

**ICEX ESPAÑA EXPORTACIÓN E  
INVERSIONES, E.P.E.**  
SPANISH ECONOMIC & COMMERCIAL  
OFFICE IN STOCKHOLM

Dirección: Drottninggatan 82 Estocolmo 111 36  
SE

E-mail: [tenders@icex.es](mailto:tenders@icex.es)

Date: 25<sup>th</sup> of February of 2026

**REQUEST FOR PROPOSALS**

**Submission:** [tenders@icex.es](mailto:tenders@icex.es)

**Closing: 23:59 (Stockholm local time) hours  
on 9<sup>th</sup> of March of 2026**

Contracting authority	ICEX España Exportación e Inversiones, E.P.E (ICEX), represented by the Spanish Economic & Commercial Office in Stockholm
Contract reference number	X30-01-2026
Object of the contract	Selection of an operator with a proven track record in managing open innovation programs to provide services for the design, coordination, and implementation of the Open Innovation Program Spain-Sweden
Contract duration and possible extensions	From the date of signature until 31 December 2026, or, where applicable, until completion of the planned programme activities, whichever occurs first.
Maximum budget (main contract, excluding taxes)	120.000 EUR (one hundred twenty thousand Euros), tax excluded
Estimated contract value including extension (excluding taxes)	120.000 EUR (one hundred twenty thousand Euros), tax excluded
Eligibility and qualifying requirements	<ul style="list-style-type: none"> <li>- <b>Financial solvency:</b> Submission of financial accounts to prove an annual turnover of more than 120.000 euros in the best of the last three (3) years (2025, 2024 and 2023; or 2024, 2023 and 2022 if 2025 accounts are not yet available).</li> <li>- <b>Technical solvency:</b> Bidders must demonstrate a strong and proven track record in programs to enhance cooperation between startups and corporations, as well as solid and verifiable connections with key actors within the Swedish entrepreneurship and innovation ecosystem. In particular, works with the Swedish innovation agency -or other key player in the local innovation ecosystem- must be carried out in the field of matchmaking startups and corporates through a structured methodology and a specific platform tool. Therefore, the bidders must have been working with a Swedish innovation agency -or other key player in the local innovation ecosystem- during the past three (3) years</li> <li>- <b>Team requirements:</b> Experience of at least one (1) of the team members of more than three (3) years in the Sweden technological and innovative ecosystem working with international programs with the aim of creating bridges between Swedish and other international ecosystems.</li> </ul>
Award criteria and weighting	Price: maximum 30 points; Technical quality: maximum 30 points; Team and Quantity of the proposed programme (automatic criteria): maximum 40 points.
Documents to be submitted separately, which together are the proposal	The proposal shall consist of <b>three separate submissions</b> , which together form the complete bid: <ol style="list-style-type: none"> <li>1. Administrative documentation and evidence of compliance with eligibility and qualifying requirements.</li> <li>2. Technical proposal (methodology and scope of work).</li> <li>3. Financial proposal (price and automatic evaluation criteria).</li> </ol>
Submission procedure and deadline	All submissions must be sent exclusively by email to <a href="mailto:tenders@icex.es">tenders@icex.es</a> <b>no later than 23:59 (Stockholm local time) on 9th of March 2026.</b> Individual email attachments must not exceed 4 MB. For larger files, a file transfer service shall be used.
Clarifications and questions	Questions must be submitted in writing by email to <a href="mailto:tenders@icex.es">tenders@icex.es</a> no later than 23:59 (Stockholm local time) on 4th of March 2026. In the interest of transparency and equal treatment, questions received and the corresponding answers provided by ICEX may be shared with all bidders. Questions submitted after the stated deadline shall not be answered.

**ICEX España Exportación e Inversiones, E.P.E. (hereinafter, ICEX)**, represented by the Economic & Commercial Office of Spain in Stockholm, invites companies to submit their proposals for the Open Innovation Program Spain-Sweden.

