

ICEX ESPAÑA EXPORTACIÓN E INVERSIONES, E.P.E.

TRADE COMMISSION OF SPAIN IN OTTAWA

Dirección: Albert Street 130 Ottawa K1P 5G4 CA

E-mail: tenders@icex.es

Date: 4th of July of 2025

REQUEST FOR PROPOSALS

Submission: tenders@icex.es

Closing: 23:59 (Ottawa local time) hours
on 15^h of July of 2025

Who is contracting	ICEX España Exportación e Inversiones, E.P.E (ICEX), represented by the Trade Commission of Spain in Ottawa
Contract number	X056-01-2025
Proposal's request	Selection of operator with proven track records managing landing pad programs that can provide the service for the management of DESAFÍA CANADÁ 2025-2026.
Timing, dates and number possible of renewals	Signed date until 31 st December 2025 or failing that, upon completion of the planned program, whichever occurs first, with one (1) possible extension until 31 st December 2026.
Max. budget for contract excluding renewals	285.000,00 CAD (Two hundred eighty-five thousand Canadian dollars), tax excluded
Contract value including renewals	570.000,00 CAD (Five hundred seventy thousand Canadian dollars), Total term + extensions + modifications , tax excluded
Qualifying prerequisites	<ul style="list-style-type: none"> - Financial solvency: financial accounts for the best of the last three years and minimum of 285.000,00 CAD in total annual revenue. - Technical solvency: proven track record in marketing and promotion activities, and strong connections with different actors within the Canadian entrepreneurship and innovation ecosystem during the past three years. - Team requirements: a minimum of three staff members and a designated primary contact person
Points to be assigned based on evaluation of your proposal	Price (max 20 points), Technical (max 80 points)
Documents to be submitted separately, which together are the proposal	<ul style="list-style-type: none"> - The proposal: Consists of three separate submissions that all together represent the proposal. Each individual submission needs to be emailed to this address only: tenders@icex.es by 23:59 (Ottawa local time) hours on 15th of July of 2025. All files should not exceed 4MB in size if sent as attachment. For larger files please use a file transfer service. - The three submissions: <ol style="list-style-type: none"> 1. Documentation demonstrating qualifying prerequisites, and administrative requisites. 2. Technical offer (the work proposal / scope of work) 3. Financial offer (price) and automatic criteria
Contact for questions	<p>Only written questions by email before 23:59 (Ottawa local time) hours on 11th of July of 2025 to tenders@icex.es</p> <p>In the interest of fairness, questions posed by participating companies, as well as the answers provided by ICEX, may be shared with all other participating companies. ICEX will not be able to answer questions formulated after the above deadline.</p>

ICEX España Exportación e Inversiones, E.P.E. (hereinafter, ICEX), represented by the Economic & Commercial Office of Spain in Ottawa, invites companies to submit their proposals for Desafía Canada.

ICEX (www.icex.es) is a Spanish public organization, established in 1982, whose main purpose it to promote the internationalization of the Spanish economy. ICEX depends on the Ministry of Economy, Commerce and Business of the Government of Spain (www.mineco.gob.es), whose international economic policy it implements. However, ICEX does not make part of the State administration and has some extent of budgetary and operational autonomy. For the fulfillment of its mission, ICEX counts on a network of professionals specialized in business internationalization. These professionals work at ICEX headquarters in Madrid, at the 30 Territorial and Provincial Trade Offices established at different Spanish cities, and at nearly 100 **Economic & Commercial Offices** located in Spanish embassies and consulates all over the world.

For more information on previous DESAFIA in other sectors and locations, visit the following website: <https://one.gob.es/en/programs/desaf%C3%ADa>

1. PROJECT DESCRIPTION

DESAFIA soft-landing program is a public initiative to support Spanish technological and innovative startups scale faster and succeed in global markets. It is sponsored by ICEX (the Government of Spain's international promotion agency) and Red.es (the Government of Spain's agency responsible for executing and deploying Spain's Digital Agenda). This invitation to tender is published pursuant to the Agreement for the Management of Desafía Canada 2025-2026 Initiative, signed between ICEX and Red.es on 23rd of June, 2025.

The DESAFIA program focuses on the challenges faced by Spanish startups as they seek to grow and become global. The program has already been deployed successfully in other major ecosystems, helping Spanish startups navigate international markets and achieve growth. In summary, DESAFIA CANADA is a soft-landing program that aims to enrich the strategic decision-making of Spanish startups with firsthand information and experiences tailored to their needs.

Companies that apply to DESAFIA CANADA must have a product or service of high technological value, a sustainable business model and, ideally, previous international experience; it is not aimed at early-stage entrepreneurs. The program has the objectives of introducing the participants to the Canadian ecosystem, so that they can benefit from lessons that allow them to grow as successful entrepreneurs in the Canadian market.

DESAFIA CANADA aims to introduce participants to the Canadian technological and innovative ecosystem. The program seeks to provide participants with valuable lessons and networks, particularly from some of Canada's top innovation hubs, entrepreneurs, open innovation leaders, and impact investment funds. These connections will help them grow as successful entrepreneurs and facilitate global connections, particularly for Canada, in the field of Artificial Intelligence, Deep Tech and Data Analysis. Participation in this customized soft-landing program together with the main business, scientific and institutional players in Canada should help Spanish startups scale their business models and establish global connections linked to related sectors and technologies.

OFECOMES Ottawa, on behalf of ICEX, is requesting proposals for the provision of services to manage the DESAFIA CANADA program. The program will focus on sectors and technologies

related to artificial intelligence, deep-tech and data analytics applied to different industrial or digital areas where these technologies have become a key cross-cutting element in Canada. The areas approach can be proposed by the bidders to this Request for Proposal (RFP).

Under this contract, ICEX and Red.es will launch at least one public call to select and invite a cohort of Spanish startups to participate in the immersion program in Canada. C-Level officers and founders will participate in workshops, meetings and activities designed to inspire them and assist them in assessing their company's strategic position. The program will also help them plot improvements to accelerate growth, define a roadmap based on strategic and tactical considerations and begin implementing these plans. It will be the responsibility of the bidder to design and implement these activities.

2. WHAT WE DEMAND – PROPOSALS SHALL INCLUDE

The successful bidder will be in charge of:

2.1. Information and advisory services.

The awardee is expected to collaborate with ICEX and Red.es in attracting suitable candidates to DESAFIA CANADA, therefore knowledge and a professional network within the Spanish/Canadian start-up ecosystem would be appreciated.

