



Barcelona, December 17, 2025

ANSWERS TO QUESTIONS

Procedure: Communication services - 03 - PRO636CPA-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 Wednesday 03/12/2025 at 15:50h CET)

Question 1: *When working on proposals for Case Study 1 and Case Study 2, should tenderers be mindful of any budget limitations?*

Answer: We have not set any specific budget limitations for Case Study 1 or Case Study 2. However, tenderers are kindly encouraged to remain mindful of the overall budgetary constraints of the UfM Secretariat and to propose actions that are realistic, cost-effective, and manageable within a typical institutional framework.

Question 2: *Case study 1 refers to a multiannual communication strategy. Is our understanding correct that tenderers should limit themselves to a strategy that covers the 2026 and the 2027 editions of the Mediterranean Capitals of Culture and Dialogue initiative?*

Answer: Yes, you may consider a two-year strategy covering both editions (information [here](#)). Please, keep in mind the strand related to municipalities and cities, in order to raise awareness of this new initiative and encourage applications for upcoming editions.

Question 3: *Case study 2 refers to a multiannual communication campaign. Can you specify the duration of the campaign?*

Answer: You could consider 3 years.

REQUEST FOR CLARIFICATIONS Nr. 2 (dated Monday 08/12/2025 at 12:43h CET)

Question 4: *Can you please clarify whether 'Annex IV List of profiles of key experts' should become point 2' Key Experts team' of the organisation and methodology?*

Answer: Yes, the key experts from your list of profiles are the same staff member that will be involved in the implementation of the contract.

Question 5: *Please confirm that cover pages and table of contents are excluded from the page limit?*



Answer: Yes, they are excluded from the page limit.

Question 6: *Regarding Case Study 1 could you please clarify the expected scale of the strategy (level of outreach activities, number of content formats to be proposed, number of target countries) to ensure case studies are developed on a comparable basis?*

Answer: For Case Study 1, we are not providing a predefined scale in terms of outreach volume, number of content formats, or number of target countries. The purpose of the case studies is to assess elements such as strategic thinking, creativity, feasibility and realism of the proposed approach. We therefore do not expect tenderers to enter into an overly detailed operational level. You may proceed with the assumptions you consider relevant to illustrate a coherent, realistic and feasible strategy, capable of yielding relevant results.

Question 7: *Annex III (O&M) point 4 says ‘Quality and appropriateness of resource allocation as regards budget and personnel.’ Could you please clarify how “resource allocation as regards budget” will be evaluated, given that no financial information will be provided for the case study? For example, should resource allocation be presented solely in terms of team structure??*

Answer:

Resource allocation refers to any resources other than financial ones, including the team structure. You may include general references of this type in Email A – Technical Offer, provided that no financial amounts or price indicators are mentioned.

For example, it is acceptable to state that “approximately 5% of the overall budget will be dedicated to activity X” or “a team of 3 people will carry out activity Y.” However, stating “10,000 EUR will be allocated to activity X” is not permitted in the Technical Offer.

Further details related to the budget may be provided only in Email B – Financial Offer, where you can expand on how financial resources support your methodology and work plan.

Please note that any reference to prices or financial figures in the Technical Offer constitutes an irregularity and may lead to the rejection of the offer.