ICEX ([www.icex.es](http://www.icex.es)) is a Spanish public entity established in 1982, whose mission is to promote the internationalisation of the Spanish economy. ICEX is attached to the Ministry of Economy, Commerce and Business of the Government of Spain ([www.mineco.gob.es](http://www.mineco.gob.es)), through which it implements Spain's international economic policy.

ICEX is not part of the State Administration and operates with a degree of budgetary and operational autonomy. To deliver its mandate, ICEX relies on a network of professionals specialised in business internationalisation, based at its headquarters in Madrid, across 30 Territorial and Provincial Trade Offices in Spain, and more than 100 Economic & Commercial Offices located within Spanish embassies and consulates worldwide.

## **1. PROJECT DESCRIPTION**

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The implementation of the Open Innovation Program Spain-Sweden through a bilateral matchmaking program between startups and corporates based in Sweden and Spain, is part of ICEX's efforts to boost the international competitiveness and scalability of Spanish companies within the technological and innovative European ecosystem.

Open innovation fosters collaboration between companies and startups, facilitating not only the scalability of startups but the competitiveness of the corporates involved. ICEX is launching this program with the aim of creating potential commercial collaborations between large corporates and startups, enabling more Spanish based startups to enter the Swedish market and more Spanish corporates to enrich their open innovation processes by supporting the entry of Swedish tech talent and startups into the Spanish ecosystem.

Among the Nordic countries, international benchmarking in open innovation, the Swedish ecosystem is not only one of the most advanced in the world, but also the leading example with Sweden investing more than 3.5% of its GDP annually in R&D&I. Sweden is as well the Nordic country with the highest number of unicorns, ranking:

- 1st European Innovation Scoreboard (2025)
- 2nd Global Innovation Index (2024)
- 4th EU Industrial R&D Investment Scoreboard (2024)
- 6th Startupblink Global Startup Ecosystem Index (2025)

The implementation of this program is considered a priority due to the strategic opportunity that the Swedish ecosystem represents for the Spanish ecosystem, particularly in aspects of open innovation. The two countries can now engage in close collaboration, thanks to the progress made in Spain in recent times. ICEX's participation in this program will also contribute to positioning the Spanish technology ecosystem in Europe, in addition to significantly strengthening institutional and technological relations between Spain and Sweden in the field of innovation, that is particularly important under the current general economic framework caused by the tariff crisis.

The programme is sponsored by ICEX, the Government of Spain's agency for international trade and investment promotion. This invitation to tender is issued pursuant to the Agreement for the Management of the **Open Innovation Program Spain-Sweden**.

The Spanish Economic & Commercial Office in Stockholm, acting on behalf of ICEX, invites proposals for the provision of services to design, manage, and implement the Open Innovation Program Spain-Sweden.

Under this contract, ICEX will launch a public call to select a cohort of Spanish corporates to participate in the open innovation program Spain-Sweden to be matchmade with Swedish corporates and ICEX will also scout Spanish startups to be matchmade with the Swedish corporates identified as a stage in the program.

The successful bidder will be responsible for the design, coordination, and implementation of the program.

## **2. WHAT WE REQUIRE – PROPOSALS SHALL INCLUDE**

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The successful bidder shall be responsible for the design, coordination, and delivery of the program divided into three (3) stages. These three (3) stages shall follow the structure outlined below.

**Stage 1: Onboarding.** This stage shall comprise the initial preparation, coordination, and confirmation of participating entities.

Proposals shall include:

1. **Project management**, including program planning, execution, and reporting.
2. **Methodology of identification and assessment its level of commitment to participate in the program** of a target audience of Swedish corporations to be matchmade with Spanish startups and startups to be matchmade with Spanish corporates.

**Stage 2: Needs Assessment and Matchmaking for Spanish and Swedish Corporates.** This stage shall focus on diagnosing corporates needs and facilitating initial engagement between Spanish corporates and Swedish startups, and between Swedish corporates and Spanish startups.

