Erzurum City Center Traffic Circulation Guidance Plan
- Urban Public Transport Rehabilitation Plan
- Preparation of Preliminary Projects of Level Crossing Geometric Arrangement and Testing with Simulation
- Smart City Master Plan and Defining Transport Vision and Strategies
- Dynamic Junction Control Systems Master Plan and Junction Projects
- Master Plan for Traffic Electronic Control Systems
- Capacity Building and Training / Workshops in Traffic Engineering, Traffic Simulation and Intelligent Transport Systems

Names of senior staff involved and functions performed:

- Team Leader- Yücel Erdem Dişli
- Transportation Planning Specialist – Esra Özatmaca Erden
- Urban Planning Specialist- Alev Kaya
- Transportation Modeling Specialist- Murat Mat / Melike Sarım Boynuyğun
- Traffic Specialist- Burhan Kocaman
- Public Transport Specialist- Taceddin Kınay/ Meltem Şan
- GIS Specialist- Berçin Topaloğlu
- Topographical Engineer- Mehmet Can Özkan
- Social Assessment specialist- Melike Sarım Boynuyğun

Ref no. 9	Project title		Vinnytsia Automatic Fare Collection Project – Strengthening of the Public Transport Regulatory Framework					
Name of legal entity	Country	Overall contract	Proportion carried out	No of staff	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any



		value (EUR) <sup>43</sup>	by legal entity (%) <sup>44</sup>	provided			<sup>45</sup>	
 CIVITTA UAB	Ukraine	381,999 €	100 %	17	Vinnytsiacartservi s / EBRD, UKRAINE	EBRD	01/2016 – 12/2019	Sole consultant
Detailed description of project						Type and scope of services provided <sup>46</sup>		
<p>Vinnytsia is with an estimated population of <b>350 000 inhabitants</b> one of the larger cities of Ukraine. Civitta was selected by the Vinnytsiacartservi (VCS) to prepare a major overhaul of public transportation system. This reform of the cities transport system relied on following main components: <b>a Public Transport Strategy</b>, an Agreement on the Implementation of the AFC system, Public Service Contracts and in the implementation of Vinnytsia Automatic Fare Collection system by developing Regulatory Framework. The project included following activities:</p> <p><b>Task 1 Assistance in drafting the City's Public Transport Strategy.</b> The overall objective of this assignment is to support the City with strengthening their public transport regulatory framework, analyze road safety situation in the city and prepare proposals, including assisting in the drafting of <b>a Public Transport Strategy</b>, an Agreement on the Implementation of the AFC system, Public Service Contracts, Fare Revenue Collection Service Contracts and a new set of rules regarding passenger and luggage carriage. The assignment will also assist the city in preparing a tender documentation package.</p> <p>The Public Transport Strategy includes:</p> <ul style="list-style-type: none"> <li>• Compilation of a transport model,</li> <li>• Assessment of public transport passenger flows,</li> <li>• Development of the new route network,</li> <li>• Development of a new urban transport concept,</li> <li>• Introduction of a single formalized vision and strategy for City's public transport development.</li> </ul>						<p><b>Services provided:</b></p> <ul style="list-style-type: none"> <li>• Assistance in Drafting the City's Public Transport Strategy</li> <li>• Draft principles, vision and goals for Public Transport Strategy</li> <li>• Public presentation of the Public Transport Strategy</li> <li>• Identifying and proposing key positions and institutions responsible for strategy adoption and implementation, as well as procedure for revision of the Strategy, its links to the Master Plan and other main documents</li> <li>• Assisting the City in presentation and discussion of the draft Strategy for approval at the City Council</li> <li>• Analysis of challenges with urban planning and mobility</li> <li>• Analysis of sustainable urban mobility trends in the world</li> <li>• Traffic safety analysis and proposals</li> <li>• Public transport system evaluation</li> <li>• Transport modal split in the city development</li> <li>• Developing sustainable mobility solutions</li> <li>• Cost-benefit analysis of the proposed solutions</li> <li>• Identifying funding sources</li> <li>• Trainings</li> <li>• Developing action plan for the chosen mobility alternative</li> <li>• Dissemination of results and stakeholder management.</li> </ul>		

The City's Strategy for public transport sector development will include:

- An assessment of the public transport system and Key Performance Indicators ("KPIs") for main players,
- Identify main issues and problems,
- Stipulate main principles for new strategy to be based on,
- Establish a vision supported by quantified, timed and measurable goals,
- Set out measures and timeline for achieving these goals, as well as resources required.

The Consultant has reviewed available documents, including technical and legal due diligence reports, City Council decisions, charter of the VCS and contract between the mayor and manager of the VCS.

**Task 2 Drafting an Agreement between the City and VCS ("Vinnytsia Card Service") for the Implementation and Operation of an AFC/AVL systems**

The Consultant will stipulate the City's objectives of the AFC system implementation and will support the city in drafting the agreement between VCS and VCC to enable the implementation and operation of the AFC and AVL system.

**Task 3 Preparation of a Public Service Contract between the City and VTC**

The Consultant will structure the PSC and support financial model as follows:

- general annual operational plan for each mode based on previous periods,
- statistical data on annual number of planned, empty, delivered, cancelled vehicles kilometers for each VTC mode in last three years,
- annual cost of service and actual cost of service of vehicle kilometer for each VTC mode (tram, trolleybus and bus),
- breakdown of income indicating income from fare revenue, compensation for concessionary passengers, subsidy and other.

**Task 4 Preparation of Fare Revenue Collection Service Contracts between VCS and transport operators**

**Task 5 Preparation of Vinnytsia New Passenger and Luggage Carriage Rules**

**Task 6 Development of Tender Documentation Package for Transport**


*The project meets with the technical selection criterion 20.3.2.*

**Main experts involved:**

Legal expert, Transport economist, Legal expert, Public transport expert, GIS expert, Transport survey and data collection, Public transport expert, Financial adviser, Transport expert, AFC expert, Public Procurement expert, Legal expert, Assistant Project Manager, Project manager, Project manager, Local procurement specialist, Transport planner

Ref no. 10	Project title		Cluj-Napoca Metro Line 1 Prefeasibility Study and Feasibility Study and Cluj-Napoca Metropolitan Train Feasibility Study (reform of the Cluj-Napoca metropolitan transport system)					
Name of legal entity	Country	Overall contract value (EUR) <sup>47</sup>	Proportion carried out by legal entity (%) <sup>48</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>49</sup>	Name of consortium members, if any
TTL PLANNING SRL	Romania	6,710,850 € (billed by TTL Planning 220,620.29 €)	6,18%	5	Municipiul Cluj-Napoca	Local Budget	15.04.2020 – 30.09.2021	SWS Engineering S.P.A. Systra Metrans Engineering S.R.L.
Detailed description of project				Type and scope of services provided <sup>50</sup>				
<b>Feasibility Study for Cluj-Napoca Metro Line 1 and Cluj-Napoca Metropolitan Train.</b>  The main activities related to current assignment as listed below;  TTL PLANNING was involved in the project by conducting the follow activities: Transport modelling activities; current situation analysis; On-site data collection coordination; Assessment of Needs; Option Analysis and scenarios evaluation; Demand analysis and forecast; Cost Benefit Analysis - Financial Analysis, Economic Analysis, Sensitivity Analysis, Risk Analysis; Prefeasibility Study; Environmental impact assessment; reporting activities; consultations to client and stakeholders; Detailed Option Analysis and preparation of Feasibility study: corridor analysis, optimal station positions, transport demand assessment and forecast, cost-benefit analysis, public service contract definition, transport network development study for				The main activities as listed below: <ul style="list-style-type: none"> <li>Assessment of Needs;</li> <li>Current situation analysis</li> <li>On-site data collection coordination;</li> <li>Transport model developing, calibration and validation</li> <li>Demand analysis and forecast;</li> <li>Cost Benefit Analysis (Financial Analysis, Economic Analysis, Sensitivity Analysis, Risk Analysis; Prefeasibility Study);</li> <li>Environmental impact assessment; reporting activities; consultations to client and stakeholders;</li> <li>Option Analysis and scenarios evaluation;</li> <li>Preparation of Feasibility study</li> <li>Preparation of public service contract</li> <li>Transport network development study for Metropolitan area.</li> </ul> Names of senior staff involved and functions performed: Key Expert				

Metropolitan area.	Ionut Sorin Mitroi (Transport Expert) – 6 months
<i>The project meets with the technical selection criterion 20.3.2.</i>	Non Key Experts: Ciaran McKeon (Transport Economist) – 2 months Jurek Gozdek (Transport Planner) – 1 month Bogdan Petrini (Transport Modeller) – 3 months Ioana Naca (Data Collection coordinator) – 1 month

Ref no. 11	Project title		EUROCLIMA+ support to the implementation of SUMP in Latin America					
Name of legal entity	Country	Overall contract value (EUR) <sup>51</sup>	Proportion carried out by legal entity (%) <sup>52</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sub>53</sub>	Name of consortium members, if any
	18 Latin American countries	€216.464	<p>To be realised by the legal entity by 31.12.2021: € 216,464€ (100%)</p> <p>Carried out by the legal entity in the reference period 10/2017 – 10/2021: € <b>205,094€</b> (94,75%)</p>	2 senior experts, 2 key experts, 1 NKE (adm)	GIZ German Association for International Cooperation GmbH, Bonn, Germany;	TRANSFER III – Mitigation EUROCLIMA+ EU cooperation programme with the Latin American region	06/2019 – 12/2021	Wuppertal Institute for Climate, Environment and Energy
Detailed description of project						Type and scope of services provided <sup>54</sup>		

EUROCLIMA+ (2020-2022) is the EU flagship cooperation programme on environmental sustainability and climate change with the Latin American region. EUROCLIMA+ carries out actions that are considered of strategic importance for the implementation of the countries' Nationally Determined Contributions (NDCs). The scope includes in particular advice on structuring SUMP development, preparation and approval of contributions from local and regional consultants, and strategic support at critical project milestones. In this framework, the scope of this contract was to support and enhance the development of sustainable urban mobility in Latin America, mainly through support to Latin American Partners and GIZ German Association for International Cooperation GmbH, Bonn, Germany. Within the contract, the following activities have been carried out:

1. Support the development of SUMPs in three pilot cities: Guadalajara/Mexico, Ambato/Ecuador and Antofagasta/Chile
2. Technical assistance in specific steps and tasks of SUMPs in the three pilot cities.
3. Support the activities of the Community of Practice, an initiative of MobiliseYourCity Partnership (MYC) through regional dissemination and capacity strengthening. Development of a blended learning programme with a combination of online learning (e-courses, webinars) and on-site learning (workshops, conferences) in cooperation with the Community of Practice for Latin America.

