

Invitation to Tender

Destination Earth Initiative

DE_316_bis_Audio-visual & data visualization services

Volume II

ITT Ref: DE_316_bis
ISSUED BY: ECMWF Administration Department Procurement Section
Date: August 2024
Version: Final

Table of Contents

1	Introduction	3
2	Background	4
3	Contract summary	6
4	Technical specifications	7
5	General Requirements	12
5.1	Implementation schedule	12
5.2	Meetings	12
5.3	Documents and reports	12
6	Tender Format and Content	13
6.1	Page limits	13
6.2	Specific additional instructions for the Tenderer's response	13
6.2.1	Executive summary	13
6.2.2	Track Record	13
6.2.3	Quality of Resources to be Deployed.....	13
6.2.4	Existing capabilities	14
6.2.5	Technical Solution Proposed.....	14
6.2.6	Management and Implementation.....	15
6.2.7	Key performance indicators.....	16
6.2.8	Diversity and inclusion	16

1 Introduction

Destination Earth (DestinE) is an initiative of the European Commission under the EU Digital Europe programme. By pushing the limits of computing, weather, and climate sciences, DestinE is a cornerstone of the European Commission’s efforts to boost Europe’s digital capabilities and the Green Deal actions on climate change. It aims at supporting climate change adaptation policies and decision-making for reducing the impacts of extreme events.

DestinE is deploying several high-resolution, thematic digital replicas (digital twins, DTs) of the Earth system to monitor and simulate natural and human activities as well as their interactions. The DTs of DestinE will be used to enhance our understanding of the Earth system and to investigate how different weather and climate scenarios may impact the environment and, consequently, human life and societies.

The initial high-priority digital twins are implemented by the European Centre for Medium-Range Weather Forecasts (ECMWF) – one on climate change adaptation and one on weather-induced and geophysical extremes. These develop enhanced simulation systems, informed by observations, based on a new generation of Earth system models. These enhanced systems will not only allow to realistically represent the Earth system but will also produce information at precisely those scales where the impact of climate change and extremes are felt and where key processes are observed. They will thus allow users from impact-sectors to access and exploit such information for their specific application.

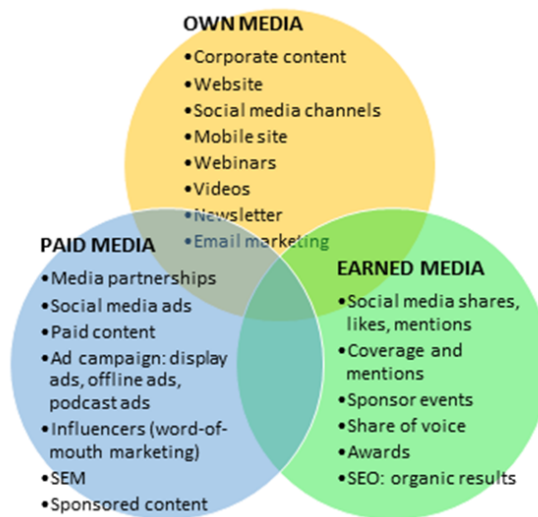


Figure 1: Communication activities at ECMWF are structured according to this marketing mix of own, earned and paid media.

Communication, by taking a proactive and reactive approach across media relations, content production, marketing and events, including via partnerships with trusted brands, puts the role of ECMWF within the Destination Earth initiative in front of large audience numbers. This is done with the support of expert external communication agencies who deliver the different communication activities. During the timeframe of this contract, there will be communication agencies or contractors for the following activities: audio and data visualisation production, communication services incorporating events management, media relations, media partnerships, and web services.

The core aim of this ITT is to ensure that the story of ECMWF’s involvement within the Destination Earth initiative is told in an informative, engaging, visual format in order to reach a variety of audiences, including the research community, policymakers and the general public. The products created under this contract will need to be tailored to meet audience needs and suitable for use on multiple platforms including social media, broadcast media, websites and conferences and events.

