

## i- CALL FOR TENDERS

Current opportunity

<b><u>Procedure No.</u></b>	ECTL_SRC_250093
<b><u>Title:</u></b>	MUAC Governance Study

### **General:**

EUROCONTROL has 42 Member States and is a civil-military intergovernmental organisation committed to building, together with its partners, a Single European Sky, i.e. arrangements allowing the air navigation management system in Europe to achieve the level of performance required for the coming decades.

The EUROCONTROL Agency, which was set up to carry out the Organisation's mission, provides sustained support for all its Member States, for the European Commission and for the European Aviation Safety Agency (EASA). This assistance is provided in numerous fields, in particular those of regulation, general oversight of air navigation management arrangements, and the environment. The EUROCONTROL Agency is also tasked with the permanent monitoring of the performance of the air navigation management system in place in Europe and of the associated civil-military coordination.

For more information on EUROCONTROL, please refer to the following link:  
<https://www.eurocontrol.int/about-us>

As one of EUROCONTROL's Directorates, the Maastricht Upper Area Control Centre (MUAC) manages the upper airspace (from 24,500 to 66,000 feet) over Belgium, the Netherlands, Luxembourg and north-west Germany -one of Europe's busiest and most complex airspace areas.

MUAC is dedicated to deliver customer-focused, reliable and impartial air traffic management services. MUAC is a cross-border civil-military air navigation service provider in Europe and plays a pivotal role in integrating European airspace, building services around traffic flows not national borders

### **Technical subject matter:**

The Governance study aims to provide actionable insights and recommendations that will contribute to the long-term success and effective and efficient governance of the Maastricht Upper Area Control Centre, promoting sustainable good governance, operational performance, and enhanced cooperation and decision making amongst the four MUAC States.

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### **SUPPORTING EUROPEAN AVIATION**

**Member States:** Albania, Armenia, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Monaco, Montenegro, Netherlands, North Macedonia, Norway, Poland, Portugal, Republic of Moldova, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Türkiye, Ukraine, United Kingdom.

**Comprehensive Agreement States:** Israel, Morocco.

In this context, the “principles of good governance” is understood to include the principles of accountability, responsibility, transparency, integrity and fairness, which are required to ensure that the necessary checks and balances are in place, including a clear determination of fiduciary duties.

Incorporating fiduciary duties into governance practices helps to ensure accountability, transparency, and integrity, ultimately fostering trust and confidence among stakeholders and clarifies the executive versus the non-executive roles and responsibilities.

**Main selection and assessment criteria:**

TECHNICAL CAPACITY CRITERIA
1. Proven experience of the Contractor itself – not of individual consultants/experts –to carry out the contract to an appropriate quality standard
2. Appropriate and competent human resources to be able to deliver the study objectives to the required quality. It is expected that the contractor will be able to call upon experts in public finance, ATM performance and international (European) law to properly fulfil the MUAC governance study requirements
3. The tenderer must demonstrate that they have achieved a turnover in each of the last three years that is at least 5.000.000 €
4. The Tenderer must not be in a state of bankruptcy or liquidation, have ceased operations, be undergoing judicial reorganization, or be the subject of a liquidation or judicial reorganization procedure, or be in a similar situation because of a similar procedure

TECHNICAL ASSESSMENT CRITERIA
<b>Pass/Fail Criteria</b>
1. Integrity and impartiality of the tenderer. Independence from ANSPs, ministries/regulators or NSAs (related to the 4 MUAC member states)
<b>Scoring Criteria (Mandatory and Desirable)</b>
1. Quality of the technical offer allowing a proper reading and understanding by the evaluation panel
2. Presentation of the consulting company – tuned towards the MUAC Governance Study - and of the human resources available including information regarding potential sub-contractors
3. Examples of at least three similar Governance studies of international organisations or other public sector organisations
4. Organisation of the Contractor’s workforce
5. Experience and profile of the proposed consultants/experts : <ul style="list-style-type: none"> <li>• Have strong knowledge and experience of the European ATM industry;</li> <li>• Have experience in managing complex projects in an international and political context;</li> </ul>

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<ul style="list-style-type: none"> <li>• Have a track record of bringing parties together around a group of common issues, needs and solutions;</li> <li>• Demonstrate a strong strategic perspective;</li> <li>• Ability to manage a project under time pressure in a political and potentially adverse environment;</li> <li>• Good multi-cultural sensitivity and awareness;</li> <li>• Ability to integrate all relevant perspectives while producing objective analysis and conclusions;</li> <li>• Political awareness and sensitivity;</li> <li>• Excellent command of the English language including the ability to write concise documents;</li> <li>• Understanding of complex legal data and knowledge of different governance models and concepts;</li> <li>• Understanding of the technical and financial framework in (civil) ATM</li> <li>• Understanding of military ATM and aviation</li> <li>• Experience with regulatory compliance</li> </ul>
6. Quality of the proposed methodology (or proposed methodologies) to execute the work
7. Quality of the Contractor's Work Programme

**The economically most advantageous offer will be established in accordance with the following Award criteria:**

For the Technical tender, a weighting of 70% is applied, for the Financial tender, a weighting of 30%.

**Tender closing date:**

13 May 2026 at 15:00 Brussels time

**Point of Contact:**

Please see the "Important Notice" below and if you have any other related questions, please contact:

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**If this Call for Tenders should interest you, please read the important information below:**

**IMPORTANT NOTICE**

The full i-Call for Tenders documentation is in electronic format (.pdf).

If you wish to obtain the i-Call for Tenders documentation, please read and follow carefully the instructions below:

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1. If you are already registered in the EUROCONTROL Supplier Portal, you can search for this Call for Tenders, and its relevant documentation, in the “*View Active Negotiations*” section of the Supplier Portal.
2. If you are not yet registered as a EUROCONTROL supplier, please follow the process described on the following link: <https://www.eurocontrol.int/portal/new-supplier-portal>.
3. EUROCONTROL accepts no responsibility whatsoever for the completeness, accuracy and/or timeliness of the transmission of the electronic documents (nor for the electronic documents themselves).
4. Submission of tenders shall be made electronically and shall be exclusively made in strict accordance with the instructions given in the tendering documentation.
5. You may:
  - a) print out the documents;
  - b) forward the documents further on a strictly need to know basis (always fully acknowledging the source, i.e. EUROCONTROL), and
  - c) use printouts of the electronic i-Call for Tenders documents for the submission of tenders (especially the Price Offer Form ref: I-TSF-E).
6. You may not:
  - a) modify, edit and/or change the electronic documents other than to submit the required info and to sign/stamp where required;
  - b) transmit such documents to any third person who has no need to know them;
  - c) post such documents on any private or public website;
  - d) alter the originating source (EUROCONTROL) and or copyright signs etc., and
  - e) transmit the documents without indication of the source.

**An environmental notice:**

With a view to reduce the exponential growth of paper consumption, we would invite you only to print out electronic documents received and/or request paper copies of the price enquiry documentation if you are actually considering to submit a tender.