The awardee will manage enquiries from stakeholders about DESAFIA CANADA coming from public entities, media, potential applicants, etc.

Project Manager will be required to travel to Spain at least once prior to the cohort departure in order to detail the scope of the program to participants and run the kick-off meeting. Travel to Spain prior to the starting of the cohort will be compulsory and can be matched with a relevant ecosystem event or networking sessions with potential stakeholders. No extra funds will be provided for these trips.

2.2. Immersion programme.

The program is aimed to founders and C-level executives of Spanish companies with the greatest potential to successfully tackle the global market and transform their companies after the -experience. Participants in the Desafía Canada program will be selected by ICEX and Red.es, with support from the contractor awarded this tender during the selection process, at least in relation to:

- Proposing evaluation criteria;
- Prioritizing applications and assigning scores;
- Conducting calls and interviews to support candidates; and
- Coordinating interviews with pre-selected companies, among other related tasks.

An example of an Excel template for the evaluation of the application is attached (**Annex A**). The assessment will be delivered one week after the closing date of the call for participants. The selection process and the proposed evaluation criteria must be approved

by ICEX and Red.es in a monitoring committee, in accordance with the provisions of the agreement signed between ICEX and Red.es.

The awardee must organize one (1) immersion programme – cohort – before the end of December 2025 with at least 8 participants, expecting a maximum of 10 participants (Spanish companies). If the number of participants is less than 8, ICEX, Red.es and the contractor will meet to analyse the causes and consequences of this situation. If the number is too low, the program could be cancelled, and the contractor would be reimbursed only for expenses incurred to date. If, on the other hand, the number allows the programme to be viable but is less than 8 for reasons attributable to the contractor, the proportional amount will be deducted from the contract price.

The immersion programme will have the following structure:

- Pre-immersion phase: This phase will provide training for both executives (C-level/founders) and other profiles within the participating Spanish companies, such as sales, R&D staff, etc., when deemed appropriate. It includes personalized mentoring, guidance, and a monitoring system led by a local expert prior to the start of the second phase. These sessions are designed to identify business opportunities in the Canadian market and guide the company throughout all phases of the program.
- Immersion phase (2 weeks): This phase will allow the executive/founder of each participating Spanish company to put into practice what they have learned. ICEX may designate up to two representatives to participate as observers, at no additional cost to the contractor. This in-person phase in Canada will include group meetings with key players in the Canadian ecosystem (mentors, investors, entrepreneurs, advisors, etc.). The objective of these sessions is to enable companies to engage directly with major stakeholders, institutions, companies, and specialized investment funds in Canada, and to gain insight into the local business culture. The contractor will offer a highly personalized and high-quality program, including one-on-one sessions, networking activities, and a Demo Day or similar event.

Immersion programs carried out in other ecosystems to date have been very positively rated by alumni, which is why we consider the two-week format appropriate, with half-day workshops that allow founders to continue managing their companies and hold business meetings. However, bidders may propose alternatives, as long as they remain within the maximum two-week duration.

Bidders must provide information about the proposed venues/locations for the activities. Internal transfers, during the immersion programme in Canada, will be at the bidder's expense.

In case of any unforeseen event that prevents the execution of the immersion program, ICEX and Red.es will decide whether to postpone the in-person format or carry it out virtually on the scheduled dates.

- Post-immersion: Designed to follow up on the contacts made during the immersion and to close the program.

Both -pre-immersion and immersion phases will include group meetings with key agents of the Canada ecosystem (mentors, investors, entrepreneurs, advisors, etc.), with a special focus on the main innovation spots in Toronto (Ontario) and Montreal (Quebec).

Before the start of the pre-immersion phase, an in-person kick-off meeting will be held in Madrid (at the ICEX or Red.es headquarters) between the contractor and the participating companies to explain the scope of the program, with special emphasis on the on-site phase in Canada. The presence of the Project Manager will be mandatory for this meeting. No additional funds will be provided for this trip.

At least 30% of the sessions in both the immersion and pre-immersion phases must be one-on-one sessions dedicated to each company.

Desafía Canada Community and Strategic Alliances:

In collaboration with ICEX and Red.es, the contractor will promote the creation and maintenance of a network of strategic alliances, which will include:

- **External Mentors:** Based in both Canada and Spain, who will support participants throughout the program, with the possibility of continuing their collaboration after the immersion phase, if mutually agreed.
- **Desafía Community Alumni:** We aim to strengthen ties among former participants of the various immersion programs carried out under the Desafía Canada initiative. The contractor is expected to propose initiatives in this area.
- **Community Events:** ICEX may propose and organize up to two events during the term of the contract related to the Desafía Community, either in-person or online, in which the contractor will be invited to participate.

2.3. Preparation and delivery of, at least, the following reports in English.

Execution and delivery of, at least, the following report in English:

- **One technical report per cohort.** The report must include feedback from participants via specific surveys.

The technical report must be submitted within a maximum period of three weeks after the end of the program and before December 31st, 2025.

2.4. Marketing and communication plan.

The contractor will carry out marketing and communication activities in Spain and Canada, with the following objectives:

- **Raise awareness of the Desafía Canada initiative:** Among key stakeholders in Canada, highlighting the potential of the program's participants..
- **Attract Spanish candidates:** The contractor will collaborate with ICEX and Red.es in identifying and attracting potential Spanish companies for the program through

scouting activities, program presentations to potential participants, social media posts, and other promotional efforts.

- **Community building and strategic alliances:** The contractor will work with ICEX and Red.es to promote the Desafía Community with the aim of attracting and engaging key players from the Canadian ecosystem. To this end, the contractor must support the communication and promotional strategy that highlights the main opportunities offered by being part of the Alumni Network.

The contractor will be responsible for creating and maintaining a dedicated DESAFÍA CANADA website and its associated social media profiles, following the technical guidelines provided by the ICEX and Red.es teams. Ownership of the website and social media accounts will belong to ICEX and Red.es. At the end of the contract, the contractor must transfer all necessary information and documentation to ICEX and Red.es to ensure that ICEX, Red.es, or a third party can continue operating and updating the website and managing the social media profiles.

3. TERM AND EXTENSION OF THE AGREEMENT

3.1. Term. The services described in the contract will run from the date the agreement is signed by both parties until 31st December 2025, or failing that, upon completion of the planned program, whichever occurs first.