The activities include, in particular, advice to the structuring of the SUMP development, preparation and approval of input from local and regional consultants as well as strategic support for critical milestones of the projects. The implementation of the SUMPs follows the methodology provided by MobiliseYourCity and the GIZ TRANSfer Project that build on the updated SUMP Guidelines developed by a consortium led by Rupprecht Consult in 2019 and officially endorsed by the European Commission. The support provided to the Community of Practice consists of capacity development, knowledge exchange and good practice dissemination. Rupprecht Consult is closely collaborating with counterparts and national GIZ advisors in Latin America (Mexico, Ecuador and Chile). MobiliseYourCity Partnership is the leading global Partnership of nearly 100 partners for sustainable urban mobility planning (SUMPS and NUMPS), policy development, and increasing investment for sustainable transport in developing and emerging economies. Today, the Partnership has more than 60 partner cities with a combined population of over 75 million people in 32 countries, and we have 14 partner countries.

The following services have been provided by Rupprecht Consult in the project:

We provided strategic and technical advice for the development of SUMPs in the three pilot cities, and coordinate and prepare a regional learning programme on the development of SUMPs in order to foster capacity development and knowledge exchange within Latin America and beyond. The SUMP learning programme for Latin America is available for the target group of city representatives and high-level decision-makers on the Rupprecht Consult learning platform Mobility Academy:


<https://www.mobility-academy.eu/course/index.php?categoryid=44>

The services included the provision of specific advice for the structuring of the SUMP development, preparation and approval, as well as capacity development, knowledge exchange and good practice dissemination.

Rupprecht involvement: 315 person days

More information is provided on the project website: <http://euroclimaplus.org/movilidadurbana>

**The project meets with the technical selection criterion 20.3.2.**

Ref no. 12	Project title		Preparation of prospective new public transport feasibility study investment project and public-private partnership procurement (PPP) package for electric buses					
Name of legal entity	Country	Overall contract value (EUR) <sup>55</sup>	Proportion carried out by legal entity (%) <sup>56</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>57</sup>	Name of consortium members, if any
 Civitta UAB	Lithuania	€ 372 680	100 %	11	Klaipeda City Municipality Administration	90 % EIB, 10 % Local Budget	01/ 2019 – 10/ 2020	Sole contractor
Detailed description of project					Type and scope of services provided <sup>58</sup>			
<p>This project is implemented within the framework of the project “Development of New Opportunities for Electric Public Transport (DEPO)” implemented under the Horizon 2020 measure “ELENA”. The project "Development of New Opportunities for Electric Public Transport (DEPO)" is financed by the European Investment Bank, 10%. Klaipeda City Municipality contributes to the project budget.</p> <p>The project is planned to prepare a feasibility study on the implementation of a new electric public transport connection in Klaipeda, to prepare a package of public-private partnership documents on its basis, through a public tender, to select a partner to implement a new ecological transport mode for any management. During the implementation of the project, it was also planned to purchase electric buses, which would supplement the existing bus fleet by partially replacing non-ecological ones, diesel-powered buses.</p> <p>In recent years, Lithuania has done a lot in the field of energy efficiency. However, the public sector (which manages a significant part of energy-using infrastructure) is the sector with the greatest potential for improving energy</p>					<p>The object of the procurement is feasibility studies for the introduction of new modes of public transport, investment project and preparation of a package of public-private partnership documents.</p> <p>Completed tasks:</p> <ul style="list-style-type: none"> <li>• Prepare a feasibility study for the consistent development of <b>a sustainable mobility plan</b> and an analysis of the possibilities for <b>introducing new modes of public transport</b>;</li> <li>• To prepare an investment project in accordance with the Investment Projects methodology prepared by the CPVA for the purpose of obtaining financing from the European Union structural and / or state budget funds;</li> <li>• Prepare a package of public-private partnership documents, including but not limited to a questionnaire, tender specifications, terms of reference and specifications;</li> <li>• Prepare a package of tender documents for the purchase of electric buses,</li> </ul>			

efficiency. Public transport also has the potential to improve energy efficiency. Therefore, in order to improve the energy efficiency of urban public transport / optimize public transport, the Contracting Authority has decided to use the possibility to receive support under the Public Transport Energy Efficiency and Optimization Project approved by the European Union (European Investment Bank), whose technical assistance activities are financed by the ELENA program. The aim of the initiated project is, first of all, to prepare a feasibility study based on research methods and, after preparing the tender documents, to help the Contracting Authority to structure a transparent, commercially attractive competitive project that will reduce energy consumption indicators. Successful implementation of the project will help reduce greenhouse gas emissions and improve energy efficiency in Lithuania. Klaipeda is the third largest city in Lithuania. In 2014 the public transport system of Klaipeda city was used by 34.5 mln. people. Due to the small decrease in the city's population, the relative number of passengers using public transport is increasing.


***The project meets with the technical selection criteria 20.3.2.***

including but not limited to the tender conditions;

- To advise Klaipeda city municipality administration on all issues arising from this technical task.

Staff provided:

- Arvydas Domatas, Project Manager
- Antanas Špečkauskas, Economic and Financial Expert
- Ervinas Škikūnas, Economic-financial expert
- Laura Ziferman, Lawyer
- Asta Javinskaitė, Lawyer
- Rūta Garuckienė, Territorial planning specialist
- Marija Burinskienė, Transport specialist
- Egidijus Skrodenis, Specialist in the field of transport
- Ieva Markucevičiūtė, Transport specialist
- Rasa Ušpalytė-Vitkūnienė, Specialist in the field of transport
- Darius Šaliūnas, Environmental Specialist

Ref no. 13	Project title		Technical support for Modernization of Local Public Services Project					
Name of legal entity	Country	Overall project value (Euro)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
 <b>Business Consulting Institute</b>	REPUBLIC OF MOLDOVA	3,111,616 €	20	8	German Development Cooperation (GIZ)	German Development Cooperation (GIZ)	08.2017-12.2020	GFA Consulting Group GmbH Mott MacDonald Romania
Detailed description of project				Type of services provided				
<b>Goal:</b> Support the implementation of the programme 'Modernization of Local Public Services' (MLPS)				<ul style="list-style-type: none"> <li>• Development of regional sector programs; coordination and integration of local plans with superior development and sector planning for selected municipal</li> </ul>				



**Objective:**

Provide a pool of national and international experts who can offer technical expertise and consultancy services defined by individual ToRs on short-term basis in a needs and results-oriented manner.

The local services included in the 'Modernization of Local Public Services' project are: water supply and sanitation, energy efficiency, transport and solid waste management.

**Results:**

- up to 42 expert months for international experts (approx. 20% related to the sectors water supply and sanitation and energy efficiency);
- up to 3 expert months international junior experts;
- up to 17 months national pool coordinator;
- up to 120 expert months for national short-term experts (approx. 20% related to the sectors water supply and sanitation and energy efficiency);
- up to 24 expert months national junior experts.



*The project meets with the technical selection criteria 20.3.2.*


services (such as: water supply and sanitation, energy efficiency, transport and solid waste management)

- Development of medium-term investment plans involving public and private sector, civil society and citizens while ensuring integration of superior development plans and relevant sector plans;
- Project pipeline development in selected sectors (transport, energy efficiency, water supply and sanitation); elaboration of proposals for priority projects and their compilation to clusters following criteria e.g. as complementarity and maximization of synergies;
- Technical and financial planning as well as preparation of project proposals to support applications for financing by national and international sources, in the transport, energy efficiency, water supply sectors;
- Environmental evaluations and screenings of planned investment measures, including for the transportation sector;
- Planning and management of municipal investments and finances; financing mechanisms and models for municipal services, including for transport services; recommendations for the development of guidelines and procedures;
- Public procurement; support to the technical evaluation of design services' bids and construction works' bids; elaboration of respective guidelines
- Quality control and quality ensuring during construction / rehabilitation works of infrastructure investments;
- Management and operation of municipal services according to European standards
- Institutional and organizational development in regional development and good local governance;
- Public awareness raising, strengthening local participation and accountability
- Training needs assessments, development of training methodologies and materials, development of operation manuals for municipal service management

Ref no. 14	Project title		Kaunas city sustainable urban mobility plan					
Name of legal entity	Country	Overall contract value (EUR) <sup>59</sup>	Proportion carried out by legal entity (%) <sup>60</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>61</sup>	Name of consortium members, if any




 CIVITTA UAB	Lithuania	239.943 EUR (billed - 106.406,2 6€)	44,35%	9	Kaunas Municipality	85% EU and 15% Kaunas Municipality	07/2017 - 11/2019	ROM Transport Engineering, Pupa strategic urbanistics Vilnius Gediminas Technical
Detailed description of project				Type and scope of services provided				
<p>Kaunas is with a population of 381000 inhabitants the second largest city in Lithuania while also being an important node on the Klaipėda – Vilnius – Minsk development axis. The aim of the project was the establishment of a sustainable mobility plan which has developed and presented a long-term strategy to improve the quality, safety, integration, and accessibility of public transport services. Main tasks of the project included developing and evaluating sustainable urban mobility alternatives including e-mobility strategies until 2030 for the city of Kaunas; analysis of challenges with urban planning and mobility; analysis of sustainable urban mobility trends in the world. The project also involved developing sustainable mobility solutions (urban transport infrastructure schemes), urban traffic safety analysis and proposals for improvement (traffic calming), and transport model preparation.</p> <div>  <p>The SUMP was a finalist in the 8th SUMP Award (The winning SUMP was Brussels).</p> <p>More details at: <a href="https://mobilityweek.eu/sump-award/">https://mobilityweek.eu/sump-award/</a></p> </div>				<p><b>Services provided:</b></p> <ul style="list-style-type: none"> <li>• Analysis of the current urban mobility situation</li> <li>• A population survey on urban mobility in Kaunas City and transport districts</li> <li>• Assessment of traffic and passenger flow tests (not older than 3 years) in case of lack of information, the carrying out of transport flows and structures</li> <li>• A summary of the cost analysis of the costs of development options for individual transport systems and recommendations for the preparation of the action plan</li> <li>• Urban transport infrastructure schemes</li> <li>• Transport model preparation</li> <li>• Cost-benefit analysis</li> <li>• Identification of funding sources</li> <li>• Identification of measures that may be financed as part of an integrated, coherent urban development strategy to address the economic, environmental, climate, demographic, health and social challenges of the urban area in the European Union funds</li> <li>• An indicative budget plan for the urban mobility options and the action plan to be implemented for 2020, up to 2030</li> <li>• Stakeholder and community engagement</li> <li>• Result dissemination</li> </ul> <p><b>Main experts provided:</b></p> <ul style="list-style-type: none"> <li>• Egidijus Skrodenis (the head of the internal project working group, expert) – 335 hrs</li> <li>• Antanas Špečkauskas (Economics specialist) – 156 hrs</li> <li>• Ervinas Štikūnas (Economics specialist) – 16 hrs</li> </ul>				