Proposals shall include:

1. **A process of Identification of corporate needs, selecting curated lists of startups from Spain and Sweden.**
2. **A process of execution of the matchmaking.**
3. **Progress tracking**, including follow-up with corporations.

**Stage 3: Immersion into the Swedish ecosystem.** The cohort of Spanish corporates and startups in the final matchmaking of the second stage will take an immersion and working trip into the Swedish tech ecosystem. This stage could include a structured matchmaking process to deepen relations and explore partnerships, one-to-one meetings and roundtables to foster the development of pilot projects, etc. The programme shall last **up to one week** and shall include the following activities.

Proposals shall include:

1. **The process of preparation of the working trip to Sweden.**
2. **The working actions and activities for consolidating the relation between Spanish and Swedish corporates.**

### **3. TERM AND EXTENSION OF THE AGREEMENT**

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- 3.1. Term.** The services covered by this contract shall commence on the date of signature by both parties and shall remain in force until 31 December 2026 or, where applicable, until the completion of the programme activities provided for under the contract, whichever occurs first. Stages 1 and 2 shall be completed no later than 30 June 2026.

### **4. BUDGET**

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#### **4.1. Maximum Budget (all tax excluded):**

The maximum budget for the execution of the project is **EUR 120,000.00** (one hundred and twenty thousand Euros), exclusive of all applicable taxes. All bids shall be submitted in Euros and shall **exclude taxes**.

**Bidders must indicate separately in their proposals the amount and nature of any applicable taxes, where relevant.**

This service and related activities may be partially or fully financed by the European Union through the Recovery and Resilience Facility (RRF) until at least 30 June 2026. This financing covers Stages 1 and 2 of the program described in the section 2 of this document. In the event that the project or any of its components are deemed ineligible for EU funding by the competent European authorities, the corresponding expenditure shall be covered by ICEX's general budget.

- 4.2. Estimated contract value:** The **value of the main contract will be 120.000,00 EUR**, taxes excluded, according to the following:

- Main contract maximum budget: 120.000,00 EUR

Proposals exceeding the maximum available budget of EUR 120,000.00, exclusive of taxes, shall not be considered.

For all legal and administrative purposes, ICEX is a Spanish public entity based in Spain.

Bidders shall include a detailed financial breakdown clearly distinguishing between the price offered and any applicable taxes.

Travel and accommodation expenses for participating startups shall not be included in the financial proposal, as such costs shall be borne directly by the participating companies.

ICEX shall evaluate financial proposals on the basis of the prices offered, exclusive of taxes.

## 5. PAYMENTS AND INVOICES

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- 5.1. Contract Amount.** Only the activities, budgets, and procedures expressly included in the contract shall be binding on the Parties. No expenses on behalf of ICEX may be incurred by the contractor prior to the date of signature of the contract or without the prior approval of ICEX, as represented by the Spanish Economic & Commercial Office in Stockholm.

The contractor shall be entitled to payment solely for the services effectively provided in accordance with the terms and conditions set out in the contract.

- 5.2. Payment currency.** Payments to the contractor shall be made in the contract currency, which shall be Euros. Any costs arising from currency exchange shall be borne by the contractor.
- 5.3. Payments to offshore accounts.** Payments to bank accounts held offshore by the contractor shall be subject to compliance with applicable domestic currency exchange regulations. Any international bank transfer fees or related costs shall be borne by the contractor.
- 5.4. Payment schedule.** ICEX shall make payment upon completion of each of the stages of the program, subject to submission of the corresponding invoice and ICEX's acceptance of the services delivered during the relevant period. First payment, covering Stages 1 and 2, shall be made once both stages have been completed. A second payment for the remaining amount shall be made upon completion of Stage 3.

Invoices shall be paid within thirty (30) days of their submission.