2 Background

DestinE is funded by the European Union's Digital Europe programme and implemented through a partnership between the European Space Agency (ESA), the European Centre for Medium-Range Weather Forecasts (ECMWF) and the European Organisation for the Exploitation of Meteorological Satellites (EUMETSAT).

DestinE is comprised of the following components, developed and deployed in the first phase of the initiative (15 December 2021 – 14 June 2024):

- The Core Service Platform (DESP; responsibility ESA) for providing many users with access to observations, simulations and models, evidence-based policy and decision-making tools, applications, and services, based on an open, flexible, scalable, evolvable, and secure cloud-based architecture.
- The Data Lake (DEDL; responsibility EUMETSAT) for handling the storage and access requirements for any input and output DestinE data that is offered to DestinE users via the seamless access through the DESP including near-data processing to maximize throughput and service scalability.
- The Digital Twin Engine (DTE; responsibility ECMWF) consisting of generic software infrastructures for workflows, extreme-scale simulation and data fusion, data handling and ML that allow exploiting the latest digital infrastructure technology for operating Earth-system DTs and their integration in the wider digital environment.
- The two high-priority DTs (responsibility ECMWF) for generating high-quality simulations and combining simulations and observations of the Earth system at unprecedented resolution to serve the EU's Green Deal policy priorities:
 - Weather-induced and geophysical extremes DT for providing capabilities for the assessment and prediction of environmental extremes at high spatial resolution and close to real-time decision-making support at continental, country, coastline, catchment, and city scales in response to meteorological, hydrological and air quality extremes.
 - Climate change adaptation DT for providing capabilities to support climate change adaptation policy and scenario testing at multi-decadal timescales aiming at a real breakthrough in resolution at regional and national levels.

The second phase of DestinE covers the period 15 June 2024 – 14 June 2026. This phase will focus on consolidation, maintenance, ramp-up, and continuous evolution of the system components. DestinE users will thereby benefit from:

- global Extremes DT simulations available at km-scale (2.8 to 4.4 km) on a timescale of 4 days ahead and event/impact-driven (on-demand) regional simulations at sub-km scale (500-750m) on a timescale of 2 days ahead
- global Climate DT projections up to 2050 at about 5km resolution, produced on a regular basis;
- DTE performance and stability improvements, improving data access and data information management, while improving timeliness within the constraints of the available EuroHPC resources;
- responsive evolution of DESP services, co-designed with DESP users;
- growing portfolio of user-provided services on DESP;
- increasing maturity and fitness-for-purpose of the DestinE data portfolio and improved performance of federated access;

- further development of the uncertainty quantification approach, particularly through novel ML/AI techniques;
- further demonstration of co-developed use cases of DestinE capabilities in different impact sectors with selected users.

Subsequent phases of DestinE will focus on full operationalisation of ongoing activities and improving Destination Earth content with a long-term objective of the availability of Destination Earth services.

Throughout this contract, the Communication Strategy will serve as a primary guide for the Communications Team and the service provider. The aims and supporting objectives for communication are to inform, educate, and increase awareness and understanding of both ECMWF's involvement in Destination Earth and the wider initiative.

The work ECMWF intends to contract via this ITT should help to generate interest and understanding of the above points within the key target audience profiles identified during the first phase of the initiative.

- Policy and decision-makers at European and National level
- Scientists, academics and researchers
- Media (as an audience and amplifier to reach 'the public' and other stated target audiences)
- *ECMWF Member States*
- *The Public**

**The 'Public' is an audience category by default and in which members of all other groups fall, however, in this phase and per the audience categories identified, the language, content and material will accommodate a non-expert but educated audience with likely interest in data, artificial intelligence and machine learning, weather, climate, and environment issues and news.*

3 Contract summary

The contract deliverables include the creation of high-impact, high-quality visual storytelling designs, including videos, animations, podcasts and documentaries. Further to this, static images, illustrations, infographics and other visual products based on specific requests, from concept to last-stage product delivery, handling the entire creative pipeline will be required.

