

Barcelona, December 2, 2025

ANSWERS TO QUESTIONS

Procedure: Training Services for the “From Research to Business” initiative - 02 - PRO635HER-2025

With reference to the above-mentioned procedure, please find below the answers to the questions posed by the interested companies:

REQUEST FOR CLARIFICATIONS Nr. 1 (dated Tuesday 18/11/2025 at 09:39)

Question 1: *I have some questions regarding the format to be used for Annex III (Organisation and Methodology). Could you please confirm if there are any specific guidelines regarding font type, size, margins, spacing, maximum number of pages, etc.*

Answer: We can confirm that the tender dossier does not prescribe any specific formatting requirements for Annex III - Organisation and Methodology. Therefore, there are no mandatory guidelines regarding font type, font size, margins, spacing, or maximum number of pages. You are free to use your standard professional formatting, provided that the document remains clear, readable, and well-structured.

REQUEST FOR CLARIFICATIONS Nr. 2 (dated Wednesday 19/11/2025 at 15:57)

Question 2: *The Terms of Reference indicate that the in-person workshops are to be held in Spain, though locations may be adjusted in coordination with co-organising partners. For pedagogical reasons related to experiential learning and regional immersion, would it be acceptable for tenderers to propose alternative workshop locations within eligible UfM Member States, for example holding the kick-off workshop in one location and keeping the final workshop in Spain (such as Finland and Cairo for cohorts 1 and 2), provided logistical coordination is ensured?*

Answer: Logistics of the workshops are to be handled by Agencia Española de Cooperación Internacional para el Desarrollo (AECID), in cooperation with the Fundación para la Internacionalización de las Administraciones Públicas (FIAP). For visa and logistical reasons, it remains preferable to hold the in-presence workshops in locations in Spain, while proposals could still propose a different methodology (particularly targeting South Med Countries). However, nothing prevents the trainer's methodology from also including missions in UfM Member States by the Contractor for individual or group mentoring for pedagogical reasons.

Question 3: *The ToR refers to two in-person workshops of two days each. Could the contracting authority clarify whether "two days" should be understood as two full working days, or whether a lunch-to-lunch format (for example Day 1 afternoon to Day 2 noon) is preferred?*



Answer: The ToR does not define specify the scheduling for the two-day workshops. It is up to the proposal to detail a methodology and present arguments for its chosen structure. Final format will be adapted based on recommendations by the Steering Committee.

Question 4: *The ToR specifies that participants will engage in live pitching to real investors. Could the contracting authority clarify whether the project budget should cover travel and accommodation for these external investors, and if so, how many investors should be planned for in terms of budgeting and logistics?*

Answer: The proposal does not need to include costs for travel and accommodation costs for external investors. These costs will be covered by the implementing partner as part of the action, provided that the investors do not receive any honorarium for their participation. A limited number of investors (up to five) will be supported.

The tenderer should instead foresee to cover logistics for all trainers and facilitators implementing the actions, considering a certain flexibility in final format during implementation according to needs.

Question 5: *For the in-person workshop segments, could the contracting authority clarify whether logistics such as venue booking, catering, local transportation, and participant travel arrangements will be handled by the contractor or by a separate logistics provider engaged by the UfM?*

Answer: Venue in Spain, logistics of participants, catering and local transportation will be handled by Agencia Española de Cooperación Internacional para el Desarrollo (AECID), in cooperation with Fundación para la Internacionalización de las Administraciones Públicas (FIAP). Logistics of trainers and facilitators is to be managed directly by the Contractor.

Question 6: *Can the contracting authority clarify which members of the contractor's team are expected to travel in person? For example, is it acceptable for subject-matter experts to join remotely while core facilitators attend physically?*

Answer: It is up to the tenderers to propose a solid methodology on this matter, considering that it is among the components being evaluated. A core in-presence participation is seen as essential for an in-presence workshop.

Question 7: *For planning purposes, could the contracting authority indicate whether there are any specific UfM Secretariat closure periods, Spanish public holidays, or institutional no-activity periods that tenderers should take into account when scheduling workshops, mentoring phases, and report submissions during 2026 and 2027?*

Answer: Tenderers are expected to present a proposed general timeline in the Inception Report for validation by the Project Manager, after kick-off meeting which will inform the final timeline. Action may be adjusted in an agile way during implementation according to operational needs and through discussion with the Steering Committee.



Question 8: *The ToR specifies a minimum of 300 hours of “mentoring” per cohort. Should the 300 hours refer strictly to direct contact time, or may preparation and follow-up time be considered, for example in the case of providing feedback on submitted materials such as pitches and financial plans?*

Answer: Yes, the 300 hours refers to direct mentoring contact time per cohort.