3.2. Extension.
ICEX reserves the right to extend the contract to accommodate a new cohort/immersion during the first half of 2026 with the awarded company, without the need to launch a new tender, provided that both contracting parties agree to the contractual terms. No price revisions will be accepted.

4. BUDGET

4.1. Maximum Budget (all tax excluded): the maximum budget for the execution of the project will be **285.000,00 CAD** (Two hundred eighty-five thousand Canadian dollars). Bids will be made in CAD **excluding taxes**.

However, the bidders must specify in their bids, as an independent item, the taxes that will be applicable, if any.

This service/activity can be subject to European Union's partially or completely financing through the Recovery and Resilience Facility (RRF) at least until December 31st, 2025 but, in the event that it proves to be ineligible by the European authorities, this contract and its possible extension are guaranteed by ICEX's general budget.

This tender includes the possibility of extending the contract for one (1) additional program to accommodate one (1) cohort in 2026, guaranteed by ICEX's general budget (Not Recovery and Resilience Facility). The signing date for the extension will always be at the time the previous cohort has been positively assessed. The corresponding amount for one additional cohort will be 285.000,00 CAD as a maximum.

4.2. Estimated contract value: The value of the main contract and one possible extension of the contract will be 570.000 CAD, taxes excluded, according to the following:

- Main contract maximum budget: 285.000 CAD (1 cohort, to be carried out no later than the 31st of December 2025).
- Extension maximum budget: 285.000 CAD (1 cohort, to be carried out in the remainder of 2026)

Proposals exceeding the maximum available budget of 285,000 CAD per 1 cohort (main contract) excluding taxes, will not be considered.

ICEX is a Spanish institution based in Spain for all purposes.

The proposals should include a breakdown in which the price offered, and taxes must be clearly described and separated.

Travel expenses of the participating startups should not be included in the financial bid. Travel and accommodation expenses are assumed by the participating startups.

ICEX will evaluate the proposals on the basis of the offered prices, excluding taxes.

5. PAYMENTS AND INVOICES

- 5.1. Contract Amount.** Only the activities, budgets and procedures included in the Contract will be binding for the Parties. No expense on behalf of ICEX can be incurred by the company before the date of signature of the corresponding contract and prior approval of ICEX, as represented by the Economic & Commercial Office of Spain in Ottawa. The awardee will be entitled to payment for the services provided as set out in the contract.
- 5.2. Payment currency.** Payments to the company will be made in the currency of the Contract, which is **Canadian dollars (CAD)**. Any currency exchange costs will be borne by the bidder. In the case Spanish companies are awarded the contract; an addendum will be made to the contract converting the CAD into Euros at the official exchange rate in effect on the date of the resolution of award
- 5.3. Payments to offshore accounts.** Payments to bank accounts of the company located offshore will be subject to compliance with the domestic currency exchange legislation. Any international bank transfer fees or costs will be borne by the bidder.
- 5.4. Payment schedule.** ICEX will ensure that payment is made after the completion of the cohort/immersion program, upon submission of the invoice and acceptance by ICEX of both the services provided during that period and the mandatory report corresponding to the cohort (including the evaluation report validated by ICEX). The invoice will be paid within 30 days of its submission.

The price of the cohort/immersion program will not vary, even if the number of participating companies slightly exceeds the established range: a maximum of ten participants. The

minimum number of participants will be eight, depending on the number and quality of applications received.

5.5. Invoice details. All the invoices should be addressed to:

ICEX España Exportación e Inversiones, E.P.E.
Paseo de la Castellana 278, 28046 Madrid, Spain
VAT Number: ES-Q2891001F

But dispatched to:

Spanish Economic and Commercial Bureau in Ottawa (Canada)
130 Albert Street, Suite 1511
Ottawa K1P 5G4
Canada
Telephone: (+1) 613 236 0409
e-mail: ottawa@comercio.mineco.es

The **Agency** invoice will contain the following elements:

Company letterhead / logo
Address
Date
Invoice number
VAT number
Description of the item/s
Total amount due

6. REQUIREMENTS

- 6.1 Financial solvency requirements.** All competing companies will be required to provide a solvency report including financial accounts for the last three years. The minimum turnover requirement is an amount of 285.000,00 CAD., years (2024, 2023 and 2022; or 2021 if 2024 accounts are not yet available).
- 6.2 Technical solvency requirements.** The company must have a strong and proven track record in marketing and promotion activities, and strong connections with different actors within the Canadian entrepreneurship and innovation ecosystem during the past three years. The technical solvency of the company shall be demonstrated by submitting similar activities carried out during the past three years in Canada.
- 6.3 Team requirements.** The role of each team member assigned to this project shall be specified in the tender. In addition their curriculum vitae must be included in the proposal. The CVs submitted must be anonymized according to the template contained in Annex 3. The company must designate a primary contact person that is informed of all aspects of the contract, including administrative matters, and has direct continuous communication with ICEX, represented by the Economic and Commercial Office.

A minimum of 3 staff members assigned to this project is expected.

- **Project Manager:** Minimum of 5 years' experience in accelerator and incubation programs, fundraising networks, and strategic partnerships in Canada. Full English

competence required; Spanish is desirable. He or she must be fully engaged with ICEX and Red.es, with OFECOMES Ottawa and with participant companies (the project manager must not be a mere supervisor). He or she must travel to Spain at least once prior to each cohort departure in order to detail the scope of the program to participants and run the kick-off meeting, unless borders are closed.

- **Additional team members, at least three:** Minimum of 2 years' experience in PR, accelerator and incubation programs and fundraising networks. Full English competence required; Spanish is desirable. Proactive and customer oriented. Additional team members will be assessed only if they meet the minimum 2 years proven track record in the tasks required.

In the event that, due to unforeseen circumstances, the Project Manager is unable to travel to Spain for any of the mentioned events, they may be replaced by another member of the team. However, the absence of the Project Manager must be properly justified in advance and for exceptional reasons.

The company must notify the OFECOMES Ottawa office of any changes to the team that could affect the development of the project. Any team member who leaves must be replaced by someone who meets the requirements established in this briefing. In the event of a team member replacement, the contractor must provide at least fifteen (15) days' notice and comply with the following requirements:

- Submit a change request explaining the reason for the replacement.
- Submit the CV of the new team member, who must have equal or greater qualifications and experience than the person being replaced.
- Cover the costs associated with knowledge transfer and the overlap between both profiles.