- 5.5. Invoice details.** All invoices shall be issued to:

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

Invoices **shall be sent to:**

Spanish Economic & Commercial Office in Stockholm (SE)  
Drottninggatan 82 Stockholm 111 36 SE  
Sweden  
Telephone: +46 8 24 66 10  
Email: [estocolmo@comercio.mineco.es](mailto:estocolmo@comercio.mineco.es)

Each invoice shall include, at a minimum, the following information:

Company letterhead and/or logo  
Registered address of the issuing company  
Invoice date  
Invoice number  
VAT number (where applicable)  
Description of the goods and/or services invoiced  
Total amount due

## 6. REQUIREMENTS

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- 6.1 Financial solvency requirements.** Bidders must prove an annual turnover of more than **120.000 euros** in the best of the last three (3) years (2025, 2024 and 2023; or 2024, 2023 and 2022 if 2025 accounts are not yet available).
- 6.2 Technical solvency requirements.** Bidders must demonstrate a strong and proven track record in programs to enhance cooperation between startups and corporations, as well as solid and verifiable connections with key actors within the Swedish entrepreneurship and innovation ecosystem. In particular, works with the Swedish innovation agency -or other key player in the local innovation ecosystem- must be carried out in the field of matchmaking startups and corporates through a structured methodology and a specific platform tool. Therefore, the bidders must have been working with a Swedish innovation agency -or other key player in the local innovation ecosystem- during the past three (3) years.
- 6.3 Team requirements.** Bidders shall specify the role and responsibilities of each team member assigned to the project in their proposal. In addition, anonymized curriculum vitae for the proposed team member shall be submitted in accordance with the template provided in Annex 3. The contractor must designate a primary point of contact who is fully informed of all aspects of the contract, including administrative matters, and who maintains continuous and direct communication with ICEX, represented by the Spanish Economic & Commercial Office in Stockholm.

A minimum team of one (1) staff member shall be assigned to the project, including the following profile:

- **Project Manager:** Experience of at least one (1) of the team members of more than three (3) years in the Sweden technological and innovative ecosystem working with international programs with the aim of creating bridges between both ecosystems.

In exceptional and duly justified circumstances where the Project Manager is unable to travel to Spain for the required activities, another qualified team member may substitute them. Such substitution must be justified in advance and approved by ICEX.

The contractor shall notify the Spanish Economic & Commercial Office in Stockholm of any changes to the project team that may affect programme delivery. Any departing team member must be replaced by a professional with equal or greater qualifications and experience as established in this briefing. The individual appointed to replace the departing team member must possess experience equivalent to, or greater than, that of the member being replaced, such that the newly appointed member would have obtained the same score as the departing member.

In the event of a team member replacement, the contractor shall:

- Submit a formal change request stating the reasons for the replacement;
- Provide the anonymised CV of the proposed replacement; and
- Bear all costs associated with knowledge transfer and any overlap between outgoing and incoming personnel.

Any appointment, replacement, or removal of personnel assigned to the project must be coordinated in advance with ICEX.

Regular coordination meetings between the contractor's team and ICEX, represented by the Spanish Economic & Commercial Office in Stockholm, shall be held to monitor project progress. Such meetings may take place by videoconference.

**6.4 Assignment.** The assignment or subcontracting of the contract, in whole or in part, is not permitted.

**Failure to comply with any of the requirements set out in this section shall result in the exclusion of the bidder from the tender procedure.**