Question 9: *To ensure that KPIs are interpreted realistically, could the contracting authority clarify what level of participant commitment is expected and what mitigation measures are considered appropriate in cases of disengagement? For example, is the contractor expected to use formal participation agreements, codes of conduct or attendance commitments, or are light-touch measures such as reminders, optional catch up sessions and flexible scheduling considered sufficient? Additionally, can the contracting authority confirm that KPIs will not trigger penalties in situations where participation drops due to reasons outside the contractor’s control, provided that reasonable mitigation and documentation are in place?*

Answer: Appropriate participant selection mechanisms and mitigation measures should be included in the methodology to reduce the risk of KPIs not being achieved. KPIs already incorporate a degree of flexibility (for example, at least 66% of participants completing a commercialization plan and pitch deck, demonstrating tangible progress toward market readiness).

The contractor is expected to propose a realistic engagement approach in the methodology. This approach will be finalized and validated by the Steering Committee, in line with the agreed selection process (which may be nomination-based or open-ended based on decision by steering committee). Contractor will be asked to implement the selection process as well and as needed.

KPIs will be assessed in light of documented efforts, flexibility in applying mitigation efforts, and circumstances beyond the contractor’s control.

Question 10: *For the Key Experts described in the Organisation and Methodology section, is it sufficient at the tender stage to present their profiles and intended roles, or does the contracting authority require formal commitment letters (statements of availability or Letters of Intent) to be submitted with the tender?*

Answer: Provide profiles and CVs of Key Experts is allowed. Formal commitment letters are not required. Statements of Exclusivity and Availability or Letters of Intent are not requested by the ToR.

Question 11: *The ToR outlines three Key Expert profiles with indicative responsibilities. Could the contracting authority clarify whether these responsibilities are fixed requirements or whether the contractor may reallocate certain tasks among the three Key Experts, provided that the tender demonstrates that all required competencies are fully covered? For example, in our proposed team the Team Leader has stronger expertise in curriculum development than the Expert in Research Commercialization and Innovation. Would it be acceptable for the Team Leader to take primary responsibility for this function while still meeting the overall competency requirements?*



Answer: The ToR outlines the minimum requirements that the team must collectively fulfil and defines the three Key Expert profiles. The distribution of tasks among these experts may be adjusted, provided that the team as a whole cover all required competencies. If an alternative allocation is proposed, it should be clearly explained in the Organisation & Methodology section, demonstrating how all mandatory competencies and responsibilities are fully addressed.

Question 12: *The ToR refers to the involvement of sector specific mentors during the mentoring phases. Could the contracting authority clarify whether these mentors must be fully identified at tender stage, or whether it is sufficient to outline the mentor recruitment process and provide representative profiles, with final selection to be completed after contract award in coordination with UfM? This would allow matching mentors to the specific sectors of the selected participants.*

Answer: It is acceptable to provide profiles and describe the mentor recruitment process, while reserving final selection until after contract award.

Question 13: *The ToR highlights the importance of engaging networks and accelerators from the South Mediterranean region. Could the contracting authority clarify whether sector specific mentors and experts may come from any UfM Member State, provided they bring relevant expertise, or whether the intention is to prioritise mentors from South Mediterranean countries?*

Answer: Nationality of experts and other natural persons employed or legally contracted does not have to follow the nationality rules. Mentors recruited or otherwise legally contracted may be of any nationality. Regional expertise is valued positively.

Question 14: *The ToR refers to participation from "UfM Member States eligible under the Masar Al'an Programme". Could the contracting authority clarify which specific UfM Member States fall under this eligibility category for the purpose of this action? A precise list would help us ensure targeted outreach and appropriate regional representation in participant recruitment.*

Answer: The Masar Al'an Programme targets countries of the Arab world, particularly in North Africa and the Middle East, with a regional approach. While the tenderer is invited to propose an outreach strategy, the precise list of eligible UfM Member States and the selection channels (nomination or open call) will be confirmed at the beginning of the implementation process, in consultation with the Steering Committee.

For participant recruitment/outreach, a decision will be taken on the final process during implementation. An option for outreach will be engaging the National Focal Points of the UfM Regional Platform on Research and Innovation, which represents national Ministries of Research and Innovation, and UfM partners. Contractor will be asked to implement the selection process as needed.