Ref no. 15		Programme Evaluation for POIM Transport Plan						
Name of legal entity	Country	Overall contract value (EUR) <sup>62</sup>	Proportion carried out by legal entity (%) <sup>63</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>64</sup>	Name of consortium members, if any
 CIVITTA Strategy & Consulting S.A.	Romania	€ 430.480,40 (billed € 174.209,11)	80%	4	Ministry of European Funds	ERDF – Technical Assistance Operational Programme POAT 2014-2020	07/2018 - ongoing	Archidata SRL, SC NTSN Conect S.R.L, SC Grupul de Consultanță pentru Dezvoltare DCG S.R.L.
Detailed description of project						Type and scope of services provided <sup>65</sup>		
<p>The Evaluation Plan for Large Infrastructure Operational Programme 2014-2020 (consisting of interventions in the field of transport) will comprise evaluation reports for the following years: 2017, 2019 and 2023.</p> <p>The overall objective of the contract is the provision of consultancy services in support of the evaluations in the field of transport provided in the Evaluation Plan of the Large Infrastructure Operational Programme 2014-2020, which includes three impact evaluations of the OP. The evaluation questions are related to the progress in the field of transport (gross effect), the intended (net effect), unintended and spill over effects of OPs and their sustainability, influence mechanisms and lessons learned. The evaluation approach includes theory-based evaluation, transport modelling and cost-benefit analysis.</p> <p>The evaluation themes related to transport are the following:</p> <ul style="list-style-type: none"> <li>Evaluating interventions related to increasing mobility by developing transport on the main TEN-T and global network (roads, railways, waterways) – SO 1.1-1.3, 2.1;</li> <li>Urban Mobility and Reducing Environmental Impact by Developing the metro network for Bucharest - Ilfov region - SO 1.4;</li> <li>Regional accessibility - SO 2.2 and 2.3;</li> <li>Evaluation of the POIM interventions regarding the development of intermodal transport</li> </ul>						Stakeholders' mapping; Literature review; Case studies; Thematic focus groups with relevant actors; Workshops with beneficiaries; Data and information collection; Stakeholders' interviews; Qualitative and quantitative analysis; Benchmarking analysis; Delphi questionnaire; GIS mapping; Evaluation of project implementation; Assessment based on theory (EBT); Ray Rist's Theory of Change correlated with Contribution Analysis; Querying / testing the program theory; The Kautto and Simila Approach (2005); Concepts mapping; Parameters for assessment; Meta-evaluation of case studies and cost benefit analysis; Modelling techniques; Multicriterial Analysis Method; Evaluation report.		


<ul style="list-style-type: none"> <li>and traffic flow, including customs - SO 2.4 and 2.6;</li> <li>• Safety and reducing environmental impact - SO 2.5;</li> </ul> <p>Evaluating interventions regarding the increase of the sustainability and the quality of rail transport - SO 2.7.</p>	
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## OTHER RELEVANT SUSTAINABLE MOBILITY CONTRACTS

This section includes projects which do not meet the technical selection criteria 20.3.1 or 20.3.2. They have been included to further present the consortium's expertise in sustainable urban mobility development, planning and research.


	Project title		Feasibility Study "Public Transport Chisinau - Project on electronic charging system"					
Name of legal entity	Country	Overall project value (Euro)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
 <b>Business Consulting Institute</b>	REPUBLIC OF MOLDOVA	€ 21.340	100	7	Chisinau Municipality	Chisinau Municipality	03.2021-06.2021	-
Detailed description of project				Type of services provided				

<p><b>Scope of the project:</b> Develop electronic sharing system for public transport system in Chisinau Municipality</p> <p><b>Results:</b></p> <ul style="list-style-type: none"> <li>Diagnostic Analysis of public transport in Chisinau</li> <li>Survey on population satisfaction of the public transport service in Chisinau</li> <li>Analysis and review of the current system of collection of travel taxes and financial flows within the responsible enterprises.</li> <li>Proposal of new payment structures for different social categories and time periods.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of the public transport system in Chisinau Municipality</li> <li>Detailed analysis of the relevant national legal and normative framework, of relevant studies and researches, reports, regional and international best practices in the field of electronic charging in public transport</li> <li>Analysis on the revision of the current system for collecting travel tax and financial flows both within transport operators and between operators and the municipality.</li> <li>Elaboration of the proposal of the optimal taxation and tariff structure for the use of public transport for different social categories, types of users and time periods</li> <li>Present the risks and advantages of implementing the electronic charging system.</li> <li>Questionnaire – population perspective on the current and future payment system in Chisinau.</li> <li>Conducting meetings and interviews with the relevant stakeholders;</li> </ul>
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		Project title						
		SUMP Peru: Sustainable urban mobility in secondary cities in Peru (DKTI, PN 16.2016.0-001.00)						
Name of legal entity	Country	Overall contract value (EUR) <sup>66</sup>	Proportion carried out by legal entity (%) <sup>67</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>68</sup>	Name of consortium members, if any
 Forschung & Beratung GmbH	Peru	€1.426.155	€ 246,600 (17,24% of overall contract value), out of which  <b>€ 165.036,50</b> (66,92% of legal entity	3 senior experts, 2 key experts, 2 NKE (adm)	GIZ German Association for International Cooperation GmbH, Bonn, Germany	GIZ German Association for International Cooperation GmbH, Bonn, Germany	09/2017 - 09/2020	GITEC-IGIP GmbH, Germany (project coordinator); PACT Peru, Lima, Peru

			budget) in the period 08/2018 – 09/2020					
<b>Detailed description of project</b>						<b>Type and scope of services provided<sup>69</sup></b>		
<p>The aim of the project was to improve the preconditions for the implementation of measures for sustainable, low-emission transport in medium-sized cities in Peru. This includes: the development, and strengthening, of a general institutional structure at national and local level, as a prerequisite for the effective implementation of measures of sustainable mobility; and the creation and updating of a Sustainable Urban Mobility Plan (SUMP) in Trujillo.</p> <p>The project operated in four fields of action:</p> <ol style="list-style-type: none"> <li>1. Establishment and strengthening of a National Programme for Sustainable Urban Transport (PNTU) with the MTC</li> <li>2. Establishment of coordination mechanisms at city level (e.g., stakeholder dialogue) and ministries</li> <li>3. Strengthening urban planning and implementation capacity</li> <li>4. Promote exchanges on innovative technologies, methods and financing mechanisms.</li> </ol> <p>As a result of the project and technical assistance offered by Rupprecht Consult, in cooperation with GITEC and PACT, the SUMP Trujillo (Peru) was officially approved by the Council of the Provincial Municipality of Trujillo on 25 April 2021.</p>						<p>Rupprecht Consult was responsible for backstopping, monitoring and coordination for the technical implementation of Work Package 2: Implementation-oriented SUMP process in Trujillo, with the involvement of local actors and in coordination with the municipality and the GIZ.</p> <p>Staff involved (Rupprecht):</p> <ul style="list-style-type: none"> <li>• 2 Spanish speaking SUMP experts to develop urban mobility plans for originally 2 Peruvian cities</li> <li>• 3 senior experts to backstop local activities and support political advice</li> <li>• 2 administrative persons to support project coordination</li> </ul>		


		<b>Regional strategy for sustainable urban mobility and smart cities of the North-West Region of Romania</b>						
<b>Project title</b>								
<b>Name of legal entity</b>	<b>Country</b>	<b>Overall contract value (EUR)<sup>70</sup></b>	<b>Proportion carried out by legal entity (%)<sup>71</sup></b>	<b>No of staff provided</b>	<b>Name of client</b>	<b>Origin of funding</b>	<b>Dates (start/end)<sup>72</sup></b>	<b>Name of consortium members, if any</b>

 CIVITTA Strategy & Consulting S.A.	Romania	€ 149.251	100%	15	North-West Regional Development Agency	Own budget	19.08/2019 – 19.08.2020	
Detailed description of project						Type and scope of services provided <sup>73</sup>		
<p>The strategy aims to analyse and support urban centres in the region in the preparation and implementation of smart city and sustainable urban mobility projects for the 2021-2027 programming period. For this, Civitta Strategy &amp; Consulting prepared:</p> <ul style="list-style-type: none"> <li>• A territorial audit - the assessment of the current situation through site visits, interviews, desk research, GIS mapping and modelling, and literature review focusing on smart and sustainable urban mobility, smart economy and competitiveness, human capital, smart governance, smart environment and smart living</li> <li>• European and national case studies</li> <li>• Regional benchmarking of smart cities – smart city maturity matrix</li> <li>• SWOT analysis and diagnostic</li> <li>• Strategic planning framework (vision, objectives, KPI, governance framework)</li> <li>• Action plan with projects portfolio (Investments Agenda) – also including regional projects</li> <li>• A multicriterial analysis and transport model for the prioritisation of the proposed projects</li> <li>• 43 city sheets with detailed information about main issues, challenges, smart city maturity and future projects and investments</li> <li>• Stakeholders’ analysis and mapping in order to foster a participatory approach</li> <li>• Thematic focus groups, launch and final conferences (with international speakers) and various public debates or stakeholder meetings.</li> </ul> <p>As a main result of this project, the 43 cities in the region had a common vision and territorial development concept as well as individual project portfolios helping them to be prepared for the 2021-2027 programming period of the EU. Also, the understanding of local needs at the level of the North-West Regional Development Agency greatly improved which contributed to a better</p>						<p><b>Services provided:</b></p> <ul style="list-style-type: none"> <li>• Stakeholder mapping and interviews</li> <li>• Literature review</li> <li>• Organisation of thematic focus groups</li> <li>• Data and information collection; GIS database preparation, mapping and modelling (incl. online interactive maps)</li> <li>• Qualitative and quantitative analysis</li> <li>• Prioritisation of projects</li> <li>• Public consultations</li> <li>• Regional benchmarking; Development of spatial development vision and concepts; Preparation of project portfolios</li> <li>• Event / conference organization.</li> </ul> <p><b>Main experts involved:</b></p> <ul style="list-style-type: none"> <li>• Ioana Ivanov (Project manager – permanent staff) – 300 hrs</li> <li>• Reinhold Stadler (Deputy project manager / urban planning expert – permanent staff) – 680 hrs</li> <li>• Rodica Burlacu / Gorghiu (Urban Economy - – permanent staff) – 320 hrs</li> <li>• Andreea Maier (Urban Planning – permanent staff) – 250 hrs</li> <li>• Silvia Ursu (PR specialist) – 50 hrs</li> </ul>		


design of Regional Operational Programs and other financing guidelines.