Tenderers should submit proposals that address the areas outlined in the technical specification (section 4) below.

4 Technical specifications

1. WP0: Contract management and coordination
2. WP1: Audio-visual and data visualisation services
3. WP2: Monitoring and evaluation

WP0: Management and Implementation plan

WP0 covers the management and monitoring of contract delivery for WP 1 as agreed with ECMWF and required by the European Commission.

Regular (as required) teleconferences/meetings with the DestinE Communications Team will be arranged as part of the WP 1 & 2 management plan.

As part of the general contract management description, the Tenderers shall include the following elements in line with the reporting and planning requirements for tracking contract delivery as laid down in the Terms and Conditions of the Agreement (this is not an exhaustive list):

- Quarterly, annual and final reports shall be provided in accordance with the Agreement Article 2.3.
- WP 1 & 2 implementation and management plan for the year N+1 shall be provided for ECMWF's approval no later than 60 days from signing of the contract.
- A list of subcontractors and details of their contribution, key personnel, legal names and addresses shall be provided. The Tenderer shall describe how the Agreement, in particular Clause 2.9, has been communicated down to all their sub-contractors.

Tenderers shall complete the relevant table in Volume IIIA as part of their bid, which shall include the deliverables and milestones for this work package already indicated in the tables below. All milestones and deliverables shall be numbered as indicated. All document deliverables shall be periodically updated and versioned as described in the tables.

Key activities under this work package include:

- Define metrics and tools to report KPIs based on production and engagement. Other KPIs could be proposed as part of the Tenderer's bid and subsequently agreed with ECMWF.
- Participate in regular meetings (and additional ad hoc meetings as required) with DestinE Communication Team, and other contractors as required, for planning communication activities and follow up with specific projects.
- Develop and circulate meeting agendas with discussion points and meeting minutes to enable monitoring of action points.
- Design the implementation plan for delivery of communication services.
- A list of subcontractors and details of their contribution, key personnel, legal names and addresses shall be provided. The Tenderer shall describe how the Agreement, in particular Clause 2.9, has been communicated down to all their sub-contractors, and is expected to clearly demonstrate how it intends to manage subcontractors' activities and how it will deal with conflicts and underperformance. The Tenderer may allocate new sub-contractors to specific tasks throughout the contract and should put in place an auditable selection process. Any changes in the list of subcontractors throughout the full duration of the contract shall be communicated to ECMWF for

prior acceptance. A paper on the selection process should be proposed to ECMWF for approval as a deliverable by T0+1month.

Deliverables for this work package shall include the following reports:

WPO Contractual Obligations Template			
#	Nature	Title	Due
D0.y.z-YYYY	Report	Semestrial Implementation Report (January-June YYYY) YYYY being the Year n This includes a specific Financial Report	Annually on 15/07
D0.y.z-YYYY	Report	Annual Implementation Report YYYY YYYY being the Year n-1 This includes a specific Financial Report	Annually on 15/01
D0.y.z	Report	Final Implementation Report	60 days after end of contract
D0.y.z-YYYY	Report	Annual Work Plan YYYY YYYY being the Year n+1	Annually on 31/08
D0.y.z-YYYY	Other	Copy of prime contractor's general financial statements and audit report YYYY, YYYY being the Year n-1	Annually (no-cost associated)
M0.y.z	Minutes	Kick off Meeting	Start of contract
M0.y.z [...]	Minutes	Review meetings	Monthly or Quarterly

WP1: Planning and delivery of Audio and data visualisation services

This WP is aimed at the production of communication tools that tell the story of Destination Earth and the role of ECMWF in a visual or audio format.

The contractor will need to engage in specific assignments and/or events, and produce high quality videos, animations, podcasts, as well as infographics, statics and photographic works on DestinE-supported activities, projects and related events. These productions will be used on websites, social media and event screens, so will need to be produced in the correct and most relevant format.