Question 15: *The ToR requests a mapping of main players in research and innovation, together with key policy priorities and strategic initiatives relevant to the programme. Could the contracting authority clarify the intended geographical scope of this mapping? Specifically, should it cover all 43 UfM Member States, or focus on a defined subset such as PRIMA countries or the UfM Member States eligible under the Masar Al'an Programme?*

Answer: While the mapping may reference all UfM Member States for context, it should prioritize the most relevant stakeholders, policy priorities, and initiatives in the eligible Member States. Additionally, the mapping can include examples from other UfM countries when they provide useful insights for the training or opportunities for networking.

Question 16: *The ToR identifies thematic priority sectors. In selecting participant projects, could the contracting authority clarify how these thematic sectors should be weighted relative to the projects' commercialisation potential and readiness? For example, if a high-quality project falls slightly outside the priority sectors but demonstrates exceptional commercial potential, should commercialisation quality take precedence, or should alignment with priority sectors be the main determinant?*

Answer: Please refer to Question 14.

Question 17: *To ensure that the training content and mentoring structure are appropriately tailored, could the contracting authority clarify the intended maturity stage of beneficiary projects? Specifically, should the programme prioritise (a) research-stage projects that have not yet formed teams or business structures, (b) projects that are in the process of spinning out, or (c) recently established early-stage spin-offs? Each of these profiles requires different pedagogical approaches, and clarity on the intended focus will help us design the most effective curriculum and mentoring methodology.*

Answer: The project is meant to support the commercialization of research outputs resulting from Research and Innovation programmes and initiatives such as PRIMA, the Mediterranean Initiative in Horizon Europe and similar national and bilateral funding. Beneficiaries will therefore be selected among Mediterranean Researchers and Innovators willing to bring their research to fruition in markets.

Question 18: *Regarding communication and stakeholder engagement, could the contracting authority clarify whether the contractor will have access to the UfM communication channels or receive support from the UfM Communication and Public Affairs team for outreach to relevant UfM stakeholders?*

Answer: Please refer to Question 14.



Question 19: *The ToR indicates that training materials developed under the contract will be made available to the UfM. Could the contracting authority clarify whether the contractor retains the right to reuse, adapt and deploy the same or similar materials in its other programmes and activities after contract completion? We fully recognise that the UfM will have the right to use the materials for its own purposes, and we would like to confirm that this does not restrict the contractor's continued use of its own pedagogical content and methodologies.*

Answer: Under the General Conditions for Service Contracts, all results become the exclusive property of the contracting authority (Article 14.2). However, this does not prevent the contractor from reusing its own know-how, methodologies, or pre-existing intellectual property.

REQUEST FOR CLARIFICATIONS Nr. 3 (dated Friday 21/11/2025 at 13:40)

Question 20: *In the tender submission form, in the Economic and Financial Capacity section, all the members in the consortium need to be considered? If so, do we need to provide the total annual turnover considering all the members? Or do we differentiate it in the table by the leader and other members?*

Answer: Tenderers must present the consolidated financial figures for the tenderer as a whole in Section 3(A) of the Tender Submission Form, i.e., all members of the consortium must indeed be taken into account. Each consortium member is required to provide its own individual financial data within its separate declaration (please refer to page 9 of the Tender Submission Form).

Question 21: *In the tender submission form is indicated in section 4 that: "As part of their tender, each legal entity identified under point 1 of this tender, including every consortium member, must submit a signed declaration using the attached format. The originals must be sent to the contracting authority upon request." Where can we find the "attached format"?*

Answer: The "attached format" referred to in Section 4 of the Tender Submission Form appears immediately after Section 5 under the heading "Format for the declaration referred to in point 4 of the tender submission form".

Question 22: *For the two workshops in person, can this project cover the travel and accommodations costs of experts and participants? And can visa costs also be included?*

Answer: Please refer to questions 4, 5 and 6

Question 23: *Is there a limit on the number of pages in the B Annex III Organisation and Methodology?*

Answer: Please refer to question 1



REQUEST FOR CLARIFICATIONS Nr. 4 (dated Monday 24/11/2025 at 17:01)

Question 24: *In the Terms of Reference, there is reference to the programme being supported by AECID under the Masar Al'an initiative, and also to the logistical arrangements required for the in-person workshops in Spain. However, it is not fully clear whether the travel, accommodation and daily subsistence allowance (DSA/manutention) for the selected beneficiaries attending the in-person events should be:*

- 1. Covered by the Contractor, and therefore included in the global price proposal; or*
- 2. Covered directly by the funding partner (AECID) or the UfM Secretariat, and therefore not part of the Contractor's financial offer*

To ensure an accurate and compliant financial proposal, we would be grateful if you could confirm who is responsible for covering the following costs for beneficiaries travelling to Spain:

- International flights*
- Hotel accommodation*
- Local transportation*
- Daily subsistence/manutention*

Answer: Please refer to questions 4, 5 and 6