	Project title		Fact-finding study on status and future needs regarding low- and zero-emission urban mobility					
Name of legal entity	Country	Overall contract value (EUR) <sup>74</sup>	Proportion carried out by legal entity (%) <sup>75</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>76</sup>	Name of consortium members, if any
	EU27	€389.756	Realised by the legal entity by 31.05.2021: <b>€91,309</b> (23,42%)	2 senior experts, 5 key experts, 1 NKE (adm)	European Commission, Directorate-General for Mobility and Transport	European Commission, Directorate-General for Mobility and Transport	06/2020 – 03/2021	PricewaterhouseCoopers Advisory S.p.A., Italy (project coordinator); Ecorys, Nederland BV, Rotterdam, Netherlands; ISINOVA, Rome, Italy
Detailed description of project						Type and scope of services provided <sup>77</sup>		
The aim of the fact-finding study on status and future needs regarding low- and zero-emission urban mobility was to provide the European Commission with an overview of the current state of urban mobility in Europe, identifying gaps in these areas and the related needs of cities for safe, accessible (including affordable), intelligent and low- or zero-emission urban mobility. The fact-finding study analysed the urban mobility situation in a big sample of EU cities of different sizes and types, from all Member States, in particular when it comes to sustainable urban mobility planning (SUMP), data collection and indicators, urban vehicle access regulations (UVARs) and urban logistics (SULP). Through the analysis of more than 100 European cities, the results will provide meaningful conclusions that can be deemed representative for the whole EU and indicate how the situation compares with the EU-level objectives referred to the White Paper 2011.						Rupprecht Consult was responsible for analysing the situation of Sustainable Urban Mobility Planning in Europe as well as the mobility-related data collection of indicators.  The effort involved was of 100 person days split in between 2 senior experts to coordinate project and design policy recommendations and 5 urban area coaches.		


	Project title		SUMP Kyiv Podilskyi district (Ukraine)					
Name of legal entity	Country	Overall contract	Proportion carried out	No of staff	Name of client	Origin of funding	Dates (start/end) <sup>80</sup>	Name of consortium members, if any

		value (EUR) <sup>78</sup>	by legal entity (%) <sup>79</sup>	provided				
 Forschung & Beratung GmbH	Ukraine	€ 496.810	€ 88,760.00 (17,66%)	4 senior key experts, 2 key experts, 1 NKE (adm)	GIZ German Association for International Cooperation GmbH, Bonn, Germany	GIZ German Association for International Cooperation GmbH, Bonn, Germany	11/2018 - 10/2019	Dornier Consulting International GmbH, Berlin, Germany; A+S Consult GmbH, Dresden, Germany
Detailed description of project				Type and scope of services provided <sup>81</sup>				
<p>Development of Sustainable Urban Mobility Plans (SUMP) and related infrastructure projects in the Ukrainian Kyiv-Podolskyi district.</p> <p>The project aims to improve the local capacities for integrated mobility planning and implementation. An integrated and participative mobility planning process will be conducted in the Kyiv-Podilskyi district that results in SUMP. Based on the plans, an infrastructure project will have been implemented in the Kyiv-Podilskyi district.</p>				<p>Rupprecht Consult was one of the main partners of the project. Content-wise Rupprecht Consult took over the following tasks:</p> <ul style="list-style-type: none"> <li>• Development of SUMP goals, objectives and indicators</li> <li>• SUMP expert providing backstopping for several stages of the planning process:</li> <li>• strategy and public participation</li> <li>• technical planning, modelling and data collection</li> <li>• Development of a methodology for multi-criteria analysis</li> <li>• Development and implementation of a capacity building programme for the city administration</li> <li>• Management of short-term mobility experts who support the SUMP development locally</li> <li>• Supervision of development of implementation plan and monitoring concept</li> </ul> <p>Rupprecht involvement: 108 person days</p>				




	Project title		Klaipėda city sustainable urban mobility plan					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
 CIVITTA UAB	Lithuania	€ 84.000	25%	7	Klaipėda Municipality	EU funds	01/2017 - 08/2018	Pupa strategic urbanistics Vilnius Gediminas Technical University
Detailed description of project						Type and scope of services provided		
<p>The plan included a long-term strategy for improving the quality, safety, integration and accessibility of public transport services and consolidating the public transport priority before individual motor transport. This process comprised several steps including:</p> <ul style="list-style-type: none"> <li>Developing and evaluating sustainable urban mobility alternatives until 2030 for the city of Klaipėda</li> <li>Analysis of challenges regarding urban planning and mobility</li> <li>Analysis of sustainable urban mobility trends in the world</li> <li>Developing sustainable mobility solutions (urban transport infrastructure scheme)</li> <li>Urban traffic safety analysis and proposals for improvement (traffic calming)</li> <li>Cost-benefit analysis of the proposed solutions</li> <li>Identifying funding sources</li> <li>Developing action plan for the chosen mobility alternative</li> <li>Dissemination of results and stakeholder management.</li> </ul>						<p><b>Services provided:</b>  Sustainable urban mobility vision  Challenges analysis  Cost-benefit analysis  Safety analysis  Action plan  Funding sources  Stakeholders' management.</p> <p><b>Main experts involved</b>  Egidijus Skrodenis (the head of the internal project working group, expert) – 40 hrs  Antanas Špečkauskas (expert) – 87 hrs</p>		

	Project title		Technical assistance for developing the future Interreg Romania Bulgaria Programme for the period 2021-2027 (including the implementation of the environmental assessment procedure)					
Name of legal entity	Country	Overall contract	Proportion carried out	No of staff	Name of client	Origin of funding	Dates (start/end) <sup>84</sup>	Name of consortium members, if any


		value (EUR) <sup>82</sup>	by legal entity (%) <sup>83</sup>	provided				
  CIVITTA Strategy & Consulting S.A.	Romania Bulgaria	€ 188.715 (billed € 72.634,42)	100%	7	Ministry of Regional Development and Public Administration	Own budget	10/2019 – ongoing	-
Detailed description of project						Type and scope of services provided <sup>85</sup>		
<p>The overall objective of this project is the elaboration of the necessary documents for planning the European funds allocated through the Interreg Romania-Bulgaria Programme 2021-2027, based on the strategic analyses and priorities established at regional and national level both in Romania and Bulgaria. Therefore, the final results should be composed of:</p> <ul style="list-style-type: none"> <li>• A socio-economic analysis of the Romanian-Bulgarian cross-border area - focusing on challenges, needs, resources, common priorities (also from the perspective of economic, social and territorial disparities, macro-regional strategies, etc);</li> <li>• The document of the future Interreg Romania-Bulgaria Programme for the period 2021-2027, in compliance with the provisions of the proposed regulations, including the appropriate updating in line with the approved regulations;</li> <li>• A set of indicators, developed in line with the provisions of the Interreg proposal;</li> <li>• The performance framework and methodology for establishing the performance framework;</li> <li>• Strategic environmental assessment specific documents (Scoping report, SEA report, etc);</li> <li>• Comments and recommendations collected along the Programme consultation process.</li> </ul>						<b>Services provided:</b> <ul style="list-style-type: none"> <li>• Stakeholders' mapping</li> <li>• Data and information collection</li> <li>• Qualitative and quantitative analysis</li> <li>• Territorial analysis and GIS mapping;</li> <li>• Stakeholders surveys</li> <li>• Focus groups; Workshops;</li> <li>• Programming - Strategic orientations, Intervention logic; Investments directions;</li> <li>• Strategic projects portfolio definition;</li> <li>• SEA procedure; Graphic design.</li> </ul>		

		Project title		SOLUTIONSplus - Integrating Urban Electric Mobility Solutions in the Context of the Paris Agreement, the Sustainable Development Goals and the New Urban Agenda				
Name of legal entity	Country	Overall contract value (EUR) <sup>86</sup>	Proportion carried out by legal entity (%) <sup>87</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>88</sup>	Name of consortium members, if any