Video production

Video production involves the filming and subsequent editing in a variety of formats on DestinE’s developments, events, projects and work. All film work will be guided by the ECMWF Destination Earth Communications Team.

Required services include:

- Concept development - Development of specific scenarios, storyboards and voice-over text-writing.
- Filming - This includes the video recording of people (speakers during events or interviews in different locations) and of any real-life products and developments linked to Destination Earth initiative at ECMWF premises or externally as well.

- Post-production - This includes all the editing work, the adding of any graphics, animation, visuals, music, special effects and the voice-over recording.

The contractor must be able to deliver ad-hoc services: the DestinE team might for example request only basic editing or enhancing of videos, live webinars, PPT recordings, etc. recorded by third parties or filmed by ECMWF staff.

The contractor needs to have a strong network of international production companies, to be able to film abroad if/when necessary and produce content in different languages.

Animated storytelling

Under the leadership of the ECMWF Destination Earth communications team, help different audiences understand the complexities of the Destination Earth initiative, most notably ECMWF's role within it, digital storytelling products will need to be developed. These may include long and short animated content as well as motion-design, interactive visualization, and whiteboard animation.

For this range of services, the contractor will be expected to provide wide support to the Destination Earth's team, including researching, development of compelling narratives, advising on best choice of formats and visual devices to deliver the initial objectives effectively and unfold the different stories creatively.

- Concept development – mood boards, storyboards, scripts
- Production and development
- Post-production – VO, music, additional developments

Podcasts production (Optional)

There is a possibility that in Phase 2 of Destination Earth, the ECMWF DestinE Communications Team will require podcasts to be produced to creatively engage relevant target audiences. In this scenario, the contractor will be required to deliver the following services under the guidance of the ECMWF communications team:

- Conceptualisation & Scriptwriting.
- Interviews: can take place both in presence in a specific studio location but also remotely, recording the speaker via online devices.
- Production.
- Post-production.

Graphic visualisation

The contractor will be required by the ECMWF communications team to create a range of content that visually supports the aims of ECMWF in highlighting the first two digital twins, digital twin engine, Machine learning and Artificial intelligence, as well as the wider initiative. This could include the creation of infographics, PowerPoint presentations, templates, graphics, illustrations, factsheets, interactive reports and digital storytelling.

- Develop concepts, graphics, and layouts, providing production timescales
- Procure and licence stock images where necessary
- Review and edit content as part of the production process, ensuring deadlines are met

Photographic services

The contractor must support the DestinE’s team with photography and picture-related work production. This will include:

- Organisation of photo-shooting of any staff/stakeholders involved in DestinE.
- Events’ photography: photo coverage of speakers/activities/personalities during important DestinE events.
- Purchasing of any illustrations/photographies/artworks on behalf of DestinE’s team from any available resources/stocks.

As an example of the activities and according to the description of products and services listed above as part of WP1, some deliverables for this work package in one year of the contract delivery could be expected to include *-but not be limited to-* the following table.

WP1 Planning and delivery of Data & Audio-Visual services examples				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D0.x.x	Tenderer	Other	Photographic services – Staff profile photos for key members of DestinE team	February 2025
D0.x.y	Tenderer	Other	Short, animated clips for use between sessions in DestinE Annual Meeting. Also, PPT templates for presenters to use.	March 2025
D0.x.z	Tenderer	Other	Photographic services of DestinE Annual Meeting	Annually late Spring date tbc
D0.x..	Tenderer	Other	A series of short animations or films highlighting the use of ML/AI in the initiative	
D0.x..	Tenderer	Other	Photographic services for Destination Earth User Exchange meeting	Date to be confirmed – repeating approximately every 27 months
D0.x..	Tenderer	Other	Short, animated clips for use between sessions in DestinE User Exchange. Also, PPT templates for presenters to use.	Date to be confirmed – repeating approximately every 27 months

WP2: Monitoring and evaluation

In addition to reporting for contract management purposes, the successful Tenderer shall undertake regular result-based monitoring and evaluation of services for analysis and insight. Monitoring and evaluation will provide progress towards goals, results achieved, lessons learned and recommendation for changes to the DestinE communications Team approach. The monitoring and evaluation work package will be key for a successful implementation of the Communications Strategy, providing inputs and information for future communication decision making.