The appointment, replacement, or removal of any personnel assigned by the contractor must be coordinated in advance with ICEX and Red.es. Any changes to key personnel may affect the potential renewal of the contract.

The role of each team member assigned to the project must be specified in the proposal. Their anonymized CVs must also be included in the submission.

The contractor must designate a primary point of contact who is fully informed about all aspects of the program, including administrative matters, and who maintains continuous and direct communication with ICEX, represented by OFECOMES Canada.

Any changes to key personnel may affect the possibility of contract extension. The contractor's team will meet regularly with the ICEX, Red.es and OFECOMES team to monitor the progress of the project. These meetings may be held via videoconference.

6.4 Assignment. The assignment of the contract is not allowed.

Non-compliance with any of the requirements established in the present briefing will result in the disqualification of the bidder concerned.

7. EVALUATION CRITERIA

7.1. Evaluation criteria. All proposals will be evaluated and compared on equal terms using the following criteria and weighting:

EVALUATION CRITERIA		Scores (Max.)
I. Proposal (to be included in Document 3 if the bid)		20
<ul style="list-style-type: none"> Bid price scoring will be assigned according to the following criteria: <ul style="list-style-type: none"> i) The bidder with the lowest price will obtain the maximum score; the rest will be allocated points proportionally. 		
II. Technical Proposal (to include in Document 2 of the bid)		50
<ul style="list-style-type: none"> ICEX will assess the quality of the proposed plan and the extent to which it satisfies most efficiently the objectives of the events, assigning points to each of the components of the Technical Proposal, as described below. <p>The technical proposal provided will be assessed as follows:</p> <ul style="list-style-type: none"> i) Proposed immersion program, including, for example, workshops, demo day and/or visits. Degree of adequacy will be valued up to a maximum of 20 points. ii) Strategic partnerships with international and Canadian stakeholders. Quantity and quality of companies and people that could engage with Spanish companies. Maximum 10 points. iii) Proposal for personalized meeting agendas for each participant, explaining methodology. Of organizing the agendas. Quantity and quality of the individualized meetings proposed per participant. Maximum 10 points iv) Communication and marketing plan to specify those tasks of the scope of works. Degree of adequacy will be valued up to a maximum of 5 points. v) Open innovation approach in both the designing of immersion activities and the building of strategic alliances, covering all dimensions of Canada's tech ecosystem such as: policy and regulation, market depth, customer perception, technology relationships and collaborative economy. Maximum 5 points. <p>(The proposals that do not receive at least 25 points in this section will be automatically excluded)</p>		
III. Team Proposal (to include in Document 2 of the bid)		25

<ul style="list-style-type: none"> Beyond the minimum requirements (see below), the team members will be assessed as follows <p>i) Project manager (fully engaged with the project): Maximum 20 points.</p> <p>(1) Experience in setting up technology in the key fields identified for this program, either as an entrepreneur or as a member of the founding team. To be valued: number and relevance of companies established in or around Canada. Maximum 2 points.</p> <p>(2) Management of incubation and acceleration programs. To be valued: number and relevance of programs related to the key fields identified for this program managed in or around Canada, and to international technology ecosystems. Experience in open innovation dynamics would be an asset. Maximum 8 points.</p> <p>(3) Networks in Canada related to the bid's main purpose (investors, mentors, corporates, open innovation agents...). To be valued: personal role, number and relevance. Maximum 5 points.</p> <p>(4) Investment fund operations for start-ups in different stages of growth. To be valued: number, value, and relevance. Maximum 2 points.</p> <p>(5) Links to the Spanish start-up ecosystem that can contribute to the attraction of potential DESAFIA CANADA candidates. To be valued: Number and relevance of previous projects/alliances/collaborations. Maximum 3 points.</p> <p>ii) Additional team members (average of all the additional members): Maximum 5 points.</p> <p>(6) Coordination of innovation and incubation programs. To be valued: number and relevance of programs related to the key fields identified for this program managed in or around Canada, and to international technology ecosystems. Experience in open innovation dynamics would be an asset Maximum 3 points.</p> <p>(7) Investment fund operations for start-ups in different stages of growth. To be valued: number, value, number, value, and relevance. Maximum 2 points</p>		
IV. Improvements (to include in Document 2 of the bid)		5
<p>The following improvement will be evaluated. This improvement does not imply an increase in the contract price.</p> <p>i) Unique and innovative solutions on the delivery of DESAFIA CANADA. Added value innovative solutions should not involve any additional extra cost to ICEX and must be clearly specified in the proposal. Maximum 5 points.</p>		
TOTAL		100

Responses, other than price (Technical proposal and Teams), will be scored as follows:

0% of allocated points	Not enough information	<p>Technical proposal criteria: The response simply states that the bidder can meet some of the requirements set out, but has not provided any information or detail on how they will do so.</p> <p>Team criteria: No significant improvements beyond the minimum requirements</p>
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25% of allocated points	Almost adequate	Technical proposal criteria: The bidder has provided some information about how they propose to meet most of the requirements. There is serious doubt regarding their ability to consistently meet the full range of requirements. Team criteria: Almost adequate level of the above indicators (number, quality, diversity, etc.)
50% of allocated points	Adequate	Technical proposal criteria: The bidder has provided some information about how they propose to meet most of the requirements. There is some doubt regarding their ability to consistently meet the full range of requirements. Team criteria: Adequate level of the above indicators (number, quality, diversity, etc.)
75% of allocated points	Very Good	Technical proposal criteria: The bidder has provided detailed information covering all elements, detailing how they propose to meet all the requirements. This gives full confidence in their ability to consistently meet the full range of our requirements. Team criteria: Significant level of the above indicators (number, quality, diversity, etc.)
100% of allocated points	Excellent	Technical proposal criteria: The bidder meets the required standard in all respects and exceeds some or all the major requirements, which in turn leads to added value within the contract. Team criteria: Outstanding level of the above indicators (number, quality, diversity, etc.)

8. CONTENTS OF PROPOSALS

8.1. Proposal content. Bidders are expected to present a proposal that includes **three (3) separate documents (Administrative Requirements; Technical Proposal, and Financial Proposal)**, as detailed below. Proposals that miss any of the said documents will be considered incomplete and excluded.

IMPORTANT: The price contained in the Financial Proposal must **ONLY** be included in Document 3. Shall it be included in Documents 1 or 2; the offer would be excluded from the tender.