 <p><b>RUPPRECHT CONSULT</b> Forschung &amp; Beratung GmbH</p>	World-wide	€ 17.996.079,75	<p>Planned by the legal entity by 31.12.23: € 215.192,50 (funded 70 % grant amount: €150,635) (1,19%)</p> <p>Carried out by the legal entity in the reference period 10/2017 – 10/2021: € <b>72,120€</b> (0,40 %)</p>	2 senior experts, 3 key experts, 2 NKE (adm)	Innovation and Networks Executive Agency (INEA)	Horizon 2020, EU Research and Innovation programme	01/ 2020 - 12/ 2023	Urban Electric Mobility Initiative (UEMI, Berlin, Germany (lead partner). A full list of partners is available at: <a href="http://www.solutionsplus.eu/">http://www.solutionsplus.eu/</a>
Detailed description of project						Type and scope of services provided <sup>89</sup>		
<p>The SOLUTIONSplus project - Integrating Urban Electric Mobility Solutions in the Context of the Paris Agreement, the Sustainable Development Goals and the New Urban Agenda - aims to set up a global platform for shared, public and commercial e-mobility solutions. The consortium consists of highly committed cities, industry, research, implementing organisations and finance partners. The 46 project partners from all over the world are working on the widespread transition towards low-carbon urban mobility. SOLUTIONSplus enables transformational change towards sustainable urban mobility through innovative and integrated electric mobility solutions. In order to deliver this objective, the project will boost the availability of electric vehicles, foster the efficiency of operations and support the integration of different types of e-mobility in large urban areas. The needs of users and local conditions in Europe, Asia, Africa and Latin America will be addressed. SOLUTIONSplus sets up a global platform for shared, public and commercial e-mobility solutions, and to kick start the transition towards low carbon</p>						<p>Rupprecht Consult will be involved in the capacity building of the project, making use of its well-established e-learning platform, the Mobility Academy. Our team will also be involved in developing a market of solutions and business development by contributing to the assembling of key concepts and business options related to currently available e-mobility solutions into a database. In addition, we also support SOLUTIONSplus cities in the integration of sustainable urban electric mobility solutions into local and national policy frameworks. Finally, we will support the implementation of a multimodal e-mobility hub in Quito's zero-emission zone, building upon the experiences made within EU innovation projects such as ELIPTIC and trolley 2.0.</p>		

urban mobility. The project encompasses city level demonstrations to test different types of innovative and integrated e-mobility solutions, complemented by a comprehensive toolbox, capacity development and replication activities. SOLUTIONSplus demonstration actions will take place in Hanoi (Vietnam), Pasig (Philippines), Lalitpur/Kathmandu (Nepal), Kigali (Rwanda), Dar es Salaam (Tanzania), Quito (Ecuador), Montevideo (Uruguay), Madrid (Spain) and Hamburg (Germany). SOLUTIONSplus will examine the demonstration actions and will draw conclusions on the effectiveness, providing a deeper understanding of the interrelation between socio-economic, legal and institutional issues and policy processes in relation to the selected business models thereby influencing future policy making on the local, regional and national level. A key element of the demonstration actions is to test and validate business models for e-mobility solutions and to embed concepts in policy, investment, industry and operational strategies.

Rupprecht involvement planned: 19 PM

Project title		Sustainable Urban Mobility Plan for Zalău Municipality						
Name of legal entity	Country	Overall project value (Euro)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
 CIVITTA Strategy & Consulting S.A.	Romania	€ 86,270.6 (billed € 63,362.6)	50	11	The City of Zalău / Municipiul Zalău	Own budget	03/2021 – 12/2021 (ongoing)	TTL PLANNING SRL CIVITTA UAB
Detailed description of project				Type of services provided				

Zalău is a mid-sized city with 68.000 inhabitants but also an important industrial centre at regional level.

The contract's main objective is to update the Sustainable Urban Mobility Plan developed in 2016 and present an updated long-term strategy to support the shift from a car-oriented city to a sustainable smart and healthy city built around the concept of sustainable urban mobility while also extending the planning of transport infrastructure and services to the periurban area. This process comprised several steps including:

This process comprised several steps including:

- Analysis of the current urban mobility situation in the city and its metropolitan area, including the evolution of the main mobility indicators and the degree of implementation of projects proposed in the first SUMP (2015-2020)
- Analysis of challenges regarding urban planning and mobility
- A population survey on urban mobility in the city of Zalău and the periurban area
- Updating the existing transport model and preparing development scenarios (3 scenarios) for 2027 and 2035
- Defining a vision on 3 territorial scales, supported by measurable goals and KPI's
- Defining an action plan with short – medium- and long-term projects, including estimated budgets and financing sources
- Public debates, stakeholder meetings (including meetings major employers)
- Dissemination of results and stakeholder management.

#### **Services provided:**


- Stakeholder engagement
- Preparing public presentations and debates
- Delineation of the Functional Urban Area
- Analysis of the current mobility situation
- Data collection (incl. GIS data)
- Qualitative and quantitative analysis
- GIS mapping and modelling
- Preparation of surveys to identify the mobility behaviour
- SWOT analysis
- Preparation of the urban mobility vision at 3 territorial scales
- Establishing goals and KPI's
- Development of a project portfolio
- Development of intervention concepts (for areas with complex problems)
- Prioritisation of projects
- Developing a monitoring and implementation scheme (responsible entities for implementation)

#### **Main experts involved:**


- Reinhold Stadler (Parking policies, Urban Mobility, Non-motorized transport, Urban Planning expert – permanent staff) – 300 hrs
- Ana Maria Petrescu (Urban planning expert permanent staff) – 100 hrs
- Delia Opreșan (Urban economy - permanent staff) – 80 hrs
- Daiana Ghintuială (Sociology expert - permanent staff) – 100 hrs

#### **Non Key Experts**

- Ana-Maria Motoc (Strategic Planning and Environmental Sustainability Expert - permanent staff) – 50 hrs
- Mihai Rădulescu (GIS modeller - permanent staff) – 150 hrs
- Andrei Gorghiu (Data Analysis Expert) – 100 hrs


Project title		Revision of the Cluj-Napoca Sustainable Urban Mobility Plan for the period 2021-2030						
Name of legal entity	Country	Overall contract value (EUR) <sup>90</sup>	Proportion carried out by legal entity (%) <sup>91</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>92</sup>	Name of consortium members, if any
 CIVITTA Strategy & Consulting S.A.	Romania	€ 30.000 EUR (billed – € 9.300)	50%	16	Cluj Metropolitan Area / Zona metropolitană Cluj	Own budget	08/ 2019 – 09/ 2020	TTL PLANNING SRL
Detailed description of project						Type and scope of services provided <sup>93</sup>		
<p>Cluj-Napoca is the 3<sup>rd</sup> largest city of Romania with approx. 450.000 inhabitants in the metropolitan area and more than 320.000 within the city. With more than 80.000 students Cluj-Napoca is one of the most dynamic and rapidly evolving urban centres in the region while also being the city with the most innovative sustainable urban mobility projects within Romania. The main objective of the contract is to upgrade the Sustainable Urban Mobility Plan developed in 2015 and present an updated long-term strategy to improve the quality, safety, integration and accessibility of transport services in the city and metropolitan area.</p> <p>The new SUMP should rely on the newest guidelines and priorities developed at the EU level as well as on the latest trends in this field (micro mobility, electro mobility, shared mobility, mobility as a service etc.) while also focusing on strengthening the relationship between community and local administration related to the field of urban mobility. The project is planned according to the SUMP cycle: 1. Preparation and analysis, 2. Strategy development, 3. Measure planning and 4. Implementation and monitoring. A specific challenge of this SUMP was to find a way to prioritize public transport and develop a cycling infrastructure network within a mostly organic, undersized (without possibilities of extension) street network. The SUMP was developed in parallel with the feasibility studies for a southern beltway, development of a metro line (the first in the city) and a metropolitan train.</p> <p>This process comprised several steps including:</p> <ul style="list-style-type: none"> <li>Analysis of the current urban mobility situation in the city and its metropolitan area,</li> </ul>						<b>Services provided:</b> <ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Preparing public presentations and debates</li> <li>Delineation of the Functional Urban Area</li> <li>Analysis of the current mobility situation</li> <li>Data collection (incl. GIS data)</li> <li>Qualitative and quantitative analysis</li> <li>GIS mapping and modelling</li> <li>Preparation of surveys to identify the mobility behaviour (1500 answer target)</li> <li>Preparation of the urban mobility vision at 3 territorial scales</li> <li>Establishing goals and KPI's</li> <li>Development of a project portfolio</li> <li>Development of intervention concepts (for areas with complex problems)</li> <li>Prioritisation of projects</li> </ul>		

<p>including the evolution of the main mobility indicators and the degree of implementation of projects proposed in the first SUMP (2015-2020)</p> <ul style="list-style-type: none"> <li>• Analysis of challenges regarding urban planning and mobility</li> <li>• A population survey on urban mobility in Cluj Metropolitan Area</li> <li>• Updating (mostly rebuilding) the existing transport model and preparing development scenarios (3 scenarios) for 2027 and 2035</li> <li>• Defining a vision on 3 territorial scales, supported by measurable goals and KPI's</li> <li>• Defining an action plan with short – medium- and long-term projects, including estimated budgets and financing sources</li> <li>• Multiple coordination meetings with teams involved in various urban mobility projects being prepared in and around the city</li> <li>• Public debates, stakeholder meetings (including meetings with mayors of the metropolitan area)</li> </ul> <p>Dissemination of results and stakeholder management.</p>	<ul style="list-style-type: none"> <li>• Developing a monitoring and implementation scheme (responsible entities for implementation)</li> </ul> <p><b>Main experts involved:</b></p> <ul style="list-style-type: none"> <li>• Reinhold Stadler (Non-motorized transport expert / parking policies – permanent staff) – 300 hrs</li> <li>• Rodica Burlacu / Gorghiu (Urban Economy - permanent staff) – 150 hrs</li> <li>• Ioana Ivanov (Urban Planning Expert – permanent staff) – 100 hrs</li> <li>• Silvia Ursu (Marketing / PR Expert – permanent staff) – 100 hrs</li> </ul> <p><b>Non-Key Experts</b></p> <ul style="list-style-type: none"> <li>• Mihai Rădulescu (GIS modeller) – 150 hrs</li> <li>• Andrei Gorghiu (Urban Economy / GIS - permanent staff) – 100 hrs</li> <li>• Ana Maria Motoc (Environmental Sustainability Expert – permanent staff) – 100 hrs</li> </ul>
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Project title		Revision of the Sustainable Urban Mobility Plan for Bistrița Municipality						
Name of legal entity	Country	Overall contract value (EUR) <sup>94</sup>	Proportion carried out by legal entity (%) <sup>95</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>96</sup>	Name of consortium members, if any
 CIVITTA Strategy & Consulting S.A.	Romania	€ 34,047.38 (Billed € 0)	40%	10	Bistrița Municipality	EU 85%, Bistrița city municipality 15%	06/2021 - ongoing	TTL PLANNING SRL