Activities for this work package shall include, but are not limited to the following:

- Define metrics and tools to monitor and facilitate reporting of DestinE KPIs in addition to those dictated by the European Commission. These KPIs should be proposed as part of the Tenderers bid and subsequently agreed with ECMWF.
- Provide digital intelligence for result-based reporting, monitoring and evaluation and decision-making: e.g. interaction and engagement of audio-visual content.
- Annual analysis to evaluate progress towards goals, provide lessons learned, identify opportunities and suggest recommendations for next year’s implementation of communication plan. This point would input “Annual Implementation Report” under WPO.
- Produce post-activity reports on request to evaluate the achievement of expected results.

As an example of the activities and according to the description of products and services in WP2, some deliverables for this work package in one year of the contract delivery could be expected to include *-but not be limited to-* the following table.

WP2 Monitoring and Evaluation				
<i>#</i>	<i>Responsible</i>	<i>Nature</i>	<i>Title</i>	<i>Due</i>
D0.x.x	Tenderer	Report	Quarterly report: Tracking of work deliverables against budget	15th each quarter
D0.x..	Tenderer	Presentation to ECMWF DestinE Communication Team	Annual presentation: result-based analysis of work undertaken, success, quality, quantity, engagement	Annually – 1 year from kick-off

5 General Requirements

5.1 Implementation schedule

ECMWF intends to award a contract, with a maximum contract value of €205k. The duration of the contract is foreseen to run until mid-June 2026. With a possible extension beyond this period, this will be communicated formally 6 months prior to the end of the set contract term.

5.2 Meetings

As well as the afore mentioned monthly progress meetings and annual presentations, the successful tenderer could be required to participate in additional meetings to accomplish specific projects. These will be set up in collaboration with the successful Tenderers and ECMWF DestinE Communications in accordance with the communications plan.

5.3 Documents and reports

All project reports must be produced in English. Unless otherwise specified in the specific contract, deliverable documents and reports shall be made available to ECMWF in electronic format (Microsoft Word/PDF/Microsoft Excel or compatible), via the DestinE Deliverables Repository portal; the details will be agreed at the negotiation stage. Please refer to Clause 2.3 and the Annex 5 of the Volume V Agreement for details on Reporting Obligations.

6 Tender Format and Content

General guidelines for the tender are described in Volume IIIB. Specific requirements to prepare the proposal for this particular tender are described in the next sub-sections.

6.1 Page limits

As a guideline, it is expected that individual sections of the Tenderer's response do not exceed the page limits listed below. These are advisory limits and should be followed wherever possible, to avoid excessive or wordy responses. If additional material is referenced (for example supplementary documentation, URLs to portfolios or online information), a summary should still be provided in the core response.

<i>Section</i>	<i>Page Limit</i>
<i>Executive Summary</i>	2
<i>Track Record</i>	2 (for general) and 2 (per entity)
<i>Quality of resources to be Deployed</i>	2 (excluding Table 1 in Volume IIIB and CVs with a maximum length of 2 pages each)
<i>Technical Solution Proposed</i>	2 + 3 per Work package (Table 2 in Volume IIIB, the section on references, publications, patents and any pre-existing IPR is excluded from the page limit and has no page limit)
<i>Management and Implementation</i>	4 (excluding Table 4 and Table 5 in Volume IIIB) + 2 per each Work package description (Table 3 in Volume IIIB)
<i>Pricing Table</i>	No limitation

Table 1: Page limits

6.2 Specific additional instructions for the Tenderer's response

The following is a guide to the minimum content expected to be included in each section, additional to the content described in the general guidelines of Volume IIIB. This is not an exhaustive description and additional information may be necessary depending on the Tenderer's response.