## 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.)
<b>I. Proposal (to be included in Document 3 of the bid)</b>		<b>30</b>
<ul style="list-style-type: none"> <li>• Bid price scoring will be assigned according to the following criteria:               <ul style="list-style-type: none"> <li>i) The bidder with the lowest price will obtain the maximum score; the rest will be allocated points proportionally.</li> </ul> </li> </ul>		
<b>II. Technical Proposal (to include in Document 2 of the bid)</b>		<b>50</b>
<ul style="list-style-type: none"> <li>• ICEX will assess the quality of the proposed plan and the extent to which it satisfies most efficiently the objectives of the program, assigning points to each of the components of the Technical Proposal, as described below. The technical proposal provided will be assessed as follows:               <ul style="list-style-type: none"> <li>A) Detail and quality of the matchmaking tool to proceed with the process aiming high-quality iterations between startups and corporates (maximum 15 points).</li> <li>B) Detail and quality of the actions and activities proposed for the stage 3 – the immersion program for Spanish companies into the tech Swedish ecosystem (maximum 15 points).</li> </ul> </li> </ul> <p><b><u>Tenders that do not achieve at least 15 out of 30 points will be automatically excluded. Likewise, tenders that do not meet the minimum thresholds in criteria A and B will also be excluded.</u></b></p>		
<b>III. Automatic criteria and Team Proposal (to include in Document 3 of the bid)</b>		<b>40</b>
<ol style="list-style-type: none"> <li>1. <b>Quantity of the proposed program</b>, including the number of startups under the scope, the Swedish corporations involved and quantity of digital meetings foreseen between corporations and startups. The proposal will be evaluated according to the following criteria In this sense, it will be scored: <b>Maximum 20 points</b></li> </ol>		

A) The quantity of the Swedish startups reached initially during the first stages (maximum 5 points):

- 70 or more startups will score 5 points.
- From 50 to 69 startups will score 3 points.
- From 30 to 49 startups will score 2 points.
- Less than 30 startups will be excluded, as a lower number represents a high risk for developing the minimum viable program.

B) The quantity of the Swedish corporations involved (maximum 5 points):

- 5 or more corporations will score 5 points.
- 4 corporations will score 3 points.
- 3 corporations will score 2 points.
- 2 or less corporations will be excluded, as a lower number represents a high risk for developing the minimum viable program.

C) The quantity of digital meetings foreseen between corporations and startups (maximum 10 points):

- 50 or more digital meetings will score 10 points.
- 30 to 49 digital meetings will score 7 points.
- 20 to 29 digital meetings will score 5 points.
- Less than 20 digital meetings will score 0 points

**Tenders that do not meet the minimum thresholds in criteria A and B will automatically be excluded.**

2. Beyond the minimum requirements, the **team member (Project manager (fully engaged with the project))** will be assessed as follows: **Maximum: 20 points**

A) Experience in running open innovation programs of Swedish corporates with foreign startups. To be valued: number of programs. Maximum 10 points.

- 5 or more programs will score 10 points.
- 4 programs will score 7,50 points.
- 3 programs will score 5 points.
- 2 programs will score 2,50 points.
- 1 program will score 0 points.
- Less than 1 program will be excluded, as a lower number represents a high risk for developing the minimum viable program.

B) Experience in running open innovation programs of foreign corporates with Swedish startups. To be valued: number of programs. Maximum 10 points.

- 5 or more programs will score 10 points.
- 4 programs will score 7,50 points.
- 3 programs will score 5 points.
- 2 programs will score 2,50 points.
- 1 program will score 0 points.
- Less than 1 program will be excluded, as a lower number represents a high risk for developing the minimum viable program.

**TOTAL**

**100**

Criteria II Technical Proposal will be scored as follows:

0% of allocated points	Not enough information	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.
25% of allocated points	Almost adequate	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.
50% of allocated points	Adequate	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.
75% of allocated points	Very Good	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.
100% of allocated points	Excellent	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.

## 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 three (3) years, including **total budgets, dates and clients, public or private sector**, for whom the services and/or work were undertaken. A minimum **experience of three (3) years** in similar projects is required.
- **Financial Solvency.** Bidders must prove an annual turnover of at least 120.000 EUR in the best of the last three (3) accounting years (2025, 2024 and 2023; or 2024, 2023 and 2022 if 2025 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. 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), notwithstanding that other issues of value will be included.