Detailed description of project	Type and scope of services provided <sup>97</sup>
<p><b>Revising the Sustainable Urban Mobility Plan for Bistrița Municipality, part of the "Bistrița 2030" project</b></p> <p>Bistrița is a mid-sized city with approx. 94000 inhabitants located in the North-West Region of Romania. The contract's main objective is to update the Sustainable Urban Mobility Plan developed in 2017 and present an updated long-term strategy to improve the quality, safety, integration and accessibility of transport services in the city.</p> <p>The new SUMP should rely on the newest guidelines and priorities developed at the EU level as well as on the latest trends in this field (micro mobility, electro mobility, shared mobility, mobility as a service etc.). The project is planned according to the SUMP cycle: 1. Preparation and analysis, 2. Strategy development, 3. Measure planning and 4. Implementation and monitoring. A specific challenge of this SUMP is to foster the development of a local network of blue-green mobility corridors as well as to extend the central pedestrian area and support the urban regeneration of collective housing neighbourhoods.</p>	<p><b>Services provided:</b></p> <ul style="list-style-type: none"> <li>- Stakeholder engagement</li> <li>- Preparing public presentations and debates</li> <li>- Analysis of the current mobility situation</li> <li>- Data collection (incl. GIS data)</li> <li>- Qualitative and quantitative analysis</li> <li>- GIS mapping and modelling</li> <li>- Preparation of surveys to identify the mobility behaviour (1500 answer target)</li> <li>- Preparation of the urban mobility vision at 3 territorial scales</li> <li>- Establishing goals and KPI's</li> <li>- Development of a project portfolio</li> <li>- Development of intervention concepts (for areas with complex problems)</li> <li>- Prioritisation of projects</li> <li>- Developing a monitoring and implementation scheme (responsible entities for implementation)</li> </ul> <p><b>Main experts involved:</b></p> <ul style="list-style-type: none"> <li>• Reinhold Stadler (Mobility and traffic specialist, Smart City Specialist – permanent staff) – 50 hrs</li> <li>• Ana Maria Petrescu (Urban Planning specialist – permanent staff) – 40 hrs</li> <li>• Silvia Ursu (Communication specialist – permanent staff) – 20 hrs</li> </ul> <p><b>Non-Key Experts</b></p> <ul style="list-style-type: none"> <li>• Ioana Ivanov (Strategic Planning Expert – permanent staff) – 50 hrs.</li> <li>• Doina Dumitrescu (Sustainable Mobility Expert – permanent staff) – 50 hrs</li> <li>• Ana-Maria Motoc (Strategic Planning and Environmental Sustainability Expert) – 20 hrs</li> <li>• Mihai Rădulescu (GIS modeller) – 30 hrs</li> </ul>




Project title		Dynaxibility4CE - Capacities for dynamic and flexible planning for low-carbon mobility trends and policies						
Name of legal entity	Country	Overall contract value (EUR) <sup>98</sup>	Proportion carried out by legal entity (%) <sup>99</sup>	No of staff provided	Name of client	Origin of funding	Dates (start/end) <sup>100</sup>	Name of consortium members, if any
 Forschung & Beratung GmbH	Central Europe	€ 1.320.446	To be realised by the legal entity by 31.05.2022: €133,880 (10,13%);  carried out by the legal entity in the reference period 08/2017 – 08/2021 <b>€57,793</b> (4,38 %)	2 senior experts, 3 key experts, 1 NKE (adm)	Interreg Central Europe programme	Interreg Central Europe programme	03/2020 - 02/2022	Leipzig Transport Company, Germany (lead partner). A full list of partners can be consulted on the project website: <a href="https://www.interreg-central.eu/Dynaxibility4CE">https://www.interreg-central.eu/Dynaxibility4CE</a>
Detailed description of project					Type and scope of services provided <sup>101</sup>			
Dynaxibility4CE - Capacities for dynamic and flexible planning for low-carbon mobility trends and policies in Central Europe is a project funded by the Interreg CENTRAL EUROPE programme. The programme aims to reduce the region's carbon footprint. Its main priority is cooperating on low-carbon strategies, aiming to improve capacities for mobility planning in functional urban areas. An effective integration of existing transport systems and policies with new modes and models of mobility requires high flexibility and agility. Dynaxibility4CE supports public transport authorities to adjust and successfully developing new strategies and tools to make them key actors on the way towards less emissions and more mobility innovations.					Rupprecht Consult is one of the main partners of the project. We will support the lead partner in its management tasks, especially during the start-up phase. Furthermore, we will act as a help desk for the lead partner's questions concerning operational and financial management. Content-wise Rupprecht Consult will take on four key roles: <ul style="list-style-type: none"> <li>Developing further, updating or contextualization for Central Europe of several SUMP 2.0-related topic guides including: Road vehicle automation (CAD), urban vehicle access regulations (UVAR), shared mobility, and MaaS as main upstreaming approach.</li> <li>Running diagnostic trainings with planning authorities to</li> </ul>			

The project Dynaxibility4CE focuses on prioritizing low-carbon mobility and air quality. It aims to increase the ability of public transport authorities to deal with new mobility trends that require much more dynamic and flexible planning in complex environments. New forms of mobility such as mobility as a service (MaaS), ownership structures as well as technologies blur classic boundaries between mobility offers and require different planning procedures to ensure sustainability. The effective integration of these new mobility trends and solutions into transport systems and policy design strongly relies on the capability to analyse, monitor and assess mobility solutions' potential environmental and socio-economic impact. Therefore, the project develops strategies and tools for public transport authorities that strengthen the planning capacities and by this, the role of public transport as a key actor for creating low-carbon and low-pollution mobility systems in Central Europe's functional urban areas (FUAs). The project brings together 13 partners from 7 Central European countries including public (transport) authorities, NGOs, research and consultancy organisations that "capitalise" on 9 EU projects (4 Interreg Central Europe and 5 Horizon 2020 projects). The project follows a combined down streaming and up streaming approach and ensures that appropriate strategies and tools developed in H2020 sustainable urban mobility planning (SUMP) projects are catered for Central Europe's planning context and thus, avoids unnecessarily reinventing the innovation and policy-improvement wheel.

determine their readiness level of low carbon mobility and new mobility trends and identify knowledge gaps and matching training needs to develop action plans in project partners' FUAs as main downstream approach.

- Establishing a SUMP task force within Germany (in cooperation with the German/Austrian CIVINET members project partner AustriaTech and the associated partner Deutscher Verband)
- Aligning the existing SUMP competence centre with updates from the new SUMP 2.0 guidelines, include elements of CAD / MaaS integration with low carbon mobility planning and policies.

Staff involved - total of 17 person months: Management 6 PM effort planned, permanent staff; Strategies, new tools and training 9,6 PM planned, permanent staff; Communication 1,35 PM planned, permanent staff.

Project title		Provision of support to Private Sector						
Name of legal entity	Country	Overall project value (Euro)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
 <b>Business Consulting Institute</b>	REPUBLIC OF MOLDOVA	482,800	100	7	EU4MD – UNDP	EU / UNDP / UNICEF	10.2020-12.2022	-
Detailed description of project						Type of services provided		

<p><b>Goal:</b> To create employment opportunities for men and women in the pilot micro-regions and improve the attractiveness of the pilot regions for investors and entrepreneurs.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Support Private Sector in Cahul and Ungheni districts through a non-refundable non-cash support mechanism, which includes procurement of equipment/goods/works/services, coupled with training, coaching, consulting, awareness raising and promotion activities, to stimulate the entrepreneurship culture of the Focal Regions.</li> <li>• Support to new businesses, as well as acceleration of promising young companies from urban and surrounding rural areas, especially those led-by or having a positive impact on women and vulnerable groups.</li> </ul> <p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• Promotion campaign performed</li> <li>• 75 grant candidates selected</li> <li>• Two intensive one-day trainings on business plan writing</li> <li>• Provision of the individual consultations in business plan writing</li> <li>• 14 grant beneficiaries selected</li> <li>• Support and coaching programme delivered</li> <li>• 4 one-day thematic training seminars to improve business skills performed</li> <li>• Capacity building and experience sharing carried out</li> <li>• An impact evaluation and analysis of the achieved results with the participation of project beneficiaries carried out</li> <li>• 14 sustainable business created</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation of methodological approach and detailed work plan for the implementation of the project</li> <li>• Promotional campaign for pre-selection of 75 grant candidates from Cahul rayon.</li> <li>• Draft Business Plan guidelines</li> <li>• Organization of initial one-day intensive trainings on business plan elaboration</li> <li>• Provide specific recommendations and qualified support for potential grant candidates</li> <li>• Selection of the 14 grant beneficiaries</li> <li>• Support and coaching programme for the 14 beneficiary young entrepreneurs</li> <li>• Organize thematic training seminars to improve business skills of entrepreneurs</li> <li>• Organize working conferences to share entrepreneurial experience and successful business representatives from target regions of the Project</li> <li>• Impact evaluation and analysis of the achieved results</li> </ul>
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## 7 DECLARATIONS

As part of their application, each legal entity identified under point 1 of this application, including every consortium member, must submit a signed declaration using the attached format. The declaration may be in original or in copy. If copies are submitted, the originals must be sent to the contracting authority upon request.

Moreover, each legal entity identified under point 1 of this application, including every consortium member, and capacity-providing entities (if any) must submit a signed declaration on honour on exclusion and selection criteria (form A14 available at the following link: <http://ec.europa.eu/europeaid/prag/annexes.do?chapterTitleCode=A>).

## 8 STATEMENT

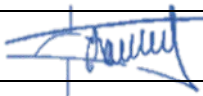
I, the undersigned, the authorised signatory of the above candidate (for a consortium, this includes all consortium members), hereby declare that we have examined the contract notice for the restricted tender procedure referred to above. If our application is short-listed, we fully intend to submit a tender to provide the services requested in the tender dossier.


We understand that our tender may be excluded if we propose key experts who have been involved in preparing this project or employ them as advisers in the preparation of our tender. We also understand that this may mean exclusion from other tender procedures and contracts funded by the EU/EDF.

We are fully aware that, for a consortium, the composition of the consortium cannot be changed in the course of the tender procedure, unless the contracting authority has given its prior approval in writing. We are also aware that the consortium members have joint and several liability towards the contracting authority concerning participation in the above tender procedure and any contract awarded to us as a result of it.

We understand that entities upon whose capacity we rely with regard to economic and financial criteria, become jointly and severally liable for the performance of the contract.