6.2.1 Executive summary

The Tenderer shall provide an executive summary of the proposal, describing the objectives, team and service level.

6.2.2 Track Record

The Tenderer shall demonstrate for itself and for any proposed subcontractors that they have experience with relevant projects in the public or private sector at national or international level. ECMWF may ask for evidence of performance in the form of certificates issued or countersigned by the competent authority.

6.2.3 Quality of Resources to be Deployed

The Tenderer shall propose a team that meets at least the following requirements:

- A senior team member with more than 5 years of experience in managing activities related to this ITT (referred to as Service Manager). This person will be the point of contact on technical matters.
- A team member with experience of managing projects and contracts of this type and size (referred to as Contract Manager). This person will be the main point of contact for administrative matters.
- Team members with demonstrated experience in performing activities related to the various aspects of this ITT.

These team members shall be involved in the activities of this ITT at a minimum level of 10% of their total working time.

6.2.4 Existing capabilities

Tenderers should present information outlining the strength of their present capabilities in the following form:

- **Expertise in video production:** The tenderer must possess extensive experience of video production and video production project management, this should include the entire production journey, from creating concepts to final production, to evaluating performance.
- **Expertise in animation creation and development:** The tenderer must have extensive knowledge and experience of creating a range of different styles of animation material for use as standalone content, and for use as part of events, social media, digital media and within video production.
- **Expertise in high-impact graphic design and production:** The tenderer must have a comprehensive understanding and technical ability to deliver high-quality graphic design material such as infographics and illustrations for use in a variety of formats, including events, media and digital platforms.
- **Expertise in photography:** The tenderer must demonstrate a strong portfolio of experience in corporate photography, including events and portraits.
- **Expertise in podcast production:** The tenderer may be required to produce podcasts and should therefore demonstrate technical ability and a history of success within this sphere.
- **Collaborative and coordination skills:** Given the need to closely liaise with ECMWF's DestinE communication team and other stakeholders, the tenderer must excel in collaborative work environments. This includes strong coordination, project management skills, and the ability to maintain open lines of communication to ensure alignment and constructive interaction across different components of the contract.
- **Innovative and Creative Approach:** The ability to think innovatively and creatively is crucial for developing compelling communications material. The tenderer should be able to present complex information in an accessible and engaging manner, propose creative solutions to challenges, and identify new opportunities.

6.2.5 Technical Solution Proposed

The Tenderer is expected to provide a short background to the proposed technical solution to demonstrate understanding of the solution proposed, as well as an exhaustive and detailed description of the proposed technical solution and its organisation into work packages.

Business Case:

One Business case related to the Work package 1 is described below and in the Volume III A. The tenderer is invited to provide its proposed efforts and costs in Volume III A.

We would like to develop a mix of audio-visual and data visualization products that explain in an informative and engaging way the role of ECMWF in Destination Earth.

In this scenario, we would like you to outline your creative and project management approach, including costs in order to develop a three-minute-long video aimed at generalised audiences, that highlights key developments ECMWF has made in DestinE. The video has six months to be developed and will require multiple feedback rounds with internal Destination Earth stakeholders. The format for the info trailer should include a mix of animations, graphics, infographics and stock images, as well as a voiceover and subtitles.

The total budget for the event is 13,000 euros.

6.2.6 Management and Implementation

The Tenderer shall provide a detailed implementation plan of proposed activities for the duration of the contract. Deliverables should be consistent with the technical requirements specified in Section 4.

The Tenderer is requested to include management and implementation activities within a dedicated work package (WPO). The number of milestones is not prescribed, but they should be designed as markers of demonstrable progress in capabilities development and/or quality of capability delivery to keep progress monitoring manageable.