**8.4. Document 3: Financial proposal, Quality of the Proposed Program (automatic criteria) and Team Member (MS Excel file).**

**8.4.1. Financial proposal.** 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 120.000 EUR, 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

**8.4.2. Quality of the proposed program (automatic criteria).** All competing companies must present information about Quantity of the proposed program, including the number of startups under the scope, the Swedish corporations involved and quantity of digital meetings foreseen between corporations and startups a for each area of activity and taxes must be clearly described and separated. This proposal must be made according to the **Annex 3**.

We suggest bidders to organize the proposal document following the structure of technical proposal criteria (7.1: III.1), notwithstanding that other issues of value will be included.

- 8.4.3. Team Member.** All competing companies must present a detailed work proposal, that includes the 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**).

We suggest bidders to organize the proposal document following the structure of technical proposal criteria (7.1: III.2), notwithstanding that other issues of value will be included.

- 8.4.4. Taxes.** ICEX will evaluate the Financial Proposal based on the offered prices, excluding taxes.
- 8.4.5. Currency.** The proposal will be drafted in Euros.

## 9. SUBMISSION OF PROPOSALS

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- 9.1. Invitation to tender.** ICEX, represented by the Economic & Commercial Office of Spain in London, 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 Stockholm.

- 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](mailto:tenders@icex.es) before 23:59 (Stockholm local time) hours on 9th of March of 2026.** 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 (Stockholm local time) hours on 4<sup>th</sup> of March of 2026 only through the e-mail [tenders@icex.es](mailto: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:

<b>President</b>	<b>José María Blasco Ruiz</b>	<b>Director for Growth and Competitiveness</b>
<b>Substitute</b>	<b>Cristina Morales</b>	<b>Director for Talent and Internationalization</b>
<b>Member</b>	<b>María Vallés</b>	<b>Head of Department at the Economic and Commercial Office of Spain in Stockholm</b>
<b>Substitute</b>	<b>Eduardo Sánchez</b>	<b>Head of Department in the Open Innovation Department</b>
<b>Secretary</b>	<b>Pedro Patiño Segura</b>	<b>Deputy Director of Procurement</b>
<b>Substitute</b>	<b>Isabel Arias</b>	<b>Member of the Procurement Department</b>

In Stockholm, on the date recorded in the electronic signature

**ICEX's Board of Directors**  
**By Delegation (Resolution of 5 March 2025 BOE**  
**[Official State Gazette] n°. 67 of 19 March 2025**

**Jose Antonio Bretones Cordero**  
**Chief Economic and Commercial Counsellor**  
**Economic and Commercial Office of Spain in Stockholm**

## ADMINISTRATIVE CLAUSES

### 1. FINANCIAL PROPOSAL CALIFICATIONS

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**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

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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**

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- 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**

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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**

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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

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The present file, promoted by ICEX Spain Trade and Investment, E.P.E. (“ICEX”), aligns with the priorities of national and European economic policies aimed at revitalizing and modernizing the productive fabric. It is part of the Recovery, Transformation and Resilience Plan (PRTR), financed by the European Union through the Next Generation EU Fund.

The modification of the PRTR through the DANA Addendum, approved by the Council of Ministers by Resolution of September 16th, 2025, and published in the Official State Gazette (BOE) on September 17th, 2025, is not merely a support measure for recovery and resilience in response to natural disasters. It represents a commitment to revitalizing and modernizing the productive fabric, while strengthening the country’s capacity to respond to increasingly frequent external shocks, whether natural disasters linked to climate change or economic disruptions arising from international circumstances, such as sudden changes in tariff policies.

Additionally, this Component 32 is supported by the Council Implementing Decision amending the Implementing Decision of July 13, 2021, regarding the approval of the evaluation of Spain’s Recovery and Resilience Plan, adopted at the Economic and Financial Affairs Council of the European Union on October 10, 2025.