Signed on behalf of the candidate

Name	Ioana Ivanov
Signature	
Date	15.10.2021



11.10.2021

City Hall of Chisinau Municipality (Republic of Moldova)

MD-2012, MOLDOVA, mun.Chișinău, mun.Chișinău, Bd.Ștefan cel Mare și Sfânt,83

**Your ref: 2021/S 156-415051**

Dear Sir/Madam

In response to your contract notice 2021/S 156-415051, we, **CIVITTA Strategy & Consulting S.A.**, confirm that we intend to submit a tender for the contract for ***Develop the Sustainable Urban Mobility Plan for the municipality of Chisinau Location – Chisinau/ Republic of Moldova*** the above if we are invited to do so.

We hereby declare that we:

- are making this application as lider of the consortium led by ourselves, for this contract. We confirm that we are not involved in any other application for the same contract, in any form (as a member, leader, in a consortium or as an individual candidate);
- agree to abide by the ethics clauses in Section 2.5.6. of the practical guide, have not been involved in the preparation of the project which is the subject of this tender procedure unless it is proved that the involvement in previous stages of the project does not constitute unfair competition, and have no professional conflicting interests and/or any relation with other candidates or other parties in the tender procedure or behaviour which may distort competition at the time of submission of this application according to Section 2.5.4. of the practical guide;
- have attached a current list of the enterprises in the same group or network as ourselves and have only included data in the application form concerning the resources and experience of our legal entity and the entities for which we attach a written undertaking;
- will inform the contracting authority immediately if there is any change in the above circumstances at any stage during the implementation of the tasks;
- fully recognise and accept that if the above-mentioned persons participate in spite of being in any of the situations listed in Section 2.6.10.1.1. of the practical guide or if the declarations or information provided prove to be false they may be subject to rejection from this procedure and to administrative sanctions in the form of exclusion and financial penalties up to to 10% of the total estimated value of the contract being awarded and that this information may be published on the Commission website in accordance with the Financial Regulation in force;
- are aware that, for the purposes of safeguarding the EU's financial interests, our personal data may be transferred to internal audit services, to the European Court of Auditors, to the Financial Irregularities Panel or to the European Anti-Fraud Office.

We also undertake, if required, to provide evidence of our financial and economic standing and our technical and professional capacity according to the selection criteria for this call for tender specified in the contract notice, point 21. The list of documents required is given in Section 2.6.11. of the practical guide.

Current list of the enterprises in the same group or network as ourselves:

- **CIVITTA EESTI AS**, Lõõtsa st. 8, 11415 Tallinn, Estonia
- **CIVITTA UAB**, Gediminas Ave. 27, LT-01104 Vilnius, Lithuania
- **Civitta Latvija**, Spīķeri, Maskavas st. 12, LV-1050, Rīga, Latvia
- **Civitta Finland Oy**, Rikhardinkatu 2, 00130 Helsinki, Finland
- **Civitta Moldova**, Alexandru cel Bun st. 91, of. 5, MD-2012, Chisinau, Moldova
- **Civitta Kosovo**, St. Xhevdet Doda, Dukagjini Residence 42B, Pristina, Kosovo
- **Civitta MK**, Park Residence, 1732 st. 4, App. 37, 1000 Skopje, North Macedonia
- **Civitta Consulting doo Beograd**, Beogradska st. 54/III, 11000 Belgrade, Serbia
- **Civitta Bulgaria**, Tintyava 15-17, Work&Share, Sofia, Bulgaria
- **Civitta Denmark**, Vestergade 29, Copenhagen, Denmark
- **LLC CIVITTA KALININGRAD**, Moskovskii pr. 40, fl. 12, RU-236006 Kaliningrad, Russia
- **Civitta Armenia**, 37 Hanrapetutyan, 0010, Yerevan, Armenia
- **Civitta Slovakia, a.s.**, Ilkovičova 2, 842 16, Bratislava, Slovakia
- **LLC CIVITTA UKRAINE**, Kozhum'yatska st. 10a, 04071, Kyiv, Ukraine
- **Civitta Polska sp. z o. o.**, Kapelanka st. 12, 30-347 Kraków, Poland
- **LLC CIVITTA BY**, Internatsional'naya st. 25A, room 322, Minsk, Belarus

Yours faithfully,

**Ioana IVANOV**

Legal representative

CIVITTA Strategy & Consulting S.A.



## DECLARATION ON HONOUR ON EXCLUSION AND SELECTION CRITERIA

The undersigned **Ioana IVANOV**, representing:

( <i>only for natural persons</i> ) himself or herself	( <i>only for legal persons</i> ) the following legal person:
ID or passport number:  (‘the person’)	Full official name: <b>CIVITTA Strategy &amp; Consulting S.A.</b> Official legal form: Joint stock company Statutory registration number: J40/20965/2006 Full official address: Bucharest, 1st District, 3 Ion Slătineanu Street, 0 and 1st Floor VAT registration number: RO1986179 (‘the person’)

The person is not required to submit the declaration on exclusion criteria if the same declaration has already been submitted for the purposes of another award procedure of the same contracting authority<sup>1</sup>, provided the situation has not changed, and that the time that has elapsed since the issuing date of the declaration does not exceed one year.

In this case, the signatory declares that the person has already provided the same declaration on exclusion criteria for a previous procedure and confirms that there has been no change in its situation:

Date of the declaration	Full reference to previous procedure
Not applicable	

### I – Situation of exclusion concerning the person

(1) declares that the above-mentioned person is in one of the following situations:	YES	NO
(a) it is bankrupt, subject to insolvency or winding up procedures, its assets are being administered by a liquidator or by a court, it is in an arrangement with creditors, its business activities are suspended or it is in any analogous situation arising from a similar procedure provided for under EU or national legislation or regulations;	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(b) it has been established by a final judgement or a final administrative decision that the person is in breach of its obligations relating to the payment of taxes or social security contributions in accordance with the applicable law;	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(c) it has been established by a final judgement or a final administrative decision that the person is guilty of grave professional misconduct by having violated applicable laws or regulations or ethical standards of the profession to which the person belongs, or by having engaged in any wrongful conduct which has an impact on its professional credibility where such conduct denotes wrongful intent or gross negligence, including, in particular, any of the following:		
(i) fraudulently or negligently misrepresenting information required for the verification of the absence of grounds for exclusion or the fulfilment of selection criteria or in the performance of a contract or an agreement;	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(ii) entering into agreement with other persons with the aim of distorting competition;	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(iii) violating intellectual property rights;	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(iv) attempting to influence the decision-making process of the contracting authority during the award procedure;	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<sup>1</sup> The same institution or agency.

(v) attempting to obtain confidential information that may confer upon it undue advantages in the award procedure;	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(d) it has been established by a final judgement that the person is guilty of the following:		
(i) fraud, within the meaning of Article 3 of Directive (EU) 2017/1371 and Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995;	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(ii) corruption, as defined in Article 4(2) of Directive (EU) 2017/1371 and Article 3 of the Convention on the fight against corruption involving officials of the European Communities or officials of Member States of the European Union, drawn up by the Council Act of 26 May 1997, and conduct referred to in Article 2(1) of Council Framework Decision 2003/568/JHA, as well as corruption as defined in the applicable law.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(iii) conduct related to a criminal organisation, referred to in Article 2 of Council Framework Decision 2008/841/JHA;	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(iv) money laundering or terrorist financing within the meaning of Article 1(3), (4) and (5) of Directive (EU) 2015/849 of the European Parliament and of the Council;	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(v) terrorist-related offences or offences linked to terrorist activities, as defined in Articles 1 and 3 of Council Framework Decision 2002/475/JHA, respectively, or inciting, aiding, abetting or attempting to commit such offences, as referred to in Article 4 of that Decision;	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(vi) child labour or other offences concerning trafficking in human beings as referred to in Article 2 of Directive 2011/36/EU of the European Parliament and of the Council;	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(e) it has shown significant deficiencies in complying with the main obligations in the performance of a contract or an agreement financed by the Union's budget, which has led to its early termination or to the application of liquidated damages or other contractual penalties, or which has been discovered following checks, audits or investigations by an contracting authority, OLAF or the Court of Auditors;	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(f) it has been established by a final judgment or final administrative decision that the person has committed an irregularity within the meaning of Article 1(2) of Council Regulation (EC, Euratom) No 2988/95;	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(g) it has been established by a final judgment or final administrative decision that the person or entity has created an entity under a different jurisdiction with the intent to circumvent fiscal, social or any other legal obligations of mandatory application in the jurisdiction of its registered office, central administration or principal place of business	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(h) it has been established by a final judgment or final administrative decision that an entity has been created with the intent provided for in point (g).	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(i) for the situations under points (c) to (h) the person is subject to: i.facts established in the context of audits or investigations carried out by the European Public Prosecutor's Office after its establishment, the Court of Auditors, the European Anti-Fraud Office or the internal auditor, or any other check, audit or control performed under the responsibility of an authorising officer of an EU institution, of a European office or of an EU agency or body; ii.non final judgments or non-final administrative decisions which may include disciplinary measures taken by the competent supervisory body responsible for the verification of the application of standards of professional ethics; iii.facts referred to in decisions of entities and persons being entrusted with EU budget implementation tasks; iv.information transmitted by Member States implementing Union Funds; v.decisions of the Commission relating to the infringement of Union competition law or of a national competent authority relating to the infringement of Union or national competition law; or	<input type="checkbox"/>	<input checked="" type="checkbox"/>



vi. decisions of exclusion by an authorising officer of an EU institution, of a European office or of an EU agency or body.		
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**II – Situations of exclusion concerning natural or legal persons with power of representation, decision-making or control over the legal person and Beneficial owners.**

**Not applicable to natural persons, Member States and local authorities**

(2) declares that a natural or legal person who is a member of the administrative, management or supervisory body of the above-mentioned legal person, or who has powers of representation, decision or control with regard to the above-mentioned legal person (this covers e.g. company directors, members of management or supervisory bodies, and cases where one natural or legal person holds a majority of shares) or a beneficial owner of the person (as referred to in point 6 of article 3 of Directive (EU) N°2015/849) is in one of the following situations:	YES	NO	N/A
Situation (c) above (grave professional misconduct)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Situation (d) above (fraud, corruption or other criminal offence)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Situation (e) above (significant deficiencies in performance of a contract )	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Situation (f) above (irregularity)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Situation (g) above (creation of an entity with the intent to circumvent legal obligations)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Situation (h) above (person created with the intent to circumvent legal obligations)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**III – Situations of exclusion concerning natural or legal persons assuming unlimited liability for the debts of the [legal] person**

(3) declares that a natural or legal person that assumes unlimited liability for the debts of the above-mentioned legal person is in one of the following situations <b><u>If yes, please indicate in annex to this declaration which situation and the name(s) of the concerned person(s) with a brief explanation</u></b> :	YES	NO	N/A
Situation (a) above (bankruptcy)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Situation (b) above (breach in payment of taxes or social security contributions)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**IV – Grounds for rejection from this procedure**

(4) declares that the above-mentioned person:	YES	NO	N/A
Was previously involved in the preparation of the procurement documents used in this award procedure, where this entailed a breach of the principle of equality of treatment including distortion of competition that cannot be remedied otherwise	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**[V] [VI] – Remedial measures**

If the person declares one of the situations of exclusion listed above, it must indicate measures it has taken to remedy the exclusion situation, thus demonstrating its reliability. This may include e.g. technical, organisational and personnel measures to prevent further occurrence, compensation of damage or payment of fines or of any taxes or social security contributions. The relevant documentary evidence which illustrates the remedial measures taken must be provided in annex to this declaration. This does not apply for situations referred in point (d) of this declaration.