Adjustments to the proposed implementation plan can be proposed by the successful Tenderer, depending on the needs for the evolution of the technical solution, changed user requirements, or other requirements, but must be agreed to by ECMWF.

- Annual Work Plan and Semestrial, Annual and Final Implementation Reports shall be provided in accordance with the Volume V Agreement Clause 2.3 and Annex 5.
- Monthly videoconferencing with ECMWF and a proposal for involvement of ECMWF in major project reviews shall be provided as part of the management plan. The tenderer is responsible for the organisation of such meetings, including provision of minutes.
- If relevant, a list of sub-contractors and details of their contribution, key technical personnel involved in the contract, legal names and addresses shall be provided. The tenderer shall describe how the Volume V Agreement, particularly Clause 2.9, has been communicated to all their sub-contractors.
- The Tenderer shall describe in the Proposal the management of personal data and how this meets the requirements of Clause 2.8 and Annex 6 of Volume V Agreement.

As part of their response, it is imperative that Tenderers demonstrate strong advisory and management skills, ideally with emphasis on the following areas:

- Creativity and innovation, thinking conceptually and practically
- Problem-solving and strategic planning ability
- Analytical skills and clarity about goals
- Resources management: skillsets/availability of experts/geographic coverage
- Time management: efficient and rapid mobilisation of necessary resources
- Subcontract management / Conflict resolution
- Team management for effective account management
- Quality assurance: control/monitoring / thresholds
- Cost control and financial management: procurement and accounting policies/procedures/systems
- Risk management: assessment and mitigation.

With regards to cost control and financial management, and in line with ECMWF's principles of transparency, non-discrimination, equal treatment and effective competition when procuring, together with economy and sound financial management, it is a requirement that Tenderers are able to evidence their policies, procedures and controls necessary to achieve the following:

- Procurement procedures that ensure proper identification of conflicts of interest
- Selection based on a combination of efficiency, economy and effectiveness to achieve best value for money (ie not necessarily the cheapest)
- Not include any requirements that may unjustifiably prevent bids
- Ensure that potential Tenderers are given the same information to allow them to bid and, if applicable, to refine their bids during the evaluation phase
- Sound contractual relationships with suppliers
- Auditable payment process from purchase order (or equivalent) to payment following receipt of goods / service that has robust checks and /or controls hierarchy
- Adequate records to evidence payments made on behalf of ECMWF under this contract

At this stage, Tenderers should outline how they would achieve these principles using existing, or to be implemented, practices. The successful Tenderer(s) will subsequently need to evidence such during the contract negotiation stage and should be willing to make amendments where the controls are considered inadequate by ECMWF.

Additionally, for each work package, the Tenderers shall also provide an overview of their methodology / approach to the proposed activities, typical timescales to complete the activities, and how the activity would be planned and managed.

6.2.7 Key performance indicators

Contractors shall report to ECMWF on a set of Key Performance Indicators (KPIs) suitable for monitoring various aspect of service performance, including (but not limited to):

- **Completion of audio, visual and data visualisation projects:** Number of projects developed and finalised.
- **Quality of deliverables:** Assessment of the quality of all deliverables based on predetermined quality criteria.
- **Project management effectiveness:** Effectiveness and efficiency of project management, measured by meeting milestones and deadlines and budget adherence.
- **Technical expertise and innovation:** Evaluation of innovative approaches and technical solutions proposed and the alignment with project goals.
- **Engagement metrics:** Reach and engagement levels (e.g., views, shares, likes, and comments) of the communication materials produced.

6.2.8 Diversity and inclusion

If multiple bidders present equally qualified proposals (discrepancy lower than 1%), ECMWF will take into consideration the diversity and gender balance of each bidder's organisation as a tiebreaker when making the final decision. We recognise that diversity and a collaborative environment are essential for advancing scientific discovery and innovation, and we are dedicated to creating a culture that encourages and supports the contributions of individuals from all backgrounds.