8.2. Document 1: Administrative Requirements (PDF file). All competing companies must present an electronic file in PDF format, comprising the following documents:

- **Acceptance letter.** All bidders are required to provide an acceptance letter, signed by a legal representative of the company, accepting each and every term and condition stipulated in the present briefing.
- **Project References.** The dossier should detail promotional events of similar scale undertaken in the last 3 years, including **total budgets, dates and clients, public**

or private sector, for whom the services and/or work was undertaken. A minimum experience of three years in similar projects is required.

- **Financial Solvency.**

Bidders must prove an annual turnover of at least 285.000 CAD in the best of the last three accounting (3) years (2024, 2023 and 2022; or 2021 if 2024 accounts are not yet available). Bidders must clearly state in their offer if they use any of these options (joint ventures, subcontracting) to meet the requirements providing documentation that legally demonstrates the extent and seriousness of the relationship.

- **Documentation evidencing beneficial ownership** (projects financed by the Recovery, Transformation and Resilience Plan). In addition to the documentation to be included in the bid, the contracting body will request documentation evidencing the beneficial ownership of the tendering companies in the event that a black flag is detected by the 'MINERVA' tool, as regulated for this purpose in ORDER HFP/55/2023, of 24 January, on systematic analysis of the risk associated with conflicts of interest in the procedures implementing the Recovery, Transformation and Resilience Plan (PRTR).

All competing companies must provide this information in the form of a document providing proof of beneficial ownership, issued by the competent body in the relevant foreign country. The information will be stored in accordance with the regulations on the protection of personal data.

In addition to this document, bidders must complete all requested data in Annex 2 and include the completed **Annex 2** in Document 1.

Failure on the part of the tendering companies to submit documentation evidencing their beneficial ownership, in the manner and by the deadline indicated in the request made by the contracting body before the tenders are evaluated will be grounds for exclusion from this procedure.

8.3. Document 2: Technical Proposal (PDF file). The technical proposal should not make any reference to price. All competing companies must present a detailed work proposal, that includes the technical proposal including improvements and team assigned to the project, along with an indication of each person's role and detailed CVs (using the anonymized CV template included in Annex 3). In order to facilitate the understanding and assessing of the technical proposal, we suggest bidders to organize the proposal document following the structure of technical proposal criteria (7.1: II, III, IV), notwithstanding that other issues of value will be included.

8.4. Document 3: Financial proposal (MS Excel file). All competing companies must present a financial proposal, including a detailed budget for the project and its breakdown for each area of activity and taxes must be clearly described and separated. This proposal must be made according to the Annex 4

The price contained in the economic offer must ONLY be included in Document 3. Shall it be included in Documents 1 or 2; the offer would be excluded from the

tender. Proposals exceeding the maximum available budget of 285.000 CAD per 1 cohort (main contract), excluding taxes, will not be considered.

ICEX is a Spanish institution based in Spain for all purposes.

Travel expenses of the participating startups should not be included in the financial bid.
Travel and accommodation expenses are assumed by the participating startups

8.4.1. Taxes. ICEX will evaluate the Financial Proposal based on the offered prices, excluding taxes.

8.4.2. Currency. The proposal will be drafted in **Canadian dollars**.

9. SUBMISSION OF PROPOSALS

9.1. Invitation to tender. ICEX, represented by the Economic & Commercial Office of Spain in Ottawa, will send this briefing to different companies. The briefing on the [ICEX website- Perfil del Contratante](#) and will also be published on the [website of the Economic & Commercial Office of Spain in Ottawa](#).

9.2. Submission of proposals. The companies wishing to participate in the tender must send the documentation exclusively in digital format (PDF), **ONLY** to the e-mail tenders@icex.es before **23:59 (Ottawa local time) hours on 15th of July of 2025**. Proposals not submitted within the deadline will be automatically excluded.

9.2.1. Electronic files. All files should be in digital (PDF and MS Excel) format only. Neither e-mails nor individual files sent as attachment should exceed 4MB in size. Should files be larger, the competing companies should use a file transfer service, which they have previously verified (e.g. WeTransfer, Dropbox, or other).

9.2.2. Expenditures. Please note that any expenditure incurred by competing companies in the preparation of the proposals, presentations and quotes will be at the expense of the said companies. Submission of the offer will not generate any fees or reimbursement of any type of expenses from ICEX.

9.2.3. Language. The proposal will be drafted and presented in English.

9.2.4. Acceptance of terms. Submission of a proposal and participation in this tender implies the express acceptance by the competing companies of all the clauses contained in this brief.

9.3. Amendment of proposals. Once competing companies have submitted their proposals, ICEX will not accept the submission of any amendments, additions or corrections, unless the latter result from a clarification requested by ICEX.

9.4. Clarification of proposals. Competing companies meeting the administrative requirements of the present brief may be invited by ICEX to clarify specific aspects of their technical or financial proposals, which will be done in written.

9.5. Compliance of proposals. All competing companies submitting a proposal should be aware that the Legal Services of ICEX will review the documentation submitted by each company, to ensure compliance with every requirement set in this brief. Non-compliance

with any of the requirements established in the present brief will result in the automatic disqualification of the company concerned.

- 9.6. Assessment of proposals.** Document 1 (Administrative Requirements) will be the first to be opened and assessed. Once and only if the competing company has been verified to comply with every requirement set in this brief, document 2 (Technical Proposal) be opened, assessed and assigned evaluation scores. Finally, document 3 (Financial Proposal) will be opened, assessed and evaluated. Thus, the price contained in the financial proposal offer will not be known until that moment.
- 9.7. Selection of company.** A decision will be made as soon as possible from the published proposal due date. The decision will be notified via e-mail to all competing companies, in order to enable the selected company to begin work promptly.
- 9.8. Contact persons.** Questions related to this briefing might be addressed in written form until **23:59 (Ottawa local time) hours on 11th of July of 2025 only** through the e-mail tenders@icex.es. In the interest of fairness, any questions by competing companies, as well as the corresponding answers by ICEX, might be shared with all other companies.