**[VI] [VII] – Evidence upon request**

Upon request and within the time limit set by the contracting authority, the person must provide information on the natural or legal persons that are members of the administrative, management or supervisory body or that have powers of representation, decision or control, including legal and natural persons within the

ownership and control structure and beneficial owners. It must also provide the following evidence concerning the person itself and the natural or legal persons on whose capacity the person intends to rely, or the subcontractor, and concerning the natural or legal persons which assume unlimited liability for the debts of the person:

For situations described in (a), (c), (d) (f), (g) and (h) production of a recent extract from the judicial record is required or, failing that, an equivalent document recently issued by a judicial or administrative authority in the country of establishment of the person showing that those requirements are satisfied.

For the situation described in point (b), production of recent certificates issued by the competent authorities of the State concerned are required. These documents must provide evidence covering all taxes and social security contributions for which the person is liable, including for example, VAT, income tax (natural persons only), company tax (legal persons only) and social security contributions. Where any document described above is not issued in the country concerned, it may be replaced by a sworn statement made before a judicial authority or notary or, failing that, a solemn statement made before an administrative authority or a qualified professional body in its country of establishment.

The person is not required to submit the evidence if it has already been submitted for another award procedure of the same contracting authority<sup>2</sup>. The documents must have been issued no more than one year before the date of their request by the contracting authority and must still be valid at that date.

[FOR PROCUREMENT: The signatory declares that the person has already provided the documentary evidence for a previous procedure and confirms that there has been no change in its situation:

Document	Full reference to previous procedure
Not applicable	

#### [VII] [VIII] – Selection criteria

[(8)] [(9)] declares that the above-mentioned person complies with the selection criteria applicable to it individually as provided in the tender documents:	YES	NO	N/A
(a) It has the legal and regulatory capacity to pursue the professional activity needed for performing the contract as required in section 10 of the contract notice;	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) It fulfills the applicable economic and financial criteria indicated in section 20. 1) of the contract notice;	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) It fulfills the applicable technical and professional criteria indicated in section 20. 2) and 3) of the contract notice.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[(9)] [(10)] the above-mentioned person is the <b>sole tenderer</b> or the <b>leader in case of a consortium</b> , declares that:	YES	NO	N/A
(d) the tenderer, including all members of the group in case of consortium and including subcontractors if applicable, complies with all the selection criteria for which a consolidated assessment will be made as provided in the tender documents.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### [VIII] [IX] – Evidence for selection

The signatory declares that the above-mentioned person is able to provide the necessary supporting documents listed in the relevant sections of the tender documents and which are not available electronically upon request and without delay.

<sup>2</sup> The same institution or agency.

The person is not required to submit the evidence if it has already been submitted for another procurement procedure of the same contracting authority<sup>3</sup>. The documents must have been issued no more than one year before the date of their request by the contracting authority and must still be valid at that date.

The signatory declares that the person has already provided the documentary evidence for a previous procedure and confirms that there has been no change in its situation:

Document	Full reference to previous procedure
Not applicable	

***The above-mentioned person may be subject to rejection from this procedure and to administrative sanctions (exclusion or financial penalty) if any of the declarations or information provided as a condition for participating in this procedure prove to be false.]***

Full name

Ioana IVANOV

Date

11.10.2021



Signature

A handwritten signature in blue ink, consisting of a series of loops and a long horizontal stroke extending to the right.

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<sup>3</sup> The same institution or agency.

The following table contains our financial data as included in the consortium's application form. These data are based on our annual closed accounts and our latest projections. Estimated figures (i.e., those not included in annual closed accounts) are given in the columns marked with \*\*. Figures in all columns are calculated on the same basis to allow a direct, year-on-year comparison to be made (or, if the basis has changed, an explanation of the change must be provided as a footnote to the table). When the current ratio is set as selection criterion, for non-for-profit organisations the ratio has to be calculated without taking into account within the current liabilities the pre-financing received from donors for ongoing projects. Any clarification or explanation which is judged necessary may also be provided.

<b>Financial data</b> Data requested in this table must be consistent with the selection criteria set in the contract notice	<b>2 years before last<sup>5</sup></b> <b>2018</b> <b>EUR</b>	<b>Year before last year<sup>5</sup></b> <b>2019</b> <b>EUR</b>	<b>Last year<sup>5</sup></b> <b>2020</b> <b>EUR</b>	<b>Average<sup>6</sup></b> <b>EUR</b>	<b>[Past year 2020 EUR]**</b>	<b>[Current year 2021 EUR]**</b>
Annual turnover <sup>7</sup> , excluding this contract	716.048,48	1.040.857,06	1.040.857,06	932.587,53	1.040.857,06	284.196,14
Current assets <sup>8</sup>	523.275,03	800.603,53	780.274,20	701.384,26	780.274,20	717.607,16
Current liabilities <sup>9</sup>	471.209,49	252.083,17	171.393,71	298.228,79	171.393,71	122.682,65
[Current ratio (current assets/current liabilities)]	Not applicable	Not applicable	4,55	Not applicable	Not applicable	Not applicable]

The following table contains statistics on our staff, as included in the consortium's application form:

Average manpower	Year before past year 2019		Past year 2020		Current year 2021		Period average	
	Overall	Relevant fields <sup>11</sup>	Overall	Relevant fields <sup>11</sup>	Overall	Relevant fields <sup>11</sup>	Overall	Relevant fields <sup>11</sup>
Permanent staff <sup>12</sup>	35	7	49	7	21	7	35	7
Other staff <sup>13</sup>	1	0	1	0	1	0	1	0

Yours faithfully,

Ioana IVANOV

Legal representative



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<sup>1</sup> Country in which the legal entity is registered.

<sup>2</sup> Add / delete additional lines for consortium members as appropriate. **Note** that a subcontractor is not considered to be a consortium member for the purposes of this application form. Subsequently, data on subcontractors must not appear in the data related to the economic, financial and professional capacity. If this application is submitted by an individual legal entity, the name of that legal entity should be entered as 'leader' (and all other lines should be deleted). Any change in the identity of the leader and/or any consortium members between the deadline for receipt of applications indicated in the contract notice and the award of the contract is not permitted without the prior written consent of the contracting authority.

<sup>3</sup> Natural persons must prove their capacity in accordance with the selection criteria and by the appropriate means.

<sup>4</sup> If this application is submitted by a consortium, the data in the table must be the sum of the data in the corresponding tables in the declarations provided by the consortium members — see point 7 of this application form. Consolidated data are not requested for financial ratios.

<sup>5</sup> Last year = last accounting year for which the entity's accounts have been closed.

<sup>6</sup> Amounts entered in the 'Average' column must be the mathematical average of the amounts entered in the three preceding columns of the same row.

<sup>7</sup> The gross inflow of economic benefits (cash, receivables, other assets) generated from the ordinary operating activities of the enterprise (such as sales of goods, sales of services, interest, royalties, and dividends) during the year.

<sup>8</sup> A balance sheet account that represents the value of all assets that are reasonably expected to be converted into cash within one year in the normal course of business. Current assets include cash, accounts receivable, inventory, marketable securities, prepaid expenses and other liquid assets that can be readily converted to cash.

<sup>9</sup> A company's debts or obligations that are due within one year. Current liabilities appear on the company's balance sheet and include short term debt, accounts payable, accrued liabilities and other debts.

<sup>10</sup> For framework contracts, only specific contracts corresponding to assignments implemented under such framework contracts shall be considered.

<sup>11</sup> The effect of inflation will not be taken into account.

<sup>12</sup> Only the proportion carried out by the legal entity may be used as reference.

<sup>13</sup> If the reference contract is only partially completed, please quote the percentage and value which has been completed.

<sup>14</sup> Please also indicate the function of key experts provided, whether belonging or not to permanent staff, and the number of months each of them worked on the project.

<sup>15</sup> The effect of inflation will not be taken into account.

<sup>16</sup> Only the proportion carried out by the legal entity may be used as reference.

<sup>17</sup> If the reference contract is only partially completed, please quote the percentage and value which has been completed.

<sup>18</sup> Please also indicate the function of key experts provided, whether belonging or not to permanent staff, and the number of months each of them worked on the project.

<sup>19</sup> The effect of inflation will not be taken into account.

<sup>20</sup> Only the proportion carried out by the legal entity may be used as reference.

<sup>21</sup> If the reference contract is only partially completed, please quote the percentage and value which has been completed.

<sup>22</sup> Please also indicate the function of key experts provided, whether belonging or not to permanent staff, and the number of months each of them worked on the project.

<sup>23</sup> The effect of inflation will not be taken into account.

<sup>24</sup> Only the proportion carried out by the legal entity may be used as reference.

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- <sup>25</sup> If the reference contract is only partially completed, please quote the percentage and value which has been completed.
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- <sup>56</sup> Only the proportion carried out by the legal entity may be used as reference.

<sup>57</sup> If the reference contract is only partially completed, please quote the percentage and value which has been completed.

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- <sup>58</sup> Please also indicate the function of key experts provided, whether belonging or not to permanent staff, and the number of months each of them worked on the project.
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- <sup>90</sup> The effect of inflation will not be taken into account.



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<sup>91</sup> Only the proportion carried out by the legal entity may be used as reference.

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