Within the DANA Addendum, the Recovery, Transformation and Resilience Plan includes, among other initiatives, the strategic program “Business Internationalization Programs,” linked to ICEX Spain Trade and Investment’s area of competence. The actions under this new component contribute to four of the six pillars of the Recovery and Resilience Facility:

1. A decisive contribution to the green transition
2. Support for the digital transformation of society
3. Promotion of smart, sustainable, and inclusive growth
4. Strengthening of social and territorial cohesion

The new component will finance, with Next Generation EU funds, a series of investments that can be executed before mid-2026, the deadline for the implementation of the Recovery, Transformation and Resilience Plan.

This procurement file is financed by the European Union’s Recovery and Resilience Facility, established by Council Regulation (EU) 2020/2094 of December 14 and Regulation (EU) 2021/241 of February 12, 2021, of the European Parliament and the Council, which regulate and approve the European Union Recovery Instrument to support recovery following the COVID-19 crisis, and the Recovery and Resilience Facility (RRF). Specifically, this action falls under Component 32 related to Support for Recovery and Resilience in response to natural disasters, and within it, Investment 05 on the evaluation of support programs for the internationalization of companies in territories affected by the DANA and to address the tariff crisis.

Its financing is expected to be fully covered by appropriations from service 50 “Recovery and Resilience Facility,” under the budget of the Ministry of Economy, Trade and Enterprise through corresponding capital transfers from the State Secretariat for Trade to ICEX during fiscal years 2025 and the first half of 2026.

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.)**

### **MULTIPLE DECLARATION OF THE AWARDEE OF THE CONTRACT FINANCED BY THE RECOVERY, TRANSFORMATION AND RESILIENCE PLAN,**

Contract number **X030-01-2026**, the object of which is “Open Innovation Program Spain-Sweden.”

#### **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 **X030-01-2026**, the object of which is “**Open Innovation Program Spain-Sweden.**”

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

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: XXXXXX
- c. Forename/First Name: XXXXXX
- d. Surname/Last Name: XXXXXXXX
- e. Second Last Name (if any): XXXXXXXX
- f. Date of birth (**DD/MM/YY**): XXXXXXXX
- g. Address: XXXXXXXX
- h. City-Country: XXXXXX
- i. Zip Code: XXXXXXXX

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 3).**

**QUALITY OF THE PROPOSED PROGRAM (automatic criteria) AND 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 Stockholm so that bidders can complete it and include it in their proposals.)

***EXAMPLE OF TEMPLATE TO BE FOLLOWED FOR PRESENTING THE PROPOSED PROGRAM AND TEAM CV ANONYMIZED***

<b>CRITERIA</b>	<b>PROPOSED PROGRAM</b>	<b>Number</b>
<b>A)</b>	Quantity of the Swedish startups reached initially during the first stages	
<b>B)</b>	Quantity of Swedish corporations involved	
<b>C)</b>	Quantity of digital meetings foreseen between corporations and startups	

<b>CRITERIA</b>	<b>TEAM CV</b>	<b>Number</b>
<b>1</b>	Experience in running open innovation programs of Swedish corporates with foreign startups	
<b>2</b>	Experience in running open innovation programs of foreign corporates with Swedish startups	

<b>CV ANONYMIZED (TEAM MEMBER 1)</b>	
<b>Education</b>	
<b>Experience</b>	
<b>Skills</b>	
<b>Languages</b>	
<b>Other relevant information</b>	

**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 Stockholm so that bidders can complete it and include it in their proposals.)

	<b>ECONOMIC PROPOSAL</b>	<b>EUR</b>	<b>EUR</b>
	<b>Cost concepts or costs per activities</b>	<b>(excluding Taxes)</b>	<b>(with Taxes included)</b>
<b>Stage 1</b>			
<b>Stage 2</b>			
<b>Stage 3</b>			
	<b>Total (excluding taxes)</b>	<b>XXX</b>	<b>XXX</b>