10. PROCUREMENT BOARD

- 10.1.** Appointed members of the Procurement Board for purposes of this tender will be:

President	José María Blasco Ruiz	Director for Growth and Competitiveness
Substitute	Cristina Morales Puerta	Director of Talent for Internationalization
Member	Luis Baratas González	Head of Sector DESAFÍA in the Entrepreneurship Department
Substitute	Teresa Plaza de Giles	Head of Sector in the Chief Executive Officer's Office
Member	Patricia Rodríguez Lucena	Head of Sector in the Entrepreneurship Department
Substitute	Sonia Ainhoa Dominguez Díaz	Head of Sector in the Entrepreneurship Department
Member	Javier Muñoz Ortiz	Head of Sector in the Entrepreneurship Department
Substitute	Eusebio Carlos Reyero García	Head of Sector in the Technology & Marketing Department
Secretary	Pedro Patiño Segura	Deputy Director of Procurement
Substitute	Lara Vázquez Pereiro	Member of the Procurement Department

ICEX's Board of Directors
By Delegation (Resolution of 5 March 2025 BOE
[Official State Gazette] nº. 67 of 19 March 2025

Ignacio Mezquita Pérez-Andujar
Chief Economic and Commercial Counsellor
Economic and Commercial Office of Spain in Ottawa

ADMINISTRATIVE CLAUSES

1. FINANCIAL PROPOSAL CALIFICATIONS

Disproportionate or anomalous bid. Financial proposals will be evaluated to determine whether they can be considered disproportionate or anomalous. Bids will be considered disproportionate or anomalous when:

- The financial proposal is 20% below the maximum budget, in case there are fewer than three bidders.
- The financial proposal is 10% under the arithmetic mean of the bids submitted, in case there are three or more bidders. Notwithstanding, the most expensive bid will be excluded, when calculating the arithmetic mean.

Whenever a bid is considered disproportionate or anomalous, the interested party will be requested to justify their proposal, its terms and conditions, within the 72 hours following its notification. Having received the plea or the aforesaid time limit having expired, ICEX will decide, upon technical advice if necessary, on considering the bid disproportionate or anomalous, excluding it accordingly.

Tiebreaker Criteria. In the event of a tie in the score obtained by two or more bidders, it will be resolved by applying the social criteria stated below, in order and referred to at the end of the deadline for submission of proposals. The supporting documentation for the tiebreaker criteria referred to in this clause will be provided by the bidders at the time the tie occurs, and not previously.

- Higher percentage of workers with disabilities or in a situation of social exclusion in the workforce of each of the companies, giving priority in case of equality, to the largest number of permanent workers with disabilities in the workforce, or the largest number of workers in inclusion in the workforce.
- Lower percentage of temporary contracts in the workforce of each of the companies.
- Higher percentage of women employed in the workforce of each of the companies.
- The draw, if the application of the above criteria had not resulted in a tiebreaker.

2. OBLIGATIONS

- a. **Technical Quality.** The company awardee shall be responsible for the technical quality of the work and services it may carry out during this contract. It shall also be responsible for any consequences arising for ICEX, or for third parties, from errors, omissions, inappropriate methods, or incorrect conclusions in the performance of the contract. In particular, the company awardee shall be responsible for:

- Ensuring that both the development and the result of the services and work which has been contracted to carry out comply with the quality specifications required by ICEX.
- Compliance with the time-limits agreed with ICEX in each case.

- Omissions, errors, incorrect conclusions, or inappropriate methods that it may recommend and implement during the term of this contract.
 - The personnel forming part of the project team assigned to the development and performance of the Contract, with the company bearing sole liability in employment matters for the conduct and operation of the above-mentioned team.
 - The processing of any information and data made available to it.
- b. **Copyright and information rights.** The intellectual or industrial property rights for all works created by the company, as well as all the information gathered by the latter on behalf of ICEX in connection with this contract shall belong to ICEX, at no extra cost, upon payment of all relevant consultancy fees and expenditure herein agreed. This includes the right to use, reproduce, modify, distribute publicly and via online media. Said rights will be on a global basis and throughout the maximum period of copyright protection, for all the file types, in any format or language, and with all the effects determined by the law.
- i. All materials produced are the property of ICEX, including any intellectual property, printed materials, photography, website, videos, and other offline and online publications.
 - ii. The company awardee will ensure that all vector files of materials produced, in any medium or format, are delivered to ICEX. This includes all original and edited photography, video, and social media files, which the company guarantees have been produced for ICEX and are not owned by third parties.
 - iii. The company shall, at its own expense, defend any claim or threatened claim brought by third parties against ICEX, insofar as the said claim is based on the allegation that the work carried out by the company within the framework of this contract infringes intellectual or industrial property rights of third parties or constitutes an undue appropriation of trade or industrial secrets belonging to third parties.
- c. **Confidentiality.** The company awardee is obliged to maintain professional confidentiality with regard to the information and documentation provided by ICEX for the performance of the services. This obligation shall remain in force both during and after the end of the activities to which the contract related, until the said information comes into the public domain or, for any other legitimate reasons, loses its confidential status. This clause shall not apply to information that is (i) in the public domain, (ii) already known to the party receiving it, (iii) disclosed in compliance with court orders or under legal obligations.
- i. The company shall only permit access to the confidential information to those persons who have a need to know it for the purposes of carrying out the activities and services under the contract. The company shall be responsible for ensuring compliance with the confidentiality obligations by the personnel in its employ and by any persons or entities working in collaboration with the company or subcontracted by it.
 - ii. The company also undertakes not to use any confidential information belonging to ICEX to which it may have access for its own or private purposes or for any other purposes.
 - iii. Failure to comply with the obligations indicated above shall entitle ICEX to bring civil or even criminal actions against the company for any liability that might be applicable.

3. CANCELLATIONS

- a. **Termination.** ICEX reserves the right to unilaterally terminate the contract if the services are not performed by the company in accordance with the instructions received from ICEX, if any of the deadlines applicable to the company are not met, or if there is any failure to fulfil the obligations established in the contract. All of the above is without prejudice to any claims for damages that might arise.
- b. **Cancellation, postponement, or modifications of actions.**
- i. **Cancellation.** In the event of cancellation of an event, ICEX shall solely satisfy the expenses incurred by the company from the date of the contract (and in connection with the same) until the date of a formal notice of the cancellation by ICEX. To be reimbursed, the company must submit all documentary invoices of the expenses incurred up to that date.
 - ii. **Postponement.** In the event that the said action is postponed due to sanitary conditions and the subsequent National, Provincial or Local restrictions in place, the parties will try to reach an agreement in good faith that benefits their respective interests as much as possible, in order to postpone the events to the nearest possible date. More precisely, a formal or informal governmental provision applicable to the city of celebration of the event that limits the number of expected visitors to half of the required, constitute grounds for postponement of the events. Additionally, the placement of cumbersome sanitary requirements to visitors and exhibitors (quarantines, sanitary tests, etc.), that could limit the attendance to the events, constitute grounds for their postponement.
 - iii. **Modifications.** In the event that the sanitary or travel restrictions in place limit or impede the celebration of one of the events at a suitable date the parties will try to reach an agreement in good faith to modify the scope or place of the activities.

4. CONTRACT AND JURISDICTION

To solve any dispute, disagreement, issue or claim which may arise from the performance of the Agreement executed with the Awardee of this tender, the matter will be referred to Ordinary Courts and Tribunals of Madrid (Spain), expressly waiving any other jurisdiction. The language used in any dispute shall be Spanish. Spanish legislation shall be applicable to the contents of this Tender.

5. DATA PROTECTION

To solve any dispute, disagreement, issue or claim which may arise from the performance of the Agreement executed with the Awardee of this tender, the matter will be referred to Ordinary Courts and Tribunals of Madrid (Spain), expressly waiving any other jurisdiction. The language used in

The parties hereby undertake to respect the current regulations on data protection (General Data Protection Regulation 679/2016 and Organic Law 3/2018 on Data Protection and guarantee of digital rights). The personal data of the contacts of both parties, including data related to the signatories of the agreement and related to the personnel of the Parties that must necessarily be contacted, will be processed by each of the Parties for the purpose to manage the relationship based on the execution of the contract that legitimizes the processing. The retention period for this data will be the duration of the contractual relationship and as long as they are necessary, or responsibilities may arise in accordance with the applicable regulations or as required by the authorities.

The affected interested parties may exercise their rights of access, rectification, deletion, opposition, limitation of processing, portability by contacting Parties. In case you consider that your data protection rights have been violated, you can contact the Authority on Data Protection.

6. EUROPEAN FUNDING

Recovery and Resilience Facility (RRF). This contract promoted by ICEX España Exportación e Inversiones E.P.E., responds to the priorities of Spanish and European economic policies aimed at promoting and internationalizing SMEs and strengthening the ecosystem of fast-growing companies, and contributes to the achievement of CID's objective 213, which is to reach at least 3.000 companies, 2.500 of which must be SMEs participating in internationalization support projects.

The contract is part of the investment project to strengthen the Spanish ecosystem of fast-growing companies (C13.I5). It is a support and assistance program for fast-growing and high-potential companies, whose main challenges and objectives are the following:

- Main challenges: the Spanish entrepreneurial ecosystem is maturing, but it is still difficult to find companies that grow rapidly, and, above all, that reach a large size. Part of the problem lies in the capabilities of entrepreneurs, who must become true entrepreneurs, which requires different management skills and networks of contacts, many of which also transcend our borders (funders, clients, technology partners, etc.).
- Objectives: the objective is to build bridges globally and thus facilitate the growth of companies and entrepreneurs to contribute to the maturity of the Spanish entrepreneurial ecosystem, which is addressed through 3 lines of action:
- Specialized training and master classes to acquire the skills and contacts necessary for the growth of the company.
- Approach to world hubs of entrepreneurship and technology through the creation of a network of programs that facilitate the access of entrepreneurs to reference ecosystems in the world. Activities will be carried out in ecosystems of interest to Spanish companies through the establishment of a local service network and structure that will be made available to Spanish companies at each of the "DESAFIA" locations. "DESAFIA'S" are foreseen in San Francisco, Tel Aviv, London, The Hague, Singapore, Berlin, New York, etc. This is an estimate of possible locations and may vary as the program evolves.
- Community DESAFIA. A cornerstone of DESAFIA is to create and manage the alumni community so they benefit from business contacts and shared networks.

This contract is framed in the second of the lines of action: approach of Spanish companies to entrepreneurship hubs.

This contract is funded by the European Union Recovery and Resilience Facility, established by Council Regulation (EU) 2020/2094, of December 14, 2020, which establishes a European Union Recovery Instrument for support the recovery after the COVID-19 crisis, and regulated according to Regulation (EU) 2021/241 of the European Parliament and of the Council of February 12, 2021, which establishes the Recovery and Resilience Facility. As part of the obligations arising from the financing of this contract with the European Union Recovery and Resilience Facility, the successful bidder must validly sign the declaration contained in Annex 1 of this briefing, prior to signing the contract with ICEX.

Its financing is foreseen entirely from the credits of the service 50 "Recovery and Resilience Facility", from the budget of the Ministry of Industry, Commerce and Tourism through the corresponding capital transfers from the Secretary of State for Commerce to ICEX during the years 2022, 2023, 2024 and 2025.

This service/activity can be subject to European Union's financing through the Recovery and Resilience Facility (RRF)

ANNEX 1.

(To be completed, signed, and submitted only by the awardee upon notice that its proposal is
the one that best fits the purposes of this Request for Proposals.)

MUTIPLE DECLARATION OF THE AWARDEE OF THE CONTRACT FINANCED BY THE RECOVERY, TRANSFORMATION AND RESILIENCE PLAN,

Contract number **X056-01-2025**, the object of which is “**DESAFÍA Canada.**”

a) Declaration Form for the transfer and processing of data in relation to the implementation of actions for the Recovery, Transformation and Resilience Plan (PRTR).

Mr./Ms., national ID/Passport
no., as Managing Director/Manager/ of the
entity, with tax ID
no., and fiscal address
at participating
as a contractor in the execution of actions necessary to achieve the objectives defined in
Component 13 "Impulso a la PYME" declares they are aware of the applicable regulations, in
particular the following paragraphs of Article 22 of Regulation (EU) 2021/241 of the European
Parliament and of the Council of 12 February 2021 establishing the Recovery and Resilience
Mechanism:

1. Paragraph 2(d): "to collect, for the purpose of auditing and monitoring the use of funds in relation
to measures for implementing reforms and investment projects under the Recovery and Resilience
Plan, in a searchable electronic format and in a single database, the following standardized
categories of data:

- i. The name of the end recipient of the funds.
- ii. the name of the contractor and of the subcontractor, where the end recipient of the funds is a
contracting authority in accordance with the Union or national public procurement law.
- iii. the names and dates of birth of the beneficial owners of the recipient of the funds or of the
contractor, as defined in Article 3(6) of Directive (EU) 2015/849 of the European Parliament and
of the Council (26).
- iv. a list of measures for implementing reforms and investment projects under the Recovery and
Resilience Plan, together with the total amount of public funding for these measures and indicating
the amount of funds disbursed under the Facility and other Union funds".

2. Paragraph 3: "The personal data referred to in Paragraph 2(d) of this Article shall be processed
by the Member States and by the Commission only for the purposes and for the duration of the
relevant discharge audit and control procedures relating to the use of funds in connection with the
implementation of the agreements referred to in Articles 15(2) and 23(1). As part of the
Commission's discharge procedure, in accordance with Article 319 of the TFEU, the Facility shall
be subject to reporting within the framework of the integrated financial and accountability reporting
referred to in Article 247 of the Financial Regulation and, in particular, separately in the annual
management and performance report".

In accordance with the aforementioned legal framework, the above party agrees to the transfer and processing of the data for the purposes expressly stated in the aforementioned articles.

b) Declaration of Commitment in relation to the implementation of actions under the Recovery, Transformation and Resilience Plan (PRTR).

The undersigned, as contractor, **declares the commitment** of the person/entity it represents to the highest standards in relation to compliance with legal, ethical and moral rules, adopting the necessary measures to prevent and detect fraud, corruption and conflicts of interest, reporting any non-compliance observed to the appropriate authorities.

In addition, in accordance with the content of the PRTR, it undertakes to respect the principles of the circular economy and to avoid significant negative impacts on the environment ("do no significant harm") in executing the actions carried out within the framework of this Plan, as well as the cross-cutting principles established in the PRTR that may affect the subject matter of the contract.

c) Declaration of Commitment in relation to proof of inscription fiscal registry or similar.

The undersigned declares his commitment, when required by the contracting administration, to proof the inscription in the Registry of Companies, Professionals and Withholders of the Tax Administration Service which applies to him.

If there are subcontractors, he or she must also provide the multiple declarations of those subcontractors affected by the contract.

d) Declaration of Commitment in the obligation of the use of EU logos by contractor, according to art.9.3.b) of HFP 1030/2021.

e) Declaration of acceptance of the transfer of data between the Public Administrations involved.

The undersigned undertakes to accept the transfer of data between the Public Administrations involved in order to comply with the provisions of the European regulations that apply and in accordance with the Organic Law 3/2018 of December 5, 2018, on the Protection of Personal Data and guarantee of digital rights.

(Provide name of subcontractors, if applicable)

....., XX 202X

Signature:

Role:

This service/activity can be subject to European Union's financing through the Recovery and Resilience Facility (RRF).

ANNEX 2 (to be included in DOCUMENT 1).

REQUEST FOR INFORMATION ON BENEFICIAL OWNERSHIP.

Contract number **X056-01-2025**, the object of which is “**DESAFÍA Canada.**”

Competing Company Name: XXXXXXXX
Headquarters (EU/non EU): XXXXXXXX
Tax Identification Number (TIN=CA BN/TAN): XXXXXXXXX
Country of location: XXXXXXXXXXXX
Incorporation Date: XXXXXXXXX
City: XXXXXXXXX
Zip Code: XXXXXXXXX

Within the framework of protecting the European Union's financial interests, and in particular Article 22 of Regulation (EU) 2021/241 of the European Parliament and of the Council of 12 February 2021 establishing the Recovery and Resilience Mechanism, the European Commission requires that the beneficial owners of the contracting or beneficiary companies under the Recovery, Transformation and Resilience Plan are identified, as defined in Article 3(6) of Directive (EU) 2015/849 of the European Parliament and of the Council.

As the information on beneficial ownership is not available in the databases held by the Spanish authorities that are being used for this purpose, it is necessary to request it directly from the competing companies.

As a **minimum**, the information to be collected on **beneficial ownership*** shall include the following **details** of the natural person who is the beneficial owner of the competing company:

- a. Identification number (Tax ID (**SSN**) or Passport): XXXXX
- b. Country that has issued the identification number: XXXXX
- c. Forename/First Name: XXXXX
- d. Surname/Last Name: XXXXXXX
- e. Second Last Name (if any): XXXXXXX
- f. Date of birth (**DD/MM/YY**): XXXXXXX
- g. Address: XXXXXXX
- h. City-Country: XXXXX
- i. Zip Code: XXXXXXX

For this reason, we kindly ask you to send this Annex included in the Document 1 of your Proposal. In order to ensure the reliability of the data submitted and as required by the European Commission, we would be grateful if you could provide this information, also in the form of a document providing proof of beneficial ownership, issued by the competent body in the relevant foreign country. The information will be stored in accordance with the regulations on the protection of personal data.

*A beneficial owner is the natural person who ultimately controls a company or legal entity, or in whose interest a transaction or economic activity is carried out. In other words, is the person who hold control over an entity or has an economic interest in it.

According to the regulations for the prevention of money laundering, Spanish Law 10/2020, all natural persons who meet any of the following criteria are considered to be beneficial owners of an entity:

- Directly or indirectly owning more than 25% of the share capital or voting rights of the entity.
- To exercise effective control of the entity by other means, such as direct or indirect control of management or decision-making.
- Being the beneficial owner of the entity or of the economic transaction carried out.

Signer's Name:

Charge:

Date:

Sign: _____

ANNEX 3 (to be included in DOCUMENT 2).

TEAM CV ANONYMIZED.

(An editable Excel document with the table below has been published on the website of the Economic and Commercial Office of Spain in Ottawa so that bidders can complete it and include it in their proposals.)

ANNEX 4 (to be included in DOCUMENT 3).

ECONOMIC PROPOSAL.

(An editable document with the table below has been published on the website of the Economic and Commercial Office of Spain in Ottawa so that bidders can complete it and include it in their proposals.)

EXAMPLE OF TEMPLATE TO BE FOLLOWED FOR PRESENTING THE DETAILED BUDGET OF THE FINANCIAL PROPOSAL IN CAD, WITH A BREAKDOWN OF ALL COSTS

ECONOMIC PROPOSAL	CAD	CAD
Cost concepts or costs per activities	(excluding Taxes)	(with Taxes included)
Total per 1 immersion program (excluding taxes)	XXX	XXX

ANNEX A.

Example of an Excel template for the evaluation of the applications (Only for informative purposes in order to elaborate the proposals).

(An editable Excel document with the Annex A has been published on the website of the Economic and Commercial Office of Spain in Ottawa so that bidders can observe it in order to elaborate